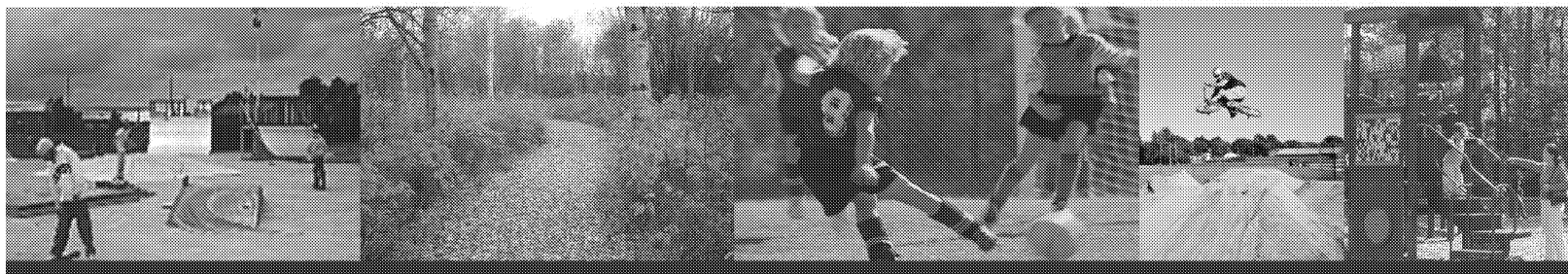




ADANAC PARK

MASTER PLAN & BUSINESS PLAN



FINAL REPORT
MAY 11, 2005



Adanac Park Master Plan & Business Plan

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Prepared for:

City of Greater Sudbury Community Development Department
Adanac Task Force Committee

Prepared by:

D.R. Matthews and Associates Inc.
Monteith Brown Planning Consultants Ltd.



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PLAN HIGHLIGHTS

The **purpose** of the Adanac Park Master Plan and Business Plan is to establish priorities and recommend an implementation strategy for the development of Adanac Park and Hill. The **goal** is to enable the community to maximize the development and use of the natural and physical assets of Adanac Park and Hill. **Consultation** with key stakeholders and the public at large has been an integral component of the planning process.

It bears noting that, while the **scope** of the Plan includes the entire 200 hectare block of publicly and privately owned land generally bounded by the Hill, Notre Dame Avenue and LaSalle Boulevard, a particular emphasis was placed on the public land immediately surrounding Adanac Hill.

That the Park become a “**multi-use**” and “**multi-season**” **destination** is one of the central tenets of this study. There is a need to provide a greater cross-section of users at the Hill to complement the Park and encourage year-round usage. Any development of the Hill and Park should embrace environmental measures, cultural identity, and current recreational planning principles.

There are two primary factors that are creating the **demand** for this redevelopment:

- a) The demand by area users for a variety of recreation and cultural tourism features -- instead of a single purpose recreation attraction. This is due, in part, to the maturing of the market, which creates the demand for one-stop centres.
- b) Changing attitudes with regard to recreation, work, and lifestyle. Due to advances in technology, winter recreation areas can offer a unique variety of lifestyle and recreation opportunities at one location.

The following are the **main recommendations** of this Study:

- a) The winter carnival should be continued at this site and site improvements should be made to accommodate its requirements. The redevelopment of the Hill as a ski, snowboard and tubing facility should not preclude the use of the site as an event venue.
- b) With expansion and upgrading, Adanac Park can achieve continued positive growth in the marketplace and attract a wider variety of users. Due to the layout and advanced nature of the existing ski terrain, additional ski terrain should be added. This primarily involves the addition of a teaching/beginner ski terrain zone and intermediate ski terrain.

- c) There is also a need for a snowboarding terrain park with features. This is the fastest growing segment of the market and in some ski areas snowboarders are nearing 50% of the ski area users.
- d) In addition, there is an opportunity to introduce a tubing facility. Tubing is a positive winter activity that does not require a high degree of skill and relates to a larger school group and the general public.
- e) Two operational lifts will be necessary to bring this facility up to consumer and technical standards. A new, used or rehabilitated chair lift and carpet lift will need to be installed to meet present and potential market demand.
- f) A variety of additional winter and multi-season facilities and activities have also been proposed, such as a skating rink, outdoor skateboard park, BMX park, and a variety of trails.
- g) Lastly, a multi-season, multi-use lodge has been proposed to service the various facilities and activities.

A number of **important considerations** arose in the development of this plan. They are as follows:

- a) Adanac Hill is still a substantial recreation resource in the City. The Hill has the potential to provide a unique family recreation experience. However, in order to increase the visitations and reach a larger segment of the family market, the improvements defined in this Plan will need to be implemented.
- b) With upgrades to the physical plant, that Adanac Hill can increase visitations and could become a potential profit centre (an operating profit of \$58,408 per year is estimated), allowing for contributions to be made to debt servicing during most seasons. The capital cost for full build-out of the Hill and major Park elements ranges from \$1,696,973 to \$2,726,173 depending on the type of chair lift (this does not include costs for fill transport or grading). The cost to redevelop the Park is substantial, however, various funding and financing options have been proposed to provide for an achievable implementation strategy. Depending on the quality of facilities and operations on the site, the Hill and Park could be more financially sustainable than most municipal recreation projects.
- c) The quality of the ski, snowboard and tubing terrain is partly dependent on the placement of additional fill. It is possible that a substantial amount of fill will be required to produce a high quality experience, however, it is recognized that this will not occur overnight.

The Plan has been sensitive to the desires and concerns of all parties and has attempted to strike a balance between these viewpoints by designing the concept to appeal to a large

number of citizens of all ages and interests and by proposing a development concept that is flexible in its implementation.

The redevelopment of Adanac Park and Hill represents a wonderful opportunity to engage the entire Greater Sudbury community in a variety of meaningful recreation and leisure activities. It is our recommendation that the Adanac Park Master Plan and Business Plan proceed as soon as possible so that an increased number of users can enjoy the new and improved facilities.

Respectfully submitted,

{ORIGINAL SIGNED}

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1.0 INTRODUCTION

1.1 Purpose of the Project

The purpose of the Adanac Park Master Plan and Business Plan is to establish priorities and recommend an implementation strategy for the short, medium and long-term development of Adanac Park (with an emphasis on the Hill). This will be accomplished through the establishment of a preferred “vision” for the park and the development of a business case analysis for the future use of the Adanac Hill.

The focus of this project is on the future use and development of Adanac Hill, however, there is a need to consider the use of the remaining park lands in order to prepare a comprehensive strategy for the entire site (which is referred to as “Adanac Park”).

In undertaking this Study, a range of potential facilities and activities have been considered, including, but not limited to:

- “Experience Adanac” winter carnival activities
- downhill skiing
- cross-country skiing and snowshoeing
- snowboarding and/or snowboard terrain park
- tobogganning and/or tubing
- outdoor skating
- indoor and outdoor soccer
- skateboarding, inline skating, and bmx biking
- non-motorized trail activities (e.g., walking, mountain biking)
- playground facilities
- summer and winter programs/camps

1.2 Goal & Objectives

The goal of the project is to enable the community to maximize the development and use of the natural and physical assets of Adanac Park and Hill. There is considerable community interest in ensuring the continuance of winter activities at Adanac Park and public consultation is required to determine appropriate capital investments in the Hill. Furthermore, the future use of the site should be consistent with the primary planning objectives, namely that any future use of the Adanac Park and Hill be:

- a) for community recreational purposes and consistent with the City’s objective of promoting healthy lifestyles;

- b) reflective of public needs, which includes providing a quality experience at an affordable price;
- c) financially viable, which may or may not require the identification of new revenues and opportunities through innovative strategies and partnerships;
- d) multi-use;
- e) multi-seasonal with an emphasis on winter activities; and
- f) multi-generational with an emphasis on activities for children and youth throughout the City.

1.3 The Planning Process

The Consulting Team of Monteith Brown Planning Consultants and D.R. Matthews and Associates Inc. were retained by the City to assist with this project, which commenced in October 2004. A Steering Committee consisting of City staff, City Council, and Adanac Task Force Planning Committee members is responsible for reviewing the work of the Consulting Team and providing direction where necessary.

The planning process was specifically designed to engage the many community partners that have a historical or potential future interest in the Park, as well as the community at large. Stakeholders and the public were engaged through a variety of methods, including interviews, workshops, and public meetings.

Other key elements of the project include an assessment of physical and financial resources within the community, an analysis of challenges and opportunities, and the development of a business plan and implementation program for Adanac Hill.

1.4 Acknowledgments

This Study was initiated by the City of Greater Sudbury and overseen by a Project Steering Committee consisting of local councillors, municipal staff, and Adanac Task Force members. Funding for this project was provided by the City of Greater Sudbury and FedNor (Industry Canada's Community Futures Program).

We wish to thank all of those who contributed to this undertaking, including the many committed and passionate volunteers and residents who provided their valuable input to this project.

2 CONTEXT

2.1 Location and Features of the Park

Adanac Park is located in the New Sudbury planning area and is generally contained within the block bounded by LaSalle Boulevard to the north, Beatrice Crescent to the east, The Kingsway to the South, and Notre Dame Avenue to the west. Due to adjacent residential and commercial development, as well as topographical constraints, public access to the site is currently available only from Beatrice Crescent. An aerial photo of the site is shown below.



The Park consists of approximately 200 hectares of land in three nodes connected by an informal trail system: Percy Playground, McLean Playground and the Adanac Hill/Barrydowne Arena area. The large majority of the Park is undeveloped and serves as a floodplain for Junction Creek; an active CN rail line also transects the site.

Most of the lands north of the rail line are in private ownership (approximately 120 hectares), while the lands south of the rail line and containing Adanac Hill and Barrydowne Arena

(approximately 80 hectares) are owned by the Nickel District Conservation Authority (NDCA). The NDCA has entered into a long-term agreement with the City to provide these lands for community recreation purposes in exchange for an exemption from property taxes. Although the area provides a number of important environment functions, there are no significant environmental features that preclude the use of the site for recreational purposes.

Existing recreational features within Adanac Park include trails, a ski hill (containing 5 runs, gravel parking lot, and accessory buildings), a toboggan hill, and a closed single pad arena with paved parking lot. The trail system is being expanded every year and currently consists of looped hard packed granular trails to the west of the former arena, as well as a portion of the Junction Creek Waterway Trail which provides direct access to the City Centre from the site. In terms of future development, the Rotary Club of Sudbury and the Rotary Sunrisers have proposed the development of outdoor soccer fields, an inline skating path, a playground, and trail expansion within the area to the north and west of Adanac Hill.

2.2 History of the Site and Key Planning Efforts

Developed as a municipal ski hill in the mid 1970s, Adanac Hill and Park has a long history of being a key recreational area in the community. In 1999, the former City of Sudbury completed a “Preliminary Master Plan Report for the Adanac Recreation Park”. This preliminary report describes the broad concepts and vision for the Park and its constituent nodes and identifies the unique characteristics of a district park serving a large community. Many of the Preliminary Master Plan’s observations and recommendations remain appropriate today and will be carried forward into this Study.

Also of note, a Community Improvement Plan for the “Junction Creek Waterway Park” was prepared in 1991. The purpose of this Plan is to propose the development of an urban waterway park along Junction Creek from Maley and Nickeldale Conservation Areas to Kelly Lake (a distance of approximately 18 kilometres). Many of the Plan’s recommendations and policies are slowly being implemented, including the development of a multi-purpose trail system along the creek. Lands in private ownership, rail crossings, and funding remain major obstacles to completing the trail system.

A number of circumstances have changed since the “Preliminary Master Plan Report for the Adanac Recreation Park” was released in 1999, prompting the need for this Study. Most notably, both Adanac Ski Hill and Barrydowne Arena were closed in 2003 as a result of City Council budget deliberations. The Hill was closed primarily because of the significant and immediate capital investment that was required for the chair lift and other equipment. On a more positive note, the Rotary Club of Sudbury and the Rotary Sunrisers have since begun developing trails throughout Adanac Park (“Rotary Park”) in partnership with the City of Greater Sudbury.

Later that year, Mayor David Courtemanche (then a City Councillor) struck a committee to investigate ways in which the Adanac Hill could be re-opened and/or redeveloped. The Adanac Task Force Committee was then divided into Short and Long-Term Committees that were responsible for organizing events for the upcoming year and for the future use of the site, respectively.

In February 2004, the Short-Term Committee led a team of volunteers and local sponsors in organizing the “Experience Adanac” Winter Festival. Over 7,000 people attended the events scheduled over the course of four weekends, including tobogganing, snowboarding, outdoor skating, sleigh and snowmobile rides, and other entertainment. The Committee is making similar plans for a winter carnival in 2005.

In addition to the carnival activities, the City has contracted with a private operator to develop and operate a snowboard terrain park on Adanac Hill during the 2004/05 winter season. This terrain park is seen as a short-term solution in keeping interest in the site and the sport. There is no mechanical lift associated with the terrain park.

The City of Greater Sudbury recently developed a Parks, Open Space & Leisure Master Plan (June 2004) that sets priorities for a broad range of leisure activities and facilities. This Master Plan has been received by City Council. Of note to this Study, the Master Plan endorses Council’s suggestion that the Indoor Soccer Centre be moved to the Barrydowne Arena from its present location in privately-owned commercial space and that an outdoor soccer field complex be developed at the site to complement the indoor facilities. The Master Plan also acknowledged the potential demand for a multi-use all-season recreation facility with hill-based activities within the community. The Plan deferred recommendations on the future use of the Adanac Hill to the detailed Business Plan, but did caution that the City’s demographic profile is an aging one and that its average income levels are not conducive to the promotion of such a facility as a core municipal service. The Master Plan strongly encouraged the development of appropriate partnerships to ensure that the future operation of Adanac Hill is self-sustaining.

The City of Greater Sudbury – through Council’s Strategic Priorities – is committed to promoting the well-being of its citizens in a healthy, safe and stimulating community and to protecting and improving the environmental and ecological health of the community. In addition, the City has included in its broad goal statements support for the development of viable strategies to increase investment in infrastructure and identify new revenues and opportunities through innovative strategies and partnerships.

3 DEMOGRAPHICS & TRENDS

The composition of the existing population and trends affecting recreational participation help us to better understand the needs of the City's current and future residents. The following data and trends have been excerpted from the City's 2004 "Parks, Open Space and Leisure Master Plan" and supplemented/updated where appropriate.

3.1 Socio-Demographic Data and Trends

Population Levels

Greater Sudbury's population has experienced both decline and recovery over the past three decades as a result of its reliance on natural resources. The City's population peaked in 1971 at 169,580 and now sits at 155,255 (2001 Census) due to consistently high levels of out-migration.

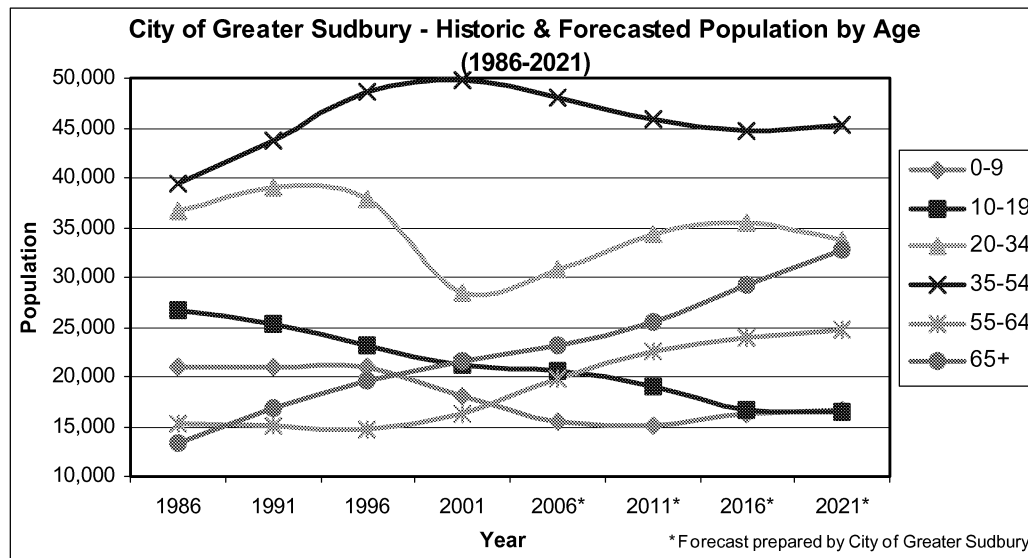
Although the City experienced the greatest population decline of all Census Metropolitan Areas in Canada between 1996 and 2001 (6%), recent population estimates indicate that the City is beginning to reverse this trend with a small increase in population over the past year. Continued diversification within the local economy, improving economic conditions, opportunities created by the looming retirement of many "baby boomers", and strong economic development strategies are anticipated to generate gradual population growth over the next twenty years.

Population projections developed for the City's new Official Plan suggest that the City may reach of population of 170,000 to 175,000 people by 2021 or earlier. Adanac is located in the heart of an area anticipated to receive 58% of the City's future population growth. On a neighbourhood level, Adanac Park is situated in "New Sudbury", which currently has a population of approximately 25,000 and is expected to grow by 7% over the same time period.

Age Composition

Greater Sudbury is experiencing a considerable aging of the population due largely to the baby boom population nearing retirement age and to declining fertility rates. This trend is expected to become more pronounced over the next twenty years. In recent years, this aging trend has been magnified in Greater Sudbury by the significant out-migration of younger populations.

The following graphic illustrates the changes in age composition between 1986 and 2001, as well as the projected changes between 2001 and 2021.



Currently, the age composition for the New Sudbury community is very similar to that of the entire City, if not slightly older. In terms of future population changes, forecasts indicate that the 0-9 age group will experience a 5% to 8% decline across the entire City by 2021 (despite modest gains in 2016 and 2021). A 20% to 23% decline is anticipated for the 10-19 age group during this same period. Both the 55-64 and 65+ age groups are expected to increase by over 50% over the next twenty years.

From an economic development perspective, the City would like to maintain and enhance services and facilities that cater to the younger population in order to counteract the significant out-migration that has been occurring. As such, there is a desire to develop recreation facilities and activities that are more attractive to children and teens (i.e., the family recreation environment). At the same time, because the City's existing demographic profile is an aging one, the needs of older residents also need to be addressed. The preferred approach is to provide a variety of unstructured activities and multi-purpose facilities at Adanac Park that cater to all ages.

Although the population as a whole is aging, today's seniors are generally more active and fitter than previous generations and are interested in pursuing activities typically associated with younger age groups. More scenic trails (both looped and linked) are a common request from the senior population (in fact, walking is the most favoured recreational activity amongst Canadians). Trails and other outdoor areas that promote activity among all age groups would also help Greater Sudbury in its efforts to reduce its very high levels of heart disease and obesity.

Children and youth should also be a key target market for the Adanac Park redevelopment. Studies show that children typically become less active as they enter adolescence and that inactivity has long-term health risks. Furthermore, teens remain under-served markets throughout the nation. Some unstructured and non-traditional activities that cater largely to youth include skateboarding, snowboarding, basketball, and mountain biking. The Adanac Master Plan has many opportunities to accommodate this segment of the population.

Household Income

Income is a significant determinant in recreational activity participation patterns. 2001 Census Canada results indicate that wealth and family income increases with age (the highest net worth is associated with the 55-64 age group). Economists and demographers are also predicting a growing disparity between the rich and the poor in Canada. Greater Sudbury has a lower average household income than the rest of the Province and its unemployment rate is traditionally higher than the Ontario average. These factors identify the importance of ensuring that affordable recreational activities (or at least mechanisms to ensure that activities are accessible to those that cannot afford them) are provided within the community.

Although the GDP in Canada has experienced solid growth and employment is steadily rising, the average Canadian is burdened by high taxes and is working longer for the same, or less money, than he/she was 10 years ago. Disposable income, in actual buying power, has declined for the same period, thereby reducing the amount of money available for leisure pursuits.

People with Disabilities

People with disabilities represent a growing part of the City's population. According to the City's "Accessibility Plan", about 18,000 people in the City of Greater Sudbury have a long-term disability (of which 900 are children and 8,000 are 65 years or older). Furthermore, approximately 2,000 children in Greater Sudbury are considered to be "at risk" for physical disabilities. Statistics indicate that the number of people with disabilities will grow over the coming years (possibly from 13% of the population to 20%).

In response to these trends and Provincial legislation, the City has developed an "Accessibility Plan" that is intended to address existing barriers to people with disabilities and to prevent new barriers from being established. "Barriers" are defined to include anything that prevents a person with a disability from fully participating in all aspects of society because of his or her disability, including physical, architectural, informational, communicational, attitudinal, technological, or policy/practice barrier. Two

key recommendations of this Plan include: (1) the assessment of recreational programs for accessibility; and (2) the development of partnerships and costing with the community to deliver recreational programs that have been identified with the community with disabilities.

Furthermore, City Council has adopted a "Policy of Universal Access" that requires its services, programs and facilities to be accessible to people with disabilities regardless of the type of disability and age. Full implementation of this policy will take time and resources.

The Adanac Master Plan has many opportunities to support the City's Accessibility Plan, including the development of both integrated and separate programs for people with disabilities (e.g., Track III skiing, chair skiing, the installation of a carpet lift that could facilitate a number of activities such as tubing, paved/hard-packed trails, etc.), as well as through the design of buildings, signage, and lighting.

3.2 Activity Patterns and Trends

Unstructured Activities Gaining Popularity

A significant trend in leisure demand is a movement towards more unstructured opportunities. Sports participation is generally in decline, although this may not seem immediately evident because the City is still playing "catch-up" in terms of developing sufficient soccer fields and other facilities.

Despite the relative success of soccer and hockey, individual or small group activities that can be done on one's own time are growing in popularity (e.g., walking, basketball, cycling, skateboarding, etc.). The City's "Parks, Open Space and Leisure Master Plan" suggested that a greater emphasis be placed on ensuring that appropriate unstructured recreation opportunities are available in the community through the provision of facilities such as trails, community centres, open spaces, and outdoor rinks.

Outdoor Activities are a Fast Growing Recreation Market

The interest of local residents in the outdoors is growing and greater demand for passive park spaces to suit an aging population is anticipated. The City's natural environment presents tremendous opportunities for new parks and trail development, including parks that are intended to serve a broader tourism market as well as the local population. Sudbury is recognized as a leader in the "green movement" and Adanac Park has an opportunity to enhance this reputation.

Recreation Facilities as Entertainment Venues

The desire for family recreation is growing, creating the need for more multi-purpose and "destination" facilities.

Increasing Time Demands

"Lack of time" is the number one barrier to recreational participation for all ages (even teens and seniors). The time-stressed population demands more multi-purpose facilities and easy access to opportunities such as parks and trails. A general "lack of time" may also indicate a looming shortage of volunteers. The centralized location of Adanac Park within an area that contains the largest concentration of citizens will help to partially offset the "lack of time" issue.

Skier/Boarder Visitation Trends

The total number of skier/boarder visits in Canada was virtually flat from 1994/95 to 1996/97. The number of visits dropped in 1997/98, but has grown steadily since then to a total of 18.9 million visits in 2001/02. The largest number of new visitations to a ski area are snowboarders. Canadian Ski Council data indicates that over the last few years the entry-level snowboarders outnumbered skiers. The Canadian Ski Council estimates snowboarding is growing to the point that boarders equal 45% to 50% of visits to ski areas. Adanac can offer a variety of facilities and programs aimed at attracting the growing number of entry-level and intermediate snowboarders.

The Print Measurement Bureau 2002 Study reported that 17.9% of Canadians 12+ years (4.7 million people) participate in one or more forms of skiing — downhill, snowboarding, cross country, or a combination of disciplines — an increase of 13.4% over 2001 when there were 4.2 million participants.

In total 13.9% of Canadians 12+ years (3.7 million) participate in one or more forms of Alpine skiing, an increase of 13.4% over 2001 when there were 3.2 million participants. Despite a decline in the number of alpine skiers, 2001 and 2002 were some of the more successful skiing years in Canada in terms of number of skier visits. Over the past 9 years, there has been a 19% increase in the number of alpine skier/board visits in Ontario. As such, it would appear that while the total number of skiers is declining, those who do ski are doing so more often.

6.1% of Canadians 12+ years (1.6 million) downhill ski exclusively (an increase of 19.8% from 2001 when there were 1.3 million downhill skiers. 4.9% of Canadians 12+ years (1.3 million) participate in combinations of downhill skiing, snowboarding and cross-country skiing, a decrease of 2.7% over 2001. Ontario has 31% of the skiers in

Canada and has the highest number of skiers on a regional basis. The most active group of skiers are within the 12-17 years of age range (25%). Sixty percent of skiers are male; forty percent female.

2.9% of Canadians 12+ years (766,000) snowboard exclusively, an increase of 36.1% over 2001 when there were 563,000 snowboarders. Ontario has 38% of the snowboarders in Canada and has the highest number of snowboarders on a regional basis. The most active group of snowboarders are within the 12-17 years of age range (44%) – according to the City's Community & Strategic Planning Section, nearly 12,500 of Greater Sudbury's residents are currently within the 12-17 age range. Seventy percent of snowboarders are male; thirty percent female.

The changing ski market has a number of opportunities that relate directly to the ski industry. Due to health and fitness trends, baby boomers will likely continue skiing into a later age. There is a strong growth potential in this age group, especially those age 35 to 45 and infrequent or lapsed skiers. Furthermore, skiing has become recognized as a family, lifetime recreation activity; if offered at Adanac Hill, marketing should target both youth and family participation.

Due to the increase in technology, there are more options for winter and summer recreation at ski areas. In winter this technology provides for better and more consistent snow conditions, as well as equipment that reduces the difficulty of learning for entry-level skiers and boarders.

Cross-Country Skiing Trends

Modest growth in cross-country skiing has been noted in many jurisdictions in recent years and, given the flexibility and informal nature of cross-country skiing, it is possible that the sport will continue to remain popular to the aging population. The fitness aspects of cross-country skiing fit well with many identified trends, including greater interest in personal fitness and wellness, as well as the desire to recreate "on one's own time".

According to the 2003 Canadian Ski Council Study, cross-country skiing participation is much lower than downhill skiing or snowboarding. Cross Country Ontario statistics, however, show modest growth within the sport. In Ontario the number of cross-country ski clubs has grown, as have adult club membership and the number of children registered in Jack Rabbit programs (by 25% and 13% between 2002 and 2003, respectively).

Mountain Biking and Extreme Adventure Opportunities are Emerging Demands

Greater Sudbury's uneven terrain and significant trail opportunities make it attractive for mountain biking and other extreme adventure sports such as triathlons and eco-challenges, which have become popular television viewing events. Throughout North America, mountain bike racing and other related adventure opportunities are becoming big business and represent significant tourism opportunities.

Climate Change - Snowcover Trends

Throughout Canada, snowcover in the first half of the year has stayed fairly steady. There has, however, been a more significant impact in the last 20 years on snowcover in the second half of the year as snow duration has dropped significantly. Spring has started to come earlier. Also, with warmer temperatures there have been fewer opportunities for snowmaking in the latter half of the Canadian winter season. This creates the need for larger systems to take advantage of the available windows of opportunity.

4 COMMUNITY CONSULTATION

4.1 Overview

One of the primary objectives of this study is to assess community demand and determine community priorities through engaging the public and partner organizations to the greatest degree possible. A multi-faceted public consultation program was initiated, consisting of:

- a) interviews with key stakeholders and interest groups (October 2004);
- b) a focus group workshop with stakeholders (November 2004);
- c) an open public meeting to discuss options and community priorities (November 2004);
- d) an open session with youth within the community (November 2004);
- e) surveys/comment sheets distributed at the November public meetings;
- f) a public meeting to review and receive feedback on the draft Master Plan (January 2005); and
- g) a final presentation to City's Priorities Committee (May 2005).

4.2 Stakeholder Consultation

The multi-phase public consultation program began with interviews with the following stakeholders:

- Adanac Task Force Short-term Committee
- Adanac Task Force Long-term Committee
- Nickel District Conservation Authority
- Rainbow District School Board
- Rainbow Routes
- Rotary Club of Sudbury
- Rotary Sunrisers
- Adanac Ski Racing Club
- March of Dimes
- Sports Equipment Retailers
- Neighbourhood Residents & Landowners

The purpose of these interviews was to identify the needs and concerns of each organization with respect to Adanac Park, as well as to identify issues and support for potential redevelopment strategies. The stakeholders' comments, concerns, and ideas have been integrated throughout this report.

The interviews were followed up by a focus group workshop that involved a greater number of organizations. This session engaged key community partners in discussing the opportunities and challenges relating to a variety of potential development models for Adanac Hill/Park. This discussion – combined with the input received through the subsequent public meetings and the Consultants' independent analysis – helps to provide justification for selecting a preferred complement of activities for the Park and operational model for the Hill. Participants were encouraged to listen to the viewpoints of others and engage in problem-solving and consensus-building. Approximately 25 people attended the focus group.

Three options (none of which are mutually exclusive) were presented to the workshop participants:

- 1) Develop “Beginner Hill” with Other Outdoor Elements
- 2) Develop “Full Service Hill” with Other Outdoor Elements
- 3) Summertime Activities

For each option, the group was asked to consider three key questions:

- a) How would this benefit the community?
- b) What are potential drawbacks and constraints?
- c) How can this be financially achievable?

On the whole, participants were more supportive of the "full service hill" option (as opposed to the "beginner hill" model) as this would appeal to a wider spectrum of users and would include features such as a chalet/lodge. There was recognition that, depending on the type of chair lift that is installed on the site, the associated cost may be prohibitive at this time and many participants were agreeable to a phased approach that would include lower cost options (e.g., trails, carpet lift, tubing, playground, skateboard park, etc.) in the short-term, should this approach be required.

Other key points raised include:

- To a person, everyone felt that Adanac Park represents a tremendous opportunity to improve the physical activity levels of Sudburians through the development of a multi-use and multi-season recreation area.
- Other key opportunities include the potential to attract and retain more young adults and professionals in the City, the appeal of the Park to all ages and entire families, greater usage amongst local schools, and the potential for tourism-related benefits.
- Major challenges identified included the low visibility of the site and its poor road access, the capital and operating costs, as well as insurance and liability concerns.

- In terms of financial viability, the stakeholders suggested an approach that looked to a variety of sources, including the tax base, private sponsors/advertisers, grants, user fees, leased elements (e.g., rentals, lessons, etc.).
- There was support for a phased approach that would make this proposal more achievable over time, although there were also suggestions for long-term financing that would allow for a chair lift and chalet to be built in the short-term.

4.3 Public Consultation

In November 2004, a public meeting was held for interested residents to share their vision for the future development and operation of Adanac Hill and the surrounding area. A smaller group session was offered to youth in conjunction with the public meeting. Questionnaires/comment sheets were provided at the sessions to enable participants to supplement their verbal comments with written correspondence. Over 60 residents attended the meetings.

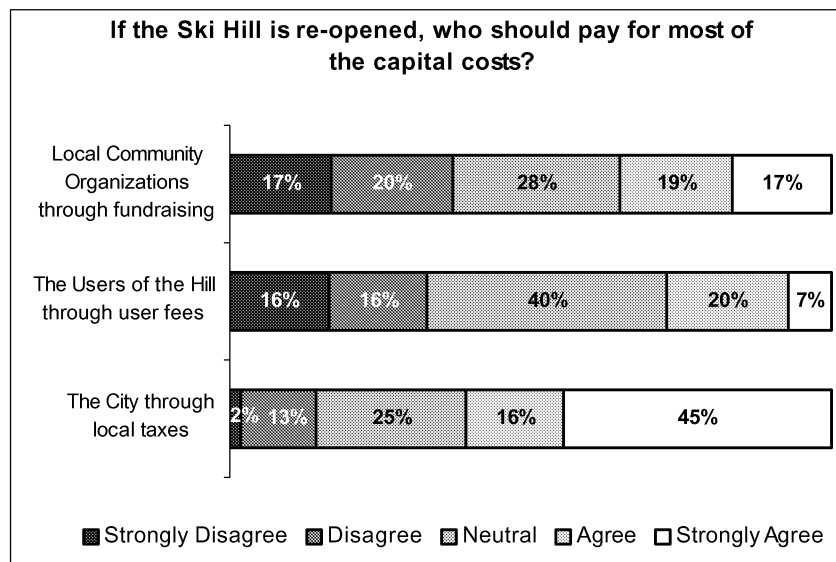
The issues, concerns, and ideas raised through these sessions were similar to those expressed by the community stakeholders. Those in attendance spoke strongly about the need for a ski hill in the community and many felt that it should never have been closed down to begin with. There was also considerable support for emerging activities such as snowboarding, skateboarding, and bmx/free-riding, especially among the youth. Most participants felt that the City should be responsible for the capital costs associated with the redevelopment of the hill.

The questionnaire that was distributed at the sessions was completed by 57 persons. The first question asked what facilities and activities should be provided at Adanac Park and Hill, as well as which ones should be the highest priorities. The table on the next page illustrates that there was considerable support for snowboarding, downhill skiing, nature trails, a skateboard facility, and tubing. A bmx bike facility and mountain biking trails were also priorities among youth, while adults were more likely to indicate that cross-country skiing was a priority. There was little support for basketball or tennis courts, soccer fields, and water play areas, although it bears mentioning that most people attended the meeting to support the ski hill and, therefore, the data is skewed in that direction.

Public Meeting Questionnaire:
Activities & Facilities that should be provided at Adanac Park

	<u>Support</u>	<u>Priority</u>
Snowboarding	95%	2
Downhill skiing	93%	1
Natural trails for mountain biking	82%	6
Skateboard facility (outdoor)	74%	3
Natural trails for hiking	74%	7
Tubing	68%	8
Cross-country skiing	63%	4
Hard packed trails for walking or biking	61%	9
Winter carnival	61%	18
Inline skating path	58%	10
BMX bike facility	56%	5
Outdoor skating	53%	11
Tobogganing	53%	12
Outdoor education activities	49%	13
Playground equipment	39%	14
Community meeting space (indoor)	39%	16
Water play area (splash park for kids)	33%	17
Outdoor soccer fields	26%	15
Tennis courts (outdoor)	21%	19
Basketball courts (outdoor)	18%	20

Participants were also asked through the survey "Who should pay for most of the capital costs if the ski hill is re-opened?". The following chart shows that over 60% agreed that the City (through tax dollars) should bear the greatest burden in terms of capital funds, while there was moderate support for financial assistance from community groups (through fundraising) and future users of the hill (through user fees). It bears mentioning that other forms of funding could be sought, including grants, private sector sponsorships/advertising, leasing, etc.



In January 2005, a public meeting was held for residents to review the draft plan and to provide input that would assist the City and the Consultants in finalizing the study. Approximately 65 people were in attendance. The type of feedback was similar to that received at the previous meeting, with a considerable amount of support for reviving and improving the downhill skiing terrain. Four sub-committees comprised of interested citizens were formed out of this meeting, with the intention of examining more closely the implementation alternatives associated with the development of Adanac Park.

Other written and verbal input provided by the public has been integrated throughout this report, where appropriate.

4.4 Major Consultation Themes

Based upon input provided by the public and community partners through the interviews, workshops, public meetings, and questionnaires, the following are some of the key themes that emerged:

- a) There is significant community support for a full-service ski hill with chair lift and chalet.
- b) Should the hill be re-opened, there is a need for expanded marketing and directional signage. The ski hill terrain (gentler runout), amenities (bigger chalet) and operations (season passes, longer hours, snowmaking, etc.) also need to be improved.
- c) Some are willing to accept a phased approach to the redevelopment should it be required, but the City should not delay this too long.
- d) Many people feel strongly that the City should never have closed down the Hill in the first place; that it was not closed due to lack of interest. Some question the need for the ski hill to be self-sufficient, citing the fact that many other recreational activities are subsidized by the City.
- e) There is a need to engage the population in physical activity (especially children and youth) as a way of improving health factors.
- f) There is support for a multi-use, multi-season, and multi-generational concept for Adanac Park and Hill.
- g) The community feels that Adanac Park/Hill has great potential to be a major destination for citizens (especially for youth and families) and tourists alike.
- h) There is support for trails of varying surfaces, particularly unpaved nature trails.
- i) There is demand for more youthful activities such as snowboarding, skateboarding, and bmx/free-riding.
- j) The Winter Carnival was a great success and should continue, but this is not a substitute for a ski hill.

- k) There is considerable commitment among volunteers to assist with the site improvements and operations.
- l) Whatever happens on the site, it should be of high-quality and done right. The improvements to the site should be large-scale, not minor and makeshift in nature.

5 ISSUES & CHALLENGES

The following topics cover a range of issues and concerns that, to one degree or another, may pose challenges to the redevelopment of Adanac Park and Hill. Each of these subjects will be considered in the development of the preferred concept and business plan component. These items are not in any particular order.

5.1 Issues and Challenges Relating to the Entire Site

Ownership

Much of the land is undeveloped and – despite being in an Open Space designation – is in private ownership, which creates some uncertainty in terms of future uses and access to the site (although a portion of private land has recently been acquired in order to extend a multi-purpose trail from Mountain Street to Adanac). The private lands comprising the northern and western portions of Adanac Park had, at one time, been proposed for residential and recreational (golf course) development. The major landowner and agent in this area indicates that this is still the long-term direction, however, the land has not been approved for the proposed uses and remains in a non-developable designation. None of the private lands are required to implement the concepts discussed in this Plan.

For the lands owned by the Nickel District Conservation Authority (NDCA), the City's current agreement requires that any third-party agreement or operation requires the prior approval of the NDCA. This has not been a significant problem in the past when a private operator was responsible for certain elements (e.g., terrain park, ski rental, lessons, etc.), however, there may be concerns from the NDCA and/or the City's union should larger aspects of the operation be turned over to a non-municipal provider. Although other operational models could be considered for the future use of the hill, the public feels that the City is ultimately accountable for the quality of the activities on the site.

Access

Vehicular access to the site is only available from Beatrice Crescent (collector road). This creates problems in terms of visibility and also increases traffic within a relatively quiet residential setting. If the privately-owned lands between the ski hill and LaSalle boulevard are approved for residential development at some point in the future, there is a possibility that Hawthorne Drive could be extended through the northern corner of the NDCA lands to connect to an extension of Montrose Avenue. Should this occur,

access from LaSalle Boulevard to Adanac Park and Hill would be dramatically improved, even if the access points/parking lots remain in their existing locations.

Physical Barriers

An active CN Rail spur transects the site and, with no internal public roads, the potential for a trail crossing with gates and/or lights is limited. The rail line is also a safety concern, as people may attempt to cross the tracks to travel between the Hill area and the Flour Mill area (although the same rail line traverses many of the City's residential areas without incident). CN Rail indicates that there are no current plans to close the rail line (known as the Algo spur), which accommodates approximately two trains a day and mainly serves Inco properties. Any buildings should be setback approximately 30-metres from the railway right-of-way.

Size & Composition

The Park is not one space, but a system of open spaces and trails that connect major nodes and destination points (e.g., Downtown, Taxation Data Centre, New Sudbury retail and residential areas, etc.). Its sheer size, although seen by many as a positive, creates concerns related to access points, linkages, safety, trespassing, etc.

Surplus Arena

Barrydowne Arena is closed and requires some level of capital investment to be redeveloped as an alternative recreation use. Council does not currently consider re-opening the facility as an ice arena to be a viable option.

City Budget Pressures

The Citizen and Leisure Services Department, which is responsible for the operation and some capital expenses relating to ski hills (among other facilities), has identified nearly \$7 million of proposed capital projects in 2004 that were not carried out due to a lack of available funding. This figure is expected to increase to \$40 million by 2007 if the City's budget and priorities do not change. It is important to understand where Adanac Park stands in the overall priority listing of Greater Sudbury's recreation needs.

Vandalism, Safety, Security

Adanac Park is a large site that currently contains two closed recreation facilities. Inactivity on the site has resulted in increased vandalism. Once the park is officially re-opened to the public, it is hoped that greater activity will deter vandalism, however, improved precautions will still have to be taken to ensure the safety of users and

equipment. Where possible, the design of park facilities should take into account the potential for vandalism.

Demographics

The population of the City of Greater Sudbury has been declining in recent years, although recent data shows that this trend may be reversing (if only slightly). The City is also witnessing an aging of the population coupled with high levels of young adult out-migration. Based on these trends, it will be important to not “put all eggs in one basket” with regard to Adanac Park and Hill and, instead, to establish activities that can be enjoyed by all age groups, including families and people with disabilities.

5.2 Issues and Challenges Relating to the Hill

Significant Capital Investment is required for Ski Hill Operation

The City’s current and long-term capital budgets indicate that Adanac Hill requires approximately \$2 million in upgrades over the next few years (i.e., chair lift, chalet replacement, new dozer and snowmobile, upgraded snow-making equipment, and upgrades to parking and fencing). Also of note, the Adanac Chalet was damaged by a fire in 2004 and a new building would have to be constructed if one is need for the future use of the site.

The City currently has approximately \$540,000 in reserves for the capital development of Adanac Hill, including \$170,000 that it would recover from insurance for rebuilding the ski chalet. Innovative solutions are required in order to raise the additional funds required to reopen the hill, should that be the recommended course of action.

Past Financial Performance

Before it was closed in 2003, Adanac Hill had an annual operating deficit that ranged from \$72,000 to \$124,000 over its last four years of operation. During this same period, the number of lift passes sold varied from 6,355 to 10,486 and the calendar days of operation ranged from 69 to 93. Although there are a number of factors contributing to this situation – including an inability to open during the Christmas break some years – history has shown that the past operational system was not financially self-sufficient. This is in part due to the limitations of the product offering.

Municipal Ski Centres are Upgrading to Create Demand

For ski centres, it is a case of “innovate or perish”. For example, the cities of Toronto and Brampton are currently upgrading their product to industry standards. They have gone through the same exercise as Adanac and strongly believe that they must improve their product to meet the demands of the younger users and families. If this is not done visitations will drop and financial viability will be in question. To be a viable ski operation once again, Adanac must not only rehabilitate or replace its aging equipment, but it should also consider expanding or reinventing its services to meet expectations and emerging demands.

Ski Hill Layout

The current terrain of the hill presents some problems. Specifically, there is a need for a gentler slope at the bottom of the westernmost runs, as well as the need for a longer runout. This may be able to be accommodated through the addition of more fill now that the ski chalet/lodge can be moved further back due to its destruction. In addition, some trail adjustments are necessary. The existing toboggan hill is also quite steep and may require some fill to create a more favourable slope if used for similar uses in the future. The current slopes and lack of teaching areas pose problems for novice skiers and snowboarders – the terrain is not the best fit for the primary market.

Inconsistent Weather Patterns

For the final three years of its operation, Adanac Ski Hill was not open over the Christmas holidays due to poor weather and/or snow-making conditions (the existing snow-making system only allows the City to make snow when the temperature falls below -8 degrees Celsius). Christmas and March breaks are key revenue-generating periods for ski hills because they can attract large numbers of visitors. This points to necessary adjustments in the snowmaking system and how/when it is used.

Personnel

Qualified staff are required to maintain and operate ski lifts. The number of certified personnel in the area is quite small and, although the work is seasonal, the City may need to consider creating a full-time year-round position in order to attract and retain a qualified individual. Furthermore, the City’s outdoor workers are unionized and, therefore, overtime is often required during periods when snow is being made due to the extended hours. The unionized environment could also be a challenge should the City propose to lease certain aspects of the park’s future operations.

6 IDEAS & OPPORTUNITIES

The City of Greater Sudbury in general and the Adanac site in particular also have a number of positive elements working in their favour. The following topics cover a range of ideas and features that, to one degree or another, may present opportunities to the development of Adanac Park and Hill. Many of these ideas were identified through the Study's community consultation efforts. These items are not in any particular order.

6.1 Ideas and Opportunities Relating to the Entire Site

Natural Environment

Adanac Park contains the most picturesque section of Junction Creek that are also uninterrupted by roads. The environmental features and passive landscape of the park appeal to people of all ages. The hill also provides many opportunities for scenic lookouts.

Transportation / Access

There is a public transit route along Beatrice Crescent and the site; suggestions for adding ski racks to the buses along this line were made at the public meetings. The Park also has pedestrian access to more neighbourhoods and people than any other park in the City (Trans Canada Trail and Junction Creek Waterway Trail connections). Furthermore, future development in the area could result in an access road being built between LaSalle Boulevard and Beatrice Crescent, dramatically improving access to the site from the north.

Initiatives to Increase Physical Activity

Not only is the City working toward the implementation of a "Healthy Community" strategy, but the Provincial Government recently announced its "Active2010" initiative which is aimed at increasing participation in sport and physical activities, especially for children ages 10 to 14. With less than half of Canadians being sufficiently active on a regular basis and obesity and heart disease rates escalating, there is a need to promote healthier lifestyles through increased investment in physical activity.

Residential & Commercial Development in the Area

Greater Sudbury has been experiencing significant development activity in a number of sectors. The large-format retail sector continues to grow with several new retailers locating near the intersection of The Kingsway and Barrydowne Road (less than 2

kilometres from Adanac Park). This regional shopping destination (as well as expansions to other retail stores in the area) is likely to attract new visitors and additional traffic to the area, providing opportunities to increase the visibility and usage of Adanac Park (e.g., parents could drop-off their kids to play at the Park while they shop).

There are also signs of residential growth in the area. City Council recently approved the development of a 170-lot subdivision immediately southwest of Adanac Park and another subdivision is currently being built on the site of the former Col. D. Younger Public School immediately to the east of Adanac Park. Lastly, the private lands comprising the northern and western portions of Adanac Park have been proposed for residential and recreational (golf course) development, however, this is a long-standing proposal that is yet to be approved.

Volunteer Commitment and Local Support

A high level of interest in developing the Park and re-opening the Hill has been expressed by community volunteers (as witnessed by the efforts of the Short and Long-Term Committees, the Rotary Clubs, and several other key organizations). Another example is the winter carnival, which is entirely volunteer organized and run. Continued commitment and community support will be essential for the future success of the Adanac site.

Sudbury is a “Winter City”

Winter is a unique season bringing with it its own pleasures and challenges (not the least of which is the variability of weather from year to year). The importance of winter recreation in northern climates cannot be overstated – the need to provide leisure opportunities in a winter environment may arguably be the most important service provided on a sustained basis as it provides relief from the potential drabness of winter and day-to-day pressures and provides a strong impetus for personal and community well-being.

Paved/Hard-Packed Trails

An east-west trail link has recently been established, linking the New Sudbury area with the Downtown. Consideration should be given to the level of winter maintenance required for this trail, as it will be a key connection between the City Centre and residential neighbourhoods. With City Council recently endorsing the development of trails in Greater Sudbury as a top priority, there is a great opportunity to continue to expand trails within (and beyond) Adanac Park. Trails (both hard-packed and natural) were high priorities as expressed by the public through this and previous studies.

Nature Trails

The undeveloped state of the park lends itself to the development of a network of nature (unpaved) trails. The variety of terrain also appeals to a wide range of uses (e.g., walking, hiking, mountain biking, etc.) for all age groups. Extensive trail networks require a number of support amenities, however, including sitting areas, parking, and washroom facilities. Fortunately, there are two existing parking lots on the site and the existing arena or rebuilt chalet could serve as a trailhead with washroom facilities.

Snowshoeing and Cross-County Skiing Trails

As the walking trails within the park are extended and looped back on themselves, more opportunities could be created for snowshoeing and cross-country skiing. These two activities, however, would conflict if offered on the same trails. Input from the public meeting indicated a moderate level of interest among adults in both activities. There are, however, numerous cross-country skiing clubs in the community that offer high quality trails and programs and, as such, the demand for additional trails is not considered to be sufficient to warrant their construction at the Adanac site.

Snowshoeing (which can be done on and off trail) was felt to be a good fit with the relatively flat terrain of Adanac Park and was also felt to be a more economical activity as it does not require grooming/setting of tracks.

Outdoor Soccer

The City, Rotary Club of Sudbury, Sudbury Regional Soccer Association and Sudburnia are currently working out the details of a proposal that would see 6 to 7 mini soccer fields (no lights) be developed immediately southwest of the Barrydowne Arena. There is a need for soccer fields within the City, especially for the younger age groups who are increasingly unable to use school fields due to their poor condition.

In order to develop soccer fields at this site there will be a need for some fill (which may be able to be provided at no cost from nearby retail construction projects), as well as some alterations to Barrydowne Arena so that the indoor amenities (e.g., washrooms, dressing rooms, etc.) could be used. The proposal calls for the capital costs for the soccer fields to be shared between the City, soccer organizations, and possibly the Rotary Club. The fields could be developed for play as early as 2006.

As a potential second phase, the City is considering the need for full-size fields at the same location; with this in mind, the proposed mini fields should be designed to accommodate a higher level of play (i.e., forming a full field by combining two minis).

Playground Features

Suggestions have been received for the development of a playground, tennis courts, and basketball courts at the site. The nearest playground is Downe Playground, which is approximately 800-metres east of the site on Gemmel Street; this park contains creative and traditional play equipment, as well as a baseball diamond. Based on the older composition of the neighbourhood and the proximity to other playgrounds, these types of facilities would not be required to meet local needs. A playground, however, may be considered based upon a broader redevelopment strategy that includes other major summertime activities such as soccer, skateboarding or bmx biking. In this instance, a playground should be seen as supporting amenities rather than primary attractions. There does not appear to be enough of support for basketball or tennis courts at this location, although basketball courts would be a good fit with the site.

Summertime Aquatics

Splash pads and water parks are outdoor aquatic facilities comprised of a series of interactive water play features, such as spouts, jets, water walls, fountains, water guns/cannons, water buckets, etc. and are popular attractions for children (generally ages 2 to 14). The City's 2004 Parks, Open Space and Leisure Master Plan recommended that the City consider installing outdoor waterplay features at major City parks as they are developed and, depending on the collection of facilities recommended for Adanac Park, the demand for an outdoor splash pad should be investigated.

Skateboarding & BMX Biking

Skateboarding is one of the fastest growing sports in Canada and the demand for skate parks is high both nationally and locally. These activities tend to serve older children and teenagers – a demographic that has traditionally been challenging to engage in meaningful recreational activities. Recent consultations with the community have suggested that there are not enough options and activities to engage local youth and the development of skate parks and bmx/free-riding areas were common suggestions.

The City's "Parks, Open Space and Leisure Master Plan" recommended that a total of three permanent skate parks be provided in the former City of Sudbury (there are currently no such permanent facilities, although one is in the design/fundraising stage for the Minnow Lake area). Permanent concrete facilities are more costly than portable wooden or polyboard features. The public also expressed interest in developing an indoor skate park within Barrydowne Arena.

In terms of a bmx / free-riding area, those at the youth session indicated that there is considerable demand for such a facility. Although bikes could theoretically use the

skateboard park, conflicts between skaters and bikers are common and it is often best to separate the uses if the facility is not large enough to accommodate both activities. A lower cost option for bmx riders is to construct a series of dirt hills and jumps separate from the skateboard area. Lights for evening usage were a request of those at the youth public meeting.

Barrydowne Arena

There is one indoor soccer venue in the City, which is leased from the private sector by a local soccer organization. This facility, which makes use of a turf field that was supplied by the City, accommodated 900 participants in 2003/04. Based upon the participation levels and the City's population levels, the City's "Parks, Open Space and Leisure Master Plan" suggests that Greater Sudbury could likely support one additional indoor field venue. The potential exists to relocate the existing indoor soccer field to Barrydowne Arena or to develop a second indoor soccer venue at this location, although there is some concern that the Arena would be too small to accommodate older participants. If the indoor field were to be relocated to Barrydowne Arena (or Barrydowne be developed as a separate indoor practice facility), however, this would create synergies with the proposed outdoor soccer fields at Adanac Park.

There were also a number of suggestions from youth that Barrydowne Arena be converted into an indoor skateboard/free-ride facility. If the facility is not redeveloped as an indoor soccer venue, then it should be considered for an indoor skate park. Although this report makes suggestions for the future use of the arena, formal recommendations for this facility are beyond the scope of this report.

Organization of "Experience Winter" Carnival

This event began in 2004 and is once again being planned for 2005 (4 weekends in February). The theme was one of a "Winter Wonderland", embracing and celebrating the winter climate through outdoor physical activities. "Experience Winter" was cost-effective, affordable, community-driven, and wildly successful (7000 people visited over 4 weekends), even raising funds for improvements to a local seniors' centre. The event was completely organized by volunteers and there was no direct support from the City. This is a significant undertaking, however, and there may be an expectation for some assistance from City in future years.

Many people feel that Adanac Park should have a "winter-focus" because there are very few options in the wintertime. The thinking is that this would help to improve the quality of life and retain/attract residents and also help to promote physical activity.

Outdoor Ice Skating

As part of the “Experience Winter” activities, a temporary outdoor skating rink was developed at the Adanac site and was very well used. There are approximately 50 outdoor winter rinks throughout the entire City that are used for public skating, special events, organized hockey and figure skating, and by local schools. Consideration should be given to establishing an outdoor rink at the Adanac Hill site should it be redeveloped to contain other complementary wintertime uses. Furthermore, the City may want to consider using community volunteers to maintain the rink just as it does with the rest of the City’s outdoor ice surfaces. Should a rink be developed at this location, skate changing area and benches should be provided.

Adventure Recreation

There are a number of potential facilities and activities that fall into the category of “Adventure Recreation”. This includes items such as climbing schools and Eurobungy systems. These activities tend to attract the younger population and can be tied into specific education programs, possibly during a later stage of park development. Community demand and commitment must be assessed before considering these types of activities any further.

Outdoor Education for School Children

It is evident that the education sectors are embracing the concept of lifetime individual recreation activities. The real challenge is to be able to develop the facilities that will be accepted by the students. More consultation with the School Boards in terms of complementary activities is required if the City moves ahead with the park redevelopment.

6.2 Ideas and Opportunities Relating to the Hill

Downhill Skiing

With an approximate vertical of 239 feet, Adanac Hill provides a good elevation for both beginners and intermediate skiers. There are four other downhill skiing venues in the City, two of which (Lively and Levack) have been closed in recent years due to market, financial, equipment and/or volunteer constraints. The two existing operations are the Capreol Ski Hill, which is managed by the City, and the Onaping Falls Ski Hill, which is privately owned. Both the Capreol and Onaping Falls hills are relatively successful despite being located in smaller communities that are approximately a 45-minute drive from the former City of Sudbury.

Population figures and the lack of direct competition within the former City suggest that there should be sufficient support for a ski hill at Adanac Park without significantly impacting any of the existing operations within Greater Sudbury. The public was adamant, however, that season passes be provided should the hill be re-opened.

Ski Racing

Adanac Hill has advanced-level ski terrain and is, therefore, able to offer the opportunity for ski racer training. The terrain also allows for the ski area to host a number of competitions with participants travelling to Sudbury from ski centres located throughout Ontario. At present, Sudbury racers have to travel to locations outside the City to train and race.

Snowboarding / Terrain Park

The Adanac site has a number of locations where a terrain park can be located as the size and slope of the hill provides for a positive opportunity for snowboarding. In addition, the public consultation program found considerable demand for a snowboard terrain park at the Hill. Snowboard competitions and related events (e.g., concerts) were also suggested through the public input process.

A private operator, under an agreement with the City, created a terrain park at Adanac Hill for the 2004/05 season. Participants walked up the hill as there was no functional mechanical lift in place.

Tubing & Tobogganing

The existing toboggan site provides the opportunity to develop a commercial tubing operation. In terms of a toboggan run, the Consultants are not aware of any municipal “toboggan areas” anywhere that are revenue-generating ventures. Tubing is preferred over tobogganing at Adanac site as it can be offered in a controlled environment, thereby reducing liability concerns. Tubing is a positive winter activity that does not require a high degree of skill and relates to a larger school group and the general public. The development of the tubing centre also provides the potential for a very strong income and profit stream. Consideration needs to be given to the location of the tubing area on the site, particularly in relation to the access road and multi-use trails.

Recreation Centre/Chalet

Due to the wide variety of potential activities defined for the Adanac site, some stakeholders recommended that a community centre facility be developed that would house many of the ski area functions (e.g., washrooms, canteen, rentals,

lounge/viewing area, etc.), as well as multi-purpose meeting space for use by local non-profit groups and private parties. By expanding the function of the ski chalet to become more of a community centre, this would allow for use of the facility throughout the year. Related suggestions from the public meetings included the rental of such a facility for weddings and banquets, the development of a restaurant (at the lodge and on top of the hill), and the development of a full-scale conference centre – many of these suggestions have significant challenges and are well beyond the scope of this report to assess.

7 ASSESSMENT & REVIEW OF THE HILL

7.1 Overview

In order to meet the study objectives a number of assessments were undertaken. These assessments established the necessary base information for existing facilities, as well as defined the quality of skiing product and facilities that the public desires. The review is based on dated existing mapping and a physical tour of the site, which defined the site's potential. In addition, staff from the City of Greater Sudbury and Nickel District Conservation Authority have been consulted as to the proposed facilities for this site.

Furthermore, the terrain within the study area was assessed to establish the overall ski area development potential. Items such as solar aspect, slope gradients, altitude, critical elevations, and prohibitive terrain features were considered. Topographic mapping, field studies, and information gathered from management and staff, were also used to verify the findings.

It is noted that in the next design phase (which is beyond the scope of this study), detailed mapping and additional studies will be necessary. The overall objective of this Study is to provide a conceptual plan, as well as to define the size, scope and potential of Adanac Park, with an emphasis on the Hill.

7.2 Adanac Hill Existing Winter Facility Facts

The immediate study area is comprised of ski terrain and adjacent publicly-owned park lands. Adanac Hill is a mature site on which a variety of activities, such as skiing and snowboarding have been conducted since the 1970s. With the exception of the terrain park, the Hill is not currently in operation. The following are some of the relevant facts pertaining to the Hill:

- The ski area has a vertical rise 239 feet (73 metres) and substantial expansion capability.
- There are no functional ski lifts at this time, although the existing lift may be able to be rehabilitated.
- The developed ski and snowboard terrain is approximately 5 hectares and includes 4 trails. The existing skier skill level split in terms of the trails is: More Difficult (Intermediate); and Most Difficult (Advanced). One of the trails is currently being used as a snowboard terrain park by a private operator.
- There are no beginner teaching facilities.
- There are few facilities for disabled users (i.e., carpet lift).
- There is no lodge/chalet.
- There is a partial parking area.

- There is partial ski slope lighting.
- The site has partial snowmaking equipment and infrastructure.
- There is a maintenance facility.

Map 1 defines the existing site conditions at Adanac Park.

7.3 Assessment of Adanac Hill's Environment and Existing Facilities

This section assesses the factors impacting the development of a multi-season ski and recreational facility at Adanac Hill. This assessment assists in defining the facility's probability of success and centres on major elements that impact the facility. This review is based upon the premise that only high quality skiing/snowboarding and recreational facilities create the demand for additional investment and expansion.

Assessment of Adanac Hill's Environment

Item	Rating			Comments
	Good	Fair	Poor	
Major transportation	X			Area accessible by public transit
Highway signage			X	Highway signage is not in place
Access road to ski area		X		Access road through a residential community
Entry to park – arrival zone	X			Arrival zone to area is positive
Existing ski area			X	Facilities are in disrepair and do not meet consumer or industry standards
Ski Area Development Potential	X			See specific review of Ski Area Facilities located in this study. Adanac has the potential to offer a positive skiing and winter recreation experience
Multi-season Opportunities	X			Site has a number of positive features designed to meet existing market needs. (i.e. trail system). Site can be further developed to offer a wider variety of recreation products.
Proximity to other Tourist and recreation Attractions	X			Close proximity to shopping and numerous subdivisions

Assessment of Adanac Hill's Environment

Item	Rating			Comments
	Good	Fair	Poor	
ECO tourism features		X		Site offers a variety of opportunities (i.e. naturalized wooded areas, access to wildlife in an urban setting)
Proximity of hotels	X			There are a number of hotels nearby
Ability to control future development	X			City and the Conversation Authority control future development
Development of site facilities		X		Existing recreation facilities are in need of improvement. Further development is needed to continue growth
Infrastructure	X			Basic infrastructure is in place to allow for expansion
Land Use	X			Designated Open Space, will require departmental and public consultation

Assessment of Adanac Hill's Winter Recreation Facilities

Item	Rating			Additional Facilities Needed	Comments
	Good	Fair	Poor		
Ski Trails			X	YES	Ski terrain is in need of major adjustment
Ski Lifts			X	YES	A functional chair lift and a new carpet lift for beginners are needed. The ski lifts are needed to increase the quality of skiing/boarding experience
Snow Making		X		YES	System is in need of upgrading and expansion
Night Lighting		X		YES	Additional lighting is needed. At present some ski trails are illuminated
Snowboard Facilities		X		YES	Adanac needs to develop additional snowboarding facilities. A temporary terrain park exists
Grooming			X	YES	A new or used groomer is needed

Assessment of Adanac Hill's Winter Recreation Facilities

Item	Rating			Additional Facilities Needed	Comments
	Good	Fair	Poor		
Rental Equipment			n/a	YES	Rental shop inventory of snowboards, blades and shaped skis must be acquired
Chalet/Lodge			n/a	YES	A new multi-use chalet is needed
Other Potential Winter Amenities:					
Tubing			n/a	YES	Tubing can be developed on site
Snow Shoeing			n/a	YES	Although not currently offered on the site, a variety of existing and proposed trails allow for snow shoeing

At this time, Adanac Park has a variety of critical components in place to support future development. They are:

- Supply of water for snowmaking.
- Proximity to large diverse urban market.
- A large urban park, allowing for the development of high calibre programs and well-maintained facilities.
- Ability to control of the quality of the environment as it pertains to development.
- Sufficient land for up-to-date ski and recreational venues.

A number of specific site elements are explored in detail below:

Ski Terrain Pods

The review of the ski terrain within the study area indicates that there are two terrain pods (A and B) and one major snow play/tubing zone. See Map 2.

The analysis of each terrain pod is based on the following criteria.

- the fall line skiing from top to bottom;
- the servicing of as many skier levels as possible for each pod;
- the location of suitable lift terminal sites;
- the establishment of each terrain pod as a distinct and separate entity;
- the limiting of long, flat, or uphill sections of ski terrain;
- skier traffic flow in terms of skier safety and quality of skiing; and
- the avoidance of major drainages and extreme terrain features.

Slope Aspect

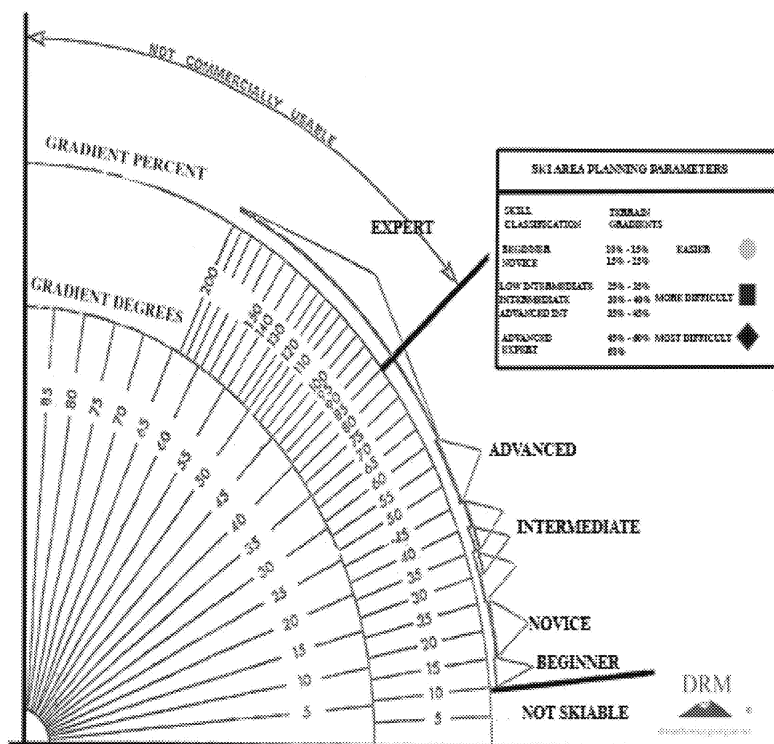
The existing and proposed ski trails have a North-Northeast slope aspect that is ideal for ski trail development. Ski trails with this slope aspect tend to hold their snow considerably longer.

Generally south facing slopes are the warmest and western slopes the next warmest. This creates the need to lay out trails to maximize shading and to produce a surface at ground level which will allow for skiing on minimum snowfall.

Ski Terrain Gradient Assessment & Classification

The ski terrain at Adanac Park was classified by means of a skills classification system that equates degree of pitch on the ski trail to seven skill levels. This has been further refined by means of the international rating of ski terrain using the Easiest - More Difficult - Most Difficult designation.

The site has also been reviewed from a terrain gradient perspective, as it relates to specific skill levels and programs. The ski area trail design parameters and the international terrain rating system are illustrated below.



8 PROPOSED CONCEPT

Based upon a detailed review of the site and consultation with key stakeholders and interested citizens, this section proposes a development concept for Adanac Park and Hill. Specific elements of the Adanac Hill concept are examined in more detail in Section 9.0, while cost estimates are identified in Section 10.0.

In determining the types of facilities and activities to be offered on the site, longer-term benefits have been emphasized over unsatisfactory shorter-term options. The proposed plan has also been developed such that it complements the efforts of the Rotarians, local soccer organizations, and Adanac Task Force Committees who have or are considering investing in the site.

It is recommended that the entire development concept be developed at one time in order to capture the synergies of these activities and to provide a complete multi-season experience for all ages and abilities. Depending on the nature of the site improvements, however, it is possible that two construction seasons may be required to complete some elements. In the event that the City does not wish to undertake all of the site improvements at the same time, a phased approach – although not preferable – could be considered. Should the City decide to implement the concept in multiple phases over time, care must be taken to ensure that the phases complement each other.

The details of the development concept are contained in the tables on the following pages.

HILL-BASED FEATURES DEVELOPMENT CONCEPT	
Facility/Activity/Task	Comments/Description
Develop a Tubing Area & Beginner Ski/Snowboard Hill	<ul style="list-style-type: none"> • same location as existing toboggan hill (part of proposed Pod A) • will require fill to enlarge area and run out • will require installation of carpet lift • accessible to Track III disabled skiers • will require improvements to snowmaking, lighting and maintenance systems
Install a Carpet Lift	<ul style="list-style-type: none"> • to service Pod A (tubing facility, beginner hill) • gradient 15%; length 70-80 metres
Develop a Downhill Ski Hill	<ul style="list-style-type: none"> • reconfigure the runs to establish five trails of varying difficulty (part of proposed Pod B) • accessible to Track III disabled skiers • will require fill and installation of chair lift • will require improvements to snowmaking, lighting and maintenance systems
Develop a Snowboarding Terrain Park	<ul style="list-style-type: none"> • located on existing trail 2 (part of proposed Pod B) • will require fill to smooth out bottom of hill
Install a Chair Lift	<ul style="list-style-type: none"> • to service Pod B (skiing and snowboard terrain park) • options include rehabilitating the existing double lift, installed a used lift, or installing a new quad lift
Maintain a Temporary Service Trailer	<ul style="list-style-type: none"> • existing (recently purchased by City) • to serve hill and carnival until a permanent chalet can be built • a second trailer may be required for rental equipment
Construct a Permanent Chalet/Lodge	<ul style="list-style-type: none"> • relocate farther back from hill • slightly larger than past chalet - this could be accommodated in phases • include space for canteen, locker rooms, washrooms, rentals, lounge/viewing area, etc. (rentals could be housed in a temporary trailer if the chalet is to be constructed in phases) • consider including a meeting room for year-round community usage (30-person capacity)
Site Infrastructure	<ul style="list-style-type: none"> • expand or reconfigure Adanac Hill parking lot to accommodate increased usage • continued improvements to snowmaking, lighting and maintenance systems will be required

NON-HILL-BASED FEATURES DEVELOPMENT CONCEPT	
Facility/Activity/Task	Comments/Description
Facilitate an annual Winter Carnival	<ul style="list-style-type: none"> a) annually during weekends in February • presently organized by volunteer group, but additional assistance may be required from City • redevelopment of ski hill would <u>not</u> jeopardize the organization of winter carnival
Develop an Outdoor Skating Rink	<ul style="list-style-type: none"> • to be maintained during carnival; could be used at other times if volunteer association is willing to maintain • approximately 30m by 40m; no dasher boards • on concrete pad; used for skate park in off-season
Develop Skateboard and BMX / Free-ride Facilities (outdoor)	<ul style="list-style-type: none"> • non-fixed ramps, rails, etc. should be used (rather than concrete) to mitigate costs for skateboard park • skateboard park would use same pad as outdoor skating rink • bmx park should consist of dirt hills and jumps
Offer Outdoor Education Activities and Camps	<ul style="list-style-type: none"> • in association with schools

POTENTIAL ADDITIONAL ELEMENTS OUTSIDE OF THIS STUDY'S SCOPE	
<p>The following facility projects are potential additional elements (rather than recommended elements) and are beyond the primary scope of the Business Plan component of this Study. Nevertheless, they are supported by this Study and should be considered in the future planning of the Adanac site.</p>	
Extend Natural Trails for mountain biking and Hard-Packed Trails for walking, biking, snowshoeing, etc.	<ul style="list-style-type: none"> • as per Rotary Park Business Plan (internal loops, hiking trail on side of hill, link with external trail systems)
Develop Outdoor Soccer Fields and Playground Equipment	<ul style="list-style-type: none"> • currently in planning stage between City, local soccer organizations, and Rotary Clubs • first phase involves 6 to 7 mini fields, no lights • modify Barrydowne Arena to allow external access to washrooms, change rooms, etc. • playground to serve soccer area - small creative play
Redevelop Barrydowne Arena as Indoor Skate Park or Indoor Soccer Venue	<ul style="list-style-type: none"> • these suggestions for the future use of arena should be investigated further in terms of technical compatibility and cost feasibility • Council may endorse alternative strategy

During the public consultation and analysis stages of this Study, we were asked to assess a number of additional facilities/activities for their potential to be included in the Adanac Park redevelopment project. Those facilities and activities that did not generate substantial public support, were not technically achievable, and/or were not financially viable are listed in the following table. Although these options are not recommended at this point in time, the City or its partners may wish to examine them in greater detail in the future as the Park matures.

POTENTIAL FUTURE PHASES (NOT RECOMMENDED AT THIS TIME)	
Facility/Activity/Task	Comments/Description
Develop a Water Play Area / Splash Pad	<ul style="list-style-type: none"> • sufficient need is <u>not</u> apparent at this time • conduct needs assessment first to determine need and feasibility
Develop an Inline Skating Path	<ul style="list-style-type: none"> • paved, surrounding soccer fields or park • part of Rotary Park Business Plan
Develop Basketball Courts	<ul style="list-style-type: none"> • half courts are preferred over full courts
Offer Adventure Recreation (e.g., rock climbing, downhill biking, mountain boarding, etc.)	<ul style="list-style-type: none"> • sufficient need is <u>not</u> apparent at this time • pursue only if future demand exists

Other activities that were considered during this study process, such as tobogganing and tennis courts are not recommended at this time or in the foreseeable future due to insufficient demand or other factors (e.g., noise, liability, etc.) that make them a poor fit with the Adanac site.

The following sections of this Plan provide additional detail and strategies to achieve the proposed development concept.

9 ADANAC HILL CONCEPTUAL SKI AREA PLAN

Building upon the concept proposed in the previous section, the following commentary and charts define the major components of the proposed ski area redevelopment plan and the associated development model. The next stage (which is not part of this Plan) would be to acquire detailed mapping, in digital form, for specific layout and design.

9.1 Ski Terrain Concept

The concepts and ideas developed during the public process assisted in developing the winter facilities and activities concept. The intent is to reach out to as large a segment of the population as possible, especially families and youth/teens, in a celebration of winter.

The major facilities for the winter are as follows (note: the activities outlined below indicate a full build-out concept):

- skiing and snowboarding;
- tubing hill;
- skating rink (30m x 40m, using the outdoor skate park pad);
- winter events / carnival area (approx. 60m x 30m); and
- multi-use lodge.

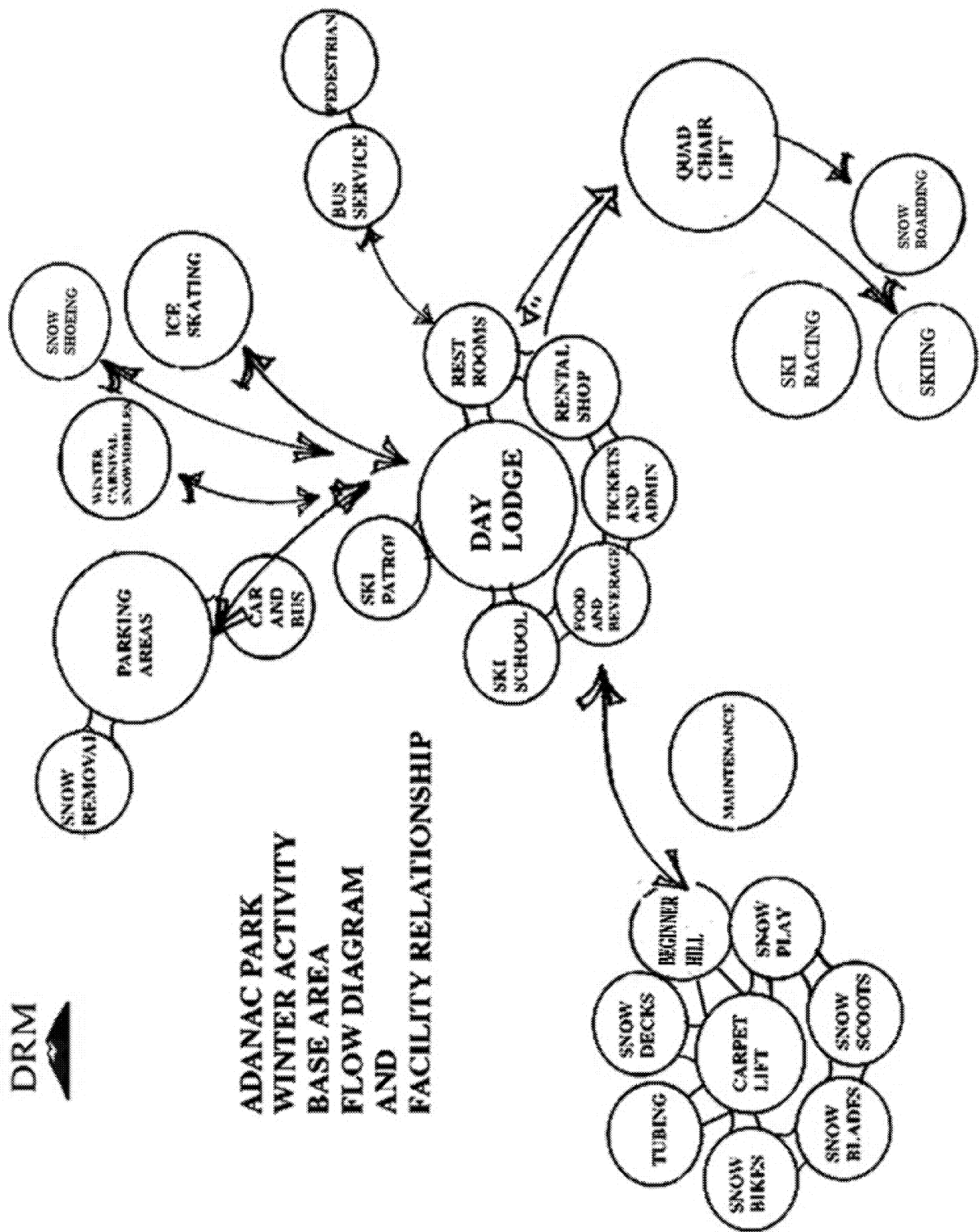
A base area flow diagram for the proposed winter activities is shown on the next page. The proposed winter activities and zones are illustrated on Maps 3 and 4. The winter facilities are further defined with budget costs in Section 10.0 of this report (Business Plan).

The proposed plan defines 7 ski trails providing the full range of skill levels. This increases the number of hectares available for skiing and boarding from 5.0 hectares to 6.08 hectares. The vertical of the ski area will be slightly higher at 75 metres or 246 feet (elevation is slightly higher due to new chair lift line, should a new lift be installed). When comparing the skier distribution / trail density to the market, Adanac Park would now offer an abundance of “Easier” and lower level “More Difficult - Intermediate” terrain (see table below). This will provide a greater appeal to a larger segment of the urban skier and boarder market.

ADANAC PARK PROPOSED TERRAIN BALANCE			
SKI TRAILS	HECTARES	% OF TERRAIN	% OF MARKET IDEAL
EASIER	1.67	27%	20%
MORE DIFFICULT	4.02	66%	60%
MOST DIFFICULT	0.39	6%	20%
TOTALS	6.08	100%	100%



**ADANAC PARK
WINTER ACTIVITY
BASE AREA
FLOW DIAGRAM
AND
FACILITY RELATIONSHIP**



The proposed concept represents a substantial redefinition of the ski trails. The proposed concept includes the development of a terrain park on trail 2 and terrain features on trail 5. There is also a new Beginner terrain pod, which will allow for the development of a learning hill for both skiers and boarders; this is a necessary feature for all urban ski facilities and is critical to the ski area's success. See the Conceptual Plan on Map 5 and the Ski Area Terrain Chart below for more detail.

ADANAC HILL - PROPOSED SKI TERRAIN							
TRAIL	VERTICAL (M)	WIDTH (M)	SLOPE LENGTH (M)	AVERAGE SLOPE	HECTARES	SKIERS ON HILL DENSITY	NUMBER OF SKIERS AT AREA
<u>TERRAIN POD A BEGINNER SKI AREA</u>							
1) Easier	22	40	100	adjusted to 15%	0.40	32.00	86
TERRAIN POD A TOTALS						32	86
TERRAIN POD A							
TOTAL SKIERS							86
TOTAL HECTARES						0.40	
SKIERS PER HECTARE						80	
<u>TERRAIN POD B NOVICE TO ADVANCED SKI AREA</u>							
2) More Difficult with Terrain Park	73	30 to 50	390	19%	1.56	18.72	39
3) Most Difficult	73	30	200	37%	0.39	4.68	10
4) More Difficult	80	13	310	26%	0.41	7.38	10
5) More Difficult - with Terrain Features	66	22	380	17%	1.22	14.64	31
6) More Difficult	80	25	190	42%	0.83	14.64	33
7) Easier	76	26	490	16%	1.27	38.10	89
TERRAIN POD B TOTALS					5.68	98	212
TERRAIN POD B							
TOTAL SKIERS							212
TOTAL HECTARES						5.68	
SKIERS PER HECTARE						17	
TOTAL PROPOSED SKI AREA							
TOTAL SKIERS							298
TOTAL HECTARES						6.08	
SKIERS PER HECTARE						6.08 21	

The Terrain Pods and trails will require adjustments and fill to offer a product that has the quality demanded by today's users. The general locations of the additional fill areas are defined on Map 6.

All of the above-noted activities can be accommodated at the site and provide a top quality winter experience. It is noted that the winter facilities have been designed to allow the multi-use lodge to act as a hub from which all of the activities emanate. The facilities have been located to be within a short walking distance of the hub.

9.2 Proposed Lifts

A carpet/conveyor lift is recommended to service Terrain Pod A. This carpet lift will have gradient of 15%, a length of 70-80 metres, and will service the tubing park and provide access to Track III handicapped participants (see Map 3). A rope tow is not recommended due to operational challenges and limitations (e.g., TSSA requirements, additional staff requirements, not accessible to some disabled users, etc.).

At this time, the existing double chair lift will not pass TSSA inspection. This leaves the City with tree potential options relating to the provision of a chair lift to serve Terrain Pod A:

- 1) Rehabilitate the existing double chair lift;
- 2) Purchase and install a used chair lift; or
- 3) Purchase and install a new chair lift.

Presently, the City has retained a ski lift engineer to explore the three options, particularly the viability and cost of rehabilitating the existing lift (this report is anticipated to be completed later in May 2005). As of this date, all three chair lift alternatives appear to present valid options for the City, although – if money was not an object – the preferred solution would be to install a new quad chair lift that could offer a new lift line location to better service Terrain Pod B. A recommendation on the type of chair lift that is the most appropriate fit for Adanac Hill and the City at this point in time cannot be made until more information is available on the condition and cost to rehabilitate the existing lift, as well as the cost and condition of any used lifts that may be available.

ADANAC HILL SKI LIFT REVIEW

Ski Lift Type	Capacity (per hour)	Adjustments in Capacity		Actual Capacity
		Access to Other Pods	Efficiency	
A Conveyor Lift*	400	0%	95%	380
B Chair Lift**	1200	0%	90%	1080
TOTAL	1600	--	--	1460

* conveyor lift is rated at 1,200 per hour 33% for skiers

** capacity may require slight adjustment depending on the size of the proposed lift

9.3 Ski Lift Capacity Compared To Ski Lift Demand

Based upon the number of hectares and skier skill level rating of each trail, a lift capacity weighted demand is produced. This demand can be compared to the actual lift capacity for each Terrain Pod:

- Pod A (Lift 1) - Actual Lift Capacity 380 - Weighted Demand 306.
- Pod B (Lift 2) - Actual Lift Capacity 1,080 - Weighted Demand 1,124.

The result is that, under the conditions proposed at Adanac Park, the ski terrain (which creates the demand) is in balance with the lift capacity.

9.4 Proposed Ski Area “Comfortable Capacity”

The definition of a ski area’s “comfortable capacity” is the most important step in defining the ski area’s ability to service the customer, provide facilities that are sized properly and to assess financial capabilities. The ski area’s comfortable capacity is also used to define specific requirements for ski area facilities from washrooms to parking areas. It has also been called the “Skiers At One Time” calculation. The proposed comfortable capacity for the Adanac Hill skiing area is 301 persons. While this figure includes a quad chair lift in the calculation, it is not expected to change significantly should a double or triple chair lift be installed.

ADANAC HILL - SKIING AREA COMFORTABLE CAPACITY				
	VTMH* ADJUSTED	HRS OF OPERATION	WEIGHTED VERTICAL DEMAND	COMFORTABLE CAPACITY
TERRAIN POD A CONVEYOR LIFT	8	7	609	96
TERRAIN POD B QUAD CHAIR LIFT	86	7	2957	205
SKI AREA COMFORTABLE CAPACITY				301
*VTMH = vertical transport metres per hour				

In addition to the ski/snowboard area Comfortable Capacity, the number of non-skiing guests must be taken into account. In this instance a tubing area has been designed. The tubing zone has a comfortable capacity of 128 (see next page).

ADANAC HILL - TUBING FACILITY COMFORTABLE CAPACITY			
ITEM		ADJUSTED FOR EFFICIENCY	
LIFT CAPACITY	760	95%	700
TRIP TIME UP	2		
TIME AT TOP	4		
TRIP TIME DOWN	1		
TIME TO MOVE TO LIFT LINE	4		
AVERAGE LIFT LINE	0		
TOTAL TRIP TIME	11		
TRIPS PER HOUR	5.45		
COMFORTABLE CAPACITY			128

The estimated proposed comfortable capacity for the ski area is 301 and the tubing park 128, for a total comfortable capacity of 429 persons. Additional activities that would draw people to the site (e.g., outdoor skating, carnivals, snowshoeing, etc.) have not been included in the comfortable capacity calculation.

9.5 Adanac Hill Support Facilities

The second element of this evaluation relates to defining the support facilities to match the ski trail and ski area comfortable capacity. The Ski Area Facilities Review Sheet is located on the next page.

ADANAC HILL - PROPOSED SKI AREA FACILITIES REVIEW				
SKI AREA COMFORTABLE CAPACITY		301		
TUBING COMFORTABLE CAPACITY		128	429	
SKI TRAILS		HECTARES	% OF TERRAIN	% OF MARKET IDEAL
EASIER		1.67	27%	20%
MORE DIFFICULT		4.02	66%	60%
MOST DIFFICULT		0.39	6%	20%
TOTALS		6.08	100%	100%
SKI LIFTS		RATED CAPACITY	VTMH (000)	ACTUAL CAPACITY
A) CONVEYOR TOW		400	9	380
B) QUAD		1,200	96	1,080
TOTALS		1,600	105	1,460
VEHICLES		EXISTING	PROPOSED	DIFFERENTIAL
GROOMING		0	1	-1
UTILITY (SNOW)		1	1	0
SNOWMOBILES		0	2	-2
UTILITY VEHICLES (4x4)		1	1	0
OTHER (IE GRADER)		0	0	0
TOTALS		2	5	-3
		EXISTING	PROPOSED	DIFFERENTIAL
SNOWMAKING %		70%	100%	30%
NIGHT LIGHTING %		70%	100%	30%
OTHER ITEMS	FORMULA	EXISTING	PROPOSED	DIFFERENTIAL
RENTAL EQUIPMENT	CC X 60%	--	181	181.00
	CC X 40%	--	120	120.00
			301	301.00
PARKING	70% OF SKIER CAPACITY @ 3 PER AUTO	--	70	--
EMPLOYEE AUTO		--	25	--
TUBING PARKING	70% OF TUBER CAPACITY @ 3 PER AUTO	--	30	--
TOTAL AUTOS		--	125	125
BUS PARKING (sqm)		--	195	
TOTAL PARKING (sqm)		4,999	4,258	741.50
TOTAL PARKING (ha)		0.50	0.43	0.07
SEWAGE FACILITIES	MUNICIPAL			
WATER	MUNICIPAL			
HYDRO	MUNICIPAL			
VTMH = Vertical Metres per Hour				
CC = Comfortable Capacity				
NOTE: INFORMATION PROVIDED BY THE CITY OF GREATER SJDBURY				

Grooming Vehicles

Due to the number of hectares (6.08) of ski trails, it is possible that Adanac Park will eventually require a more up to date new/used hill groomer. The number of machines needed to maintain the ski trails is 1. At the present time, the area has 1 grooming machine, in need of repairs, which could be used as a backup and utility vehicle.

The grooming requirements for the Proposed ski terrain are based upon one machine grooming 20 hectares per shift. This is adjusted by using a factor of 90% to include machine downtime. It is noted that the additional 1.79 hectares of tubing lanes can be groomed with the proposed equipment.

Maintenance and Storage Buildings

The existing maintenance and storage buildings will need to be refurbished due to vandalism.

Parking

The existing parking area does not provide enough parking spaces when considering the addition of tubing and the other winter activities. It is proposed that additional parking with a drop-off area be planned adjacent to the lodge zone. This will provide Adanac with 0.50 hectares of parking and the option of using the arena parking area for overflow for the tubing participants.

Power Water and Sewage Systems

Water and sewage is provided by the City municipal system. The 3 phase systems (3) are considered to be adequate for the proposed ski area facilities.

Base Lodge

The lodge has been sized in accordance with industry standards and the ski area's "comfortable capacity". Due to expected budget limitations, additional space was not considered for other recreation activities (e.g., multi-use meeting and programming space). The building, however, is sized to allow for a considerably larger number of people at one time as compared to the former chalet. A phased construction approach could be considered to make the project more affordable in the short-term. The information for the Adanac Hill facilities are estimates and further research will be necessary. At present there is a trailer approximately 7 metres x 9 metres.

The design of the lodge should also anticipate multi-season and multi-purpose usage,

therefore, air conditioning is essential. A one-storey building envelope of approximately 293 square metres (3,153 square feet) is proposed. See Lodge Facilities Review below.

ADANAC HILL - LODGE FACILITIES REVIEW (at 301 Comfortable Capacity)		
LODGE FACILITIES	FORMULA	PROPOSED (sqm)
FOOD SERVICE SEATING	C.C. X .28	84
KITCHEN + SCRAMBLE	C.C. X .09	27
TOILETS	C.C. X .05	9
FIRST AID	C.C. X .06	18
RENTALS/ RETAIL	C.C. X .15	45
LOCKERS	C.C. X .07	21
SKI SCHOOL/ RACING	C.C. X .05	15
TICKETS/ ADMIN	C.C. X .15	45
EMPLOYEE LOCKER	C.C. X .01	3
MECHANICAL, STORAGE CIRCULATION	C.C. x .06	26
TOTAL SQUARE METRES		293
SQUARE METRES PER SKIER		0.68
CC = Comfortable Capacity		

Snowmaking Expansion

The existing snowmaking system consists of the following:

- one 600 CFM 125 hp air compressor
- two 75 gpm pumps
- one 100 gpm pump
- municipal water source
- 6 HKD snowmaking guns and sleds

The information regarding the existing snowmaking systems is considered to be less than complete, therefore, it should be used as a guideline only and verified prior to the detailed design phase.

It is proposed that additional snowmaking facilities will be necessary to open the ski and tubing areas. The additional snowmaking facilities are as follows (snowmaking pipe for air and water to be installed above ground in most circumstances):

- Trail 1, Air-Water Lines 280 Metres
- Trail 5, Air-Water Lines 100 Metres
- Trail 6, Air-Water Lines 480 Metres
- 12 air – water snowmaking hydrants
- a Snowmax system
- 3 snowmaking guns
- (if possible) a snowmaking pond located near the top of the hill; this pond would reduce the peak load on the municipal system and allow for part of the system to be gravity fed.

See Map 7 for an illustration of the proposed snowmaking system. The snowmaking system estimates will need to be verified in the next phase of design and layout.

Night Lighting

Additional lighting will be needed for the ski area expansion and tubing zone. It is estimated that 9 units will be required for the tubing area/beginner hill and 19 units for the main ski hill (see Map 8). The final location of the lights should be determined during the detailed design phase.

9.6 Multi-Season Concept

A multi-season facilities plan was developed to attract a larger segment of the population to experience the site in the non-winter months (see Maps 9 and 10). The intent is to provide a number of activities that will appeal to youth and teens, as well as respecting the other activities provided by the various community groups.

The major activities proposed for multi-season use include:

- skate board park (non-fixed, 30 m x 40m, using the outdoor skating rink pad);
- BMX/free-ride park;
- mountain bike park (variable); and
- mountain bike trails (using refurbished ski trails), should demand exist.

Furthermore, soccer fields, a playground, and trails are also suggested to be developed adjacent to the Hill area.

The multi-season facilities are further defined with budget costs in Section 10.0 of this report.

10 ADANAC HILL BUSINESS PLAN

This section contains a complete business case analysis for the development of the Adanac Hill, including an assessment of marketing and revenue generation opportunities, proposed operating and capital budgets, and discussion of a preferred governance model.

10.1 Market Information

A review of other ski areas servicing urban centres with facilities of similar size and scope was conducted. The results of the ski area survey are shown in the following chart:

COMPARABLE SKI & TUBING AREA REVIEW (2002 - 2003 Season)			
SKI AREA	Skier Visits	Gross Revenue	Income Per Skier Visit
Centennial Park (Toronto)	47,618	\$910,000	\$19.11
North York	40,000	\$1,000,000	\$25.00
Assessippi (Manitoba)	78,000	\$1,748,000	\$23.00
Timmins	32,000	\$630,000	\$19.69
North Bay	31,000	na	na
AVERAGE	45,724	\$1,219,333	\$21.70
TUBING AREA	Tubing Visits	Gross Revenue	Income Per Tubing Visit
Assessippi (Manitoba)	10,200	\$80,000	\$7.84
Timmins	10,000	\$80,000	\$8.00
London Ski Club	10,000	\$81,600	\$8.16
AVERAGE	10,067	\$80,533	\$8.00

Information provided by the ski areas

Potential Skier Visits

The following table estimates that the City of Greater Sudbury market has the potential to produce 106,184 skier visits. Currently, ski hills in Capreol and Onaping serve the immediate market, while other hills exist within a half-day's drive of the City, thereby drawing many skiers and boarders to travel out of the City.

This ski market calculation is derived by applying a participation rate of 13% (based on data provided by the Canadian Ski Council) to the population of the City of Greater Sudbury (approximately 155,000), then multiplying by an average number of annual visits per person (8), and finally multiplying by the penetration rate that estimates the percentage of visits to hills within the immediate market.

This calculation is a standard technique for estimating the demand for ski hills within an area, given ideal circumstances. It does not take into account the current supply, size, condition, or usage of existing hills, nor does it account for other activity elements such as snowboarding or tubing. It does, however, provide sufficient assurance that there is considerable demand within the community to sustain the redevelopment of Adanac Hill as a skiing venue without unduly affecting other existing operations.

ADANAC HILL - MARKET REVIEW						
PRIMARY MARKET	POPULATION	POTENTIAL SKIERS AT 13%*	FREQUENCY RATE	POTENTIAL SKIER VISITS	PENETRATION RATE	POTENTIAL SKIER VISITS
LOCAL	145,000	18,850	8	150,800	68%	102,544
REGIONAL	10,000	1,300	8	10,400	35%	3,640
TOTAL	155,000	20,150		161,200		106,184

* Source of ratios: The Canadian Ski Council

10.2 Overview of Financial Model

A financial model was developed using the information derived from the market survey, potential skier visit forecast, and the utilization rate schedules defined in this section of the study. In addition, information and industry norms were used from the National Ski Areas Association "2002-03 Economic Analysis Study" and the Consultant's database of urban ski centres.

The financial model demonstrates the value of increasing the area's ski lift and terrain capacity, which provide the basis for increased visitations and income. The development of the tubing centre also provides the potential for a very strong income and profit stream. There is also the potential for accessing additional revenue by means of adding other rental items such as snowshoes, which was not included in the financial model. The revenue assessment is conducted for the winter season only.

The following data forms the basis for the financial model:

- The proposed comfortable capacity of the ski area is 301. The proposed comfortable capacity of the tubing area is 128.
- The ski area utilization rate is estimated to be 60% (based on a review of similar hills).
- At 60% utilization, the skier visits are estimated to be 20,000. Previously Adanac Hill's skier visits and income per skier visit was considerably lower than the other urban ski centres listed above due to the limited the quality of boarding and ski terrain, slow ski lift equipment, and limited base facilities. The increase in skier visits to 20,000 is a function of:
 - providing a higher quality skiing and boarding experience;
 - increased quality of ski lifts and lift capacity;
 - increased variety and skill level of terrain; and
 - improved base area experience.
- The tubing visits are estimated to be 10,000 per year.
- The model is designed to reflect an urban ski area that operates the equivalent of 111 days (see following chart). This is a longer season than Adanac had in the past due largely to improvements in snowmaking systems and changes in operating procedures.

ADANAC SKI & TUBE AREA - EQUIVALENT DAYS OF OPERATION					
	<u>DEC</u>	<u>JAN</u>	<u>FEB</u>	<u>MARCH</u>	<u>TOTAL</u>
Potential Operating Days	14	31	28	31	104
Estimated Operating Days	7	31	28	20	86
Potential Operating Nights	14	31	28	31	104
Estimated Operating Nights	7	23	20	0	50
Operating Nights Converted to Operating Days					25
Total Equivalent Operating Days					111
Operating Hours	<u>per day</u> 7.43	<u>per week</u> 52			825
Weeks	(14 for operations plus 2 for prep)				16

- Ski area revenues are defined as “gross revenue”, based upon income per skier visit. Income per skier visit is based upon the average of the 4 ski areas in the market survey at \$21.70. The tubing revenue is estimated to be \$13.00 per visit, which includes an allowance for food and beverages.
- Expenses are based upon industry norms and budget information provided by the City of Greater Sudbury.

10.3 Adanac Hill Proposed Operating Budget

The financial operating model makes the following assumptions:

- a) that expenses at the ski area will remain the same based upon the financial information provided by the client;
- b) that tubing and snow play facilities will be developed;
- c) that the proposed ski area and terrain facilities will be completed;
- d) that a chair lift and carpet lift (new, used or existing) be installed (i.e., that the capital improvements/projects be completed) and
- e) that the City will operate and maintain the hill (although other options exist).

The model defines an annual operating profit – that if the capital budget and operating days are met – of \$108,408 at full build-out (see chart on the next page). This level of profit does not include an annual capital maintenance budget which, if set at \$50,000 per year, would reduce operating profits to \$58,408. These operating profits are similar to other municipal ski areas and could increase dramatically, depending upon the management model used and the length of season. The results indicate that Adanac Park has the potential to provide for an operating profit (earnings before interest, taxes, depreciation, and amortization), while providing a considerably improved family recreation product serving a greater number of residents.

In addition to what is illustrated in the following chart, specific funds may be required (depending on the financial model used) for rental of equipment, leasing or debt servicing.

ADANAC HILL INCOME STATEMENT			
<u>PARAMETERS</u>			
Comfortable Capacity	310		
Utilization Rate	60%		
Skier Visits	20,000		
Revenue Per Skier Visit	\$21.70		
Tubing Visits	10,000		
Revenue Per Tuber (includes \$5.00 for food/beverage)	\$13.00		
<u>REVENUE</u>			
	REVENUE	% OF REVENUE	
Ski Area Revenue	\$434,000	77.0%	
Tubing Revenue	\$130,000	23.0%	
Total Revenue	\$564,000	100.0%	100.0%
<u>EXPENSES</u>			
	EXPENSES	% OF REVENUE	INDUSTRY NORM
Ski Area Direct	\$162,417	28.8%	20.0%
Ski School Direct	\$29,200	5.2%	2.3%
Food Service	\$43,443	7.7%	10.0%
Rental Direct	\$14,835	2.6%	2.4%
Property Operation	\$20,672	3.7%	3.8%
Subtotal Expenses	\$270,567	48.0%	38.5%
Operations Margin	\$293,433	52.0%	61.5%
<u>LESS - COMMON EXPENSES</u>			
	EXPENSES	% OF REVENUE	INDUSTRY NORM
General / Administration	\$73,600	13.0%	13.7%
Marketing	\$28,288	5.0%	5.2%
Insurance / Total	\$40,000	7.1%	3.0%
Taxes Excl. Income	\$4,520	0.8%	1.2%
Leases	na	na	1.2%
Snowmaking (Excluding Labour)	\$18,605	3.3%	3.4%
Services	\$7,500	1.3%	
Miscellaneous - Other	\$12,512	2.2%	2.3%
Subtotal Expenses	\$185,025	32.8%	30.0%
Total Expenses	\$455,592	80.8%	68.5%
Operating Cash Flow (EBITDA)	\$108,408	19.2%	23 to 30%
Maintenance Capital Budget	\$50,000	8.9%	4.0%
Adjusted Cash Flow	\$58,408	10.4%	19 to 26%

Notes:

Ski Area Direct (lift operations, grooming, lift electrical, ski patrol, snowmaking, excluding power, snow removal, uniforms, tickets and vehicle maintenance).

General Admin (accounting, administration — area management, planning, purchasing, printing and general office expenses).

Property Operation (the cost of operating and maintaining the buildings and grounds).

Taxes Excl. Income (property taxes and other taxes as applicable, no income).

Services (specialty services such as legal, accounting or unique maintenance services that cannot be provided by the staff).

10.4 Proposed Capital Budget

As indicated, the capital project consists of the development of a refurbished ski and snowboarding zone (Terrain Pod A; with either a used or new chair lift) and a new beginner hill and tubing zone (Terrain Pod B; with a conveyor lift). The existing trailer would be used for rental equipment.

An outdoor skating rink would also be developed (concrete pad, approximately 30m x 40m, pad could accommodate skate park in spring/summer/fall), as would an area for winter events / carnivals.

The proposed adjustments will increase visitations and provide for higher a quality experience due to the installation of the lifts, night lighting for the whole facility, and improved performance due to the snowmaking system adjustments.

The budget for the ski and tubing zones is defined by the type of chair lift that will be installed (Option1 - rehabilitate existing chair lift; Option 2 - install a used triple chair lift; Option 3 - install a new quad chair lift). The estimated capital budget is \$918,315 to \$1,947,515, including PST, GST and a 9% contingency (see chart of the next page). The costs are subject to change due to the fluctuating cost of steel and petroleum-based products. Furthermore, the exact cost to rehabilitate the existing double chair lift is not yet known, while the purchase price of a used lift could vary depending on the size, quality, and location of the lift. These estimates do not include the construction of the lodge or any multi-season elements.

This project can be completed in no more than two construction seasons and would include the following works:

- Complete the fill for the beginner hill and tubing (assume that fill will be transported, compacted, graded, and seeded at no cost to the City).
- Install the carpet conveyor lift.
- Remove or rehabilitate the existing chair lift.
- Continue the ski hill rehabilitation by way of the fill program (assume that fill will be transported, compacted, graded, and seeded at no cost to the City).
- Design and install the snowmaking system improvements.
- Install the new or used quad chair lift, if the existing lift cannot be rehabilitated in a cost-effective manner.
- Complete hill adjustments and lighting.
- Construct the lodge (budgeted separately).
- Develop an outdoor skating rink for winter usage and an events area for the winter carnival.

ESTIMATED CAPITAL COSTS - WINTER FACILITIES

OPTION A: Repair Existing Double Chair Lift	\$300,000
OPTION B: Install Used Triple Chair	\$400,000
OPTION C: Install New Quad Chair	\$1,130,000

Total - Chair Lift	\$300,000 to \$1,130,000
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Conveyor Lift	\$105,480
Electrical	\$12,000
Snowmaking	\$63,372
Snowmaking Pond	\$10,000
Hill Compaction and Grading	tbd
Lights	\$34,000
Tube Enclosure	\$0
Signs	\$7,500
Start - Control System	\$2,200
Ice Skating Rink	\$2,000
Air Bag Tubing	\$2,400
Landscaping	\$15,000
Parking	\$30,000
Trailer For Rentals	\$0

Total - Facilities (excl. chair lift)	\$283,952
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Snowmaking System Assessment & Design	\$15,000
Site Planning	\$4,500
Pond Planning - Engineering	\$15,000
Site Layout and Bids	\$10,500
Project Insurance	tbd

Total - Planning/Design	\$45,000
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Hill Groomer	\$35,000
Snowmobile	\$11,800
ATV	\$12,400
Tubes	\$22,000
Tube Mats	\$3,550
Banners, Music System	\$5,000
Rental Equipment 60 sets	\$21,875

Total - Equipment	\$111,625
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OPTION A: Repair Existing Double Chair Lift	\$300,000
Facilities, Planning/Design, Equipment	\$440,577
GST (7%)*	\$51,840
PST (8%)	\$59,246
Contingency at 9%	\$66,652
OPTION A: Estimated Project Total	\$918,315

OPTION B: Install Used Triple Chair	\$400,000
Other Capital Costs	\$440,577
GST (7%)*	\$58,840
PST (8%)	\$67,246
Contingency at 9%	\$75,652
OPTION B: Estimated Project Total	\$1,042,315

OPTION C: Install New Quad Chair	\$1,130,000
Other Capital Costs	\$440,577
GST (7%)*	\$109,940
PST (8%)	\$125,646
Contingency at 9%	\$141,352
OPTION C: Estimated Project Total	\$1,947,515

The multi-use lodge has been separated from the previous capital budget due to the various degrees of interest among community groups and potential users that wish to have a multi-purpose lodge and gathering place. A one-storey building envelope of approximately 293 square metres (3,153 square feet) is proposed, although it may be able to be constructed in phases should this be required for financial purposes. The estimated capital costs for the lodge are \$648,458 including PST, GST and contingency (see table below) for a non-phased approach (phasing will be less expensive in the short-term but more costly in the long-run). The City can recover approximately \$170,000 of this through insurance from the old chalet.

Multi Use Lodge - Proposed Capital Budget	
Lodge (3153sf @\$150sf)	\$472,950
Lodge Equipment	\$50,000
Lodge Sub Total	\$522,950
PST (8%)	\$41,836
GST (7%)	\$36,607
Contingency at 9%	\$47,066
Lodge Total	\$648,458

In terms of multi-season (non-winter) activities, the following facilities have been defined as the items of top priority during the focus group sessions and public meetings:

- skateboard park (non-fixed, 30 m x 40m, 0.12 hectares);
- BMX/free-ride park;
- mountain bike park (variable); and
- mountain bike trails (using refurbished ski trails).

The estimated capital costs for the multi-season improvements are \$130,200 including PST, GST and contingency.

Adanac Park Proposed Multi-Season Capital Budget	
Skateboard Park	\$75,000
BMX Park	\$15,000
Mountain Biking Park	\$6,000
Mountain Biking Trails	\$1,000
Signs	\$2,500
Sub Total - Facilities/Infrastructure	\$99,500
Site Layout and Project Management	\$5,000
Project Insurance	\$500
Sub Total - Planning/ Design	\$5,500
Sub Total Multi-Season Concept	\$105,000
PST (8%)	\$8,400
GST (7%)	\$7,350
Contingency at 9%	\$9,450
Multi Season Project Total	\$130,200

Note that some items (e.g., trail development, soccer field construction, playground, renovations to Barrydowne Arena, etc.) are not included in the capital program as these are not directly related to the Hill and, hence, are not part of the Business Plan component. The City should continue to contribute to the trail and park redevelopment projects being spearheaded by the Rotarians, as well as the soccer field proposal adjacent to Barrydowne Arena.

The total estimated capital budget for the entire Adanac Hill project ranges from \$1,696,973 to \$2,726,173 (in 2005\$, including PST and GST). The City currently has approximately \$540,000 in capital reserves for this project, including \$170,000 from insurance should the chalet be rebuilt. Additional costs could be incurred should the City have to transport and grade the fill that is required for the ski hill improvements.

Adanac Park Total Project Budget	
Option A - Winter Facilities	\$918,315
Option B - Winter Facilities	\$1,042,315
Option C - Winter Facilities	\$1,947,515
Lodge (3,153 square feet)	\$648,458
Multi-season Facilities	\$130,200
Fill Transport, Compaction and Grading*	tbd
Project Total:	
Option A	\$1,696,973
Option B	\$1,820,973
Option C	\$2,726,173
See individual budgets for additional details.	
Capital estimates include PST, GST and 9% contingency.	
Project costs may fluctuate due to the cost of materials.	
* Estimate does not include potential costs for transport and grading of donated fill	

10.5 Funding Options

Research indicates that there are a number of project funding methods available for consideration by the City of Greater Sudbury in the future operation of Adanac Hill.

In order for Adanac Park to provide the facilities that are necessary for a multi-season facility, there must be a variety of funding partners. For example, at the Jack Pine ski area in North Bay, the chair lift and rental equipment were funded by the Kiwanis Club. In addition, the City of North Bay charges a minimal rental fee for the facilities (\$25,000), as well as providing \$150,000 in operating funds. The Jack Pine ski area also has a great deal of local corporate support.

Other options include a community service organization providing the funds for specific facilities

or payment for part of the lease and/or capital requirements. For example, Liftcapital Corporation would lease the chair lift, the carpet lift and the hill groomer to the City or a community organization backed by the City for a term that is manageable. The key in this arrangement is the involvement of the City.

It also bears mentioning that the cost to develop the Adanac site does not have to be incurred all at one time – it can be financed over the course of a number of years in the same way that many other municipal development projects are financed. Based upon a conservative municipal borrowing rate of 6% and assuming a 20-year amortization, the cost to borrow every \$1 million amounts to approximately \$85,400 per year.

Another potential area for the City to explore in relation to community involvement in the Hill's redevelopment is companies that could provide in kind goods or services, such as the fill and possibly the equipment to move the material on site or the development of the bmx/skate park elements. Without the contribution of significant amounts of fill, this project would be very expensive and perhaps not viable.

Other revenue generation opportunities for the Hill include:

- corporate sponsorship programs;
- advertising;
- special events such as races, festivals, and program activities;
- equipment rentals, lessons revenues and pro shop operations;
- concession and canteen operations;
- partnerships with educational institutions and school boards; and
- program and user fees.

Many of these options can be further developed by the City during the next stage of this project.

10.6 Potential Governance Models

There are two basic management models that should be considered for the future operation of Adanac Hill – management by the City or management by a non-profit corporation such as a ski club (with some assistance from the City).

Government Management Model

There are a number of examples of ski and multi-season facilities that are managed by municipalities (or as a government agency), including:

- Centennial Park, Toronto
- North York, Toronto

- Chinguacousy Park, Brampton
- Glen Eden, Halton Region Conservation Authority

All of these ski areas are considered to be successful and have a number of qualified management and staff directing ski area operations. Three of the four areas are in the process of planning and funding ski area expansions.

Ski Club Management

There are also a number of urban ski areas in Ontario that are managed by not-for-profit ski clubs. Three of these ski areas are:

- London Ski Club, London
- Chicopee Ski Club, Kitchener
- Laurentian Ski Club, North Bay

Recently the Laurentian Ski Club took over operations of the Jack Pine ski area in North Bay. Previously, the local conservation authority operated the ski area with mixed results. One of the first things that the Laurentian Ski Club undertook was the hiring of a full time, experienced ski area manager. The other ski areas noted above have been operating very successfully for a number of years.

The major factor relating to the successful management of urban ski areas is having experienced staff at all levels of the operation. This experience factor becomes obvious when reviewing the many functions defined in the Base Flow Diagram on page 41.

It is also critical to maintain the operating funds and profits within the ski area budget. In some circumstances, funds are moved to other departments causing shortfalls in budgets relating to facilities maintenance and upgrading.



MAP PACKAGE

Adanac Park Master Plan & Business Plan

FINAL REPORT

May 11, 2005

Prepared for:

City of Greater Sudbury Community Development Department
Adanac Task Force Committee

Prepared by:

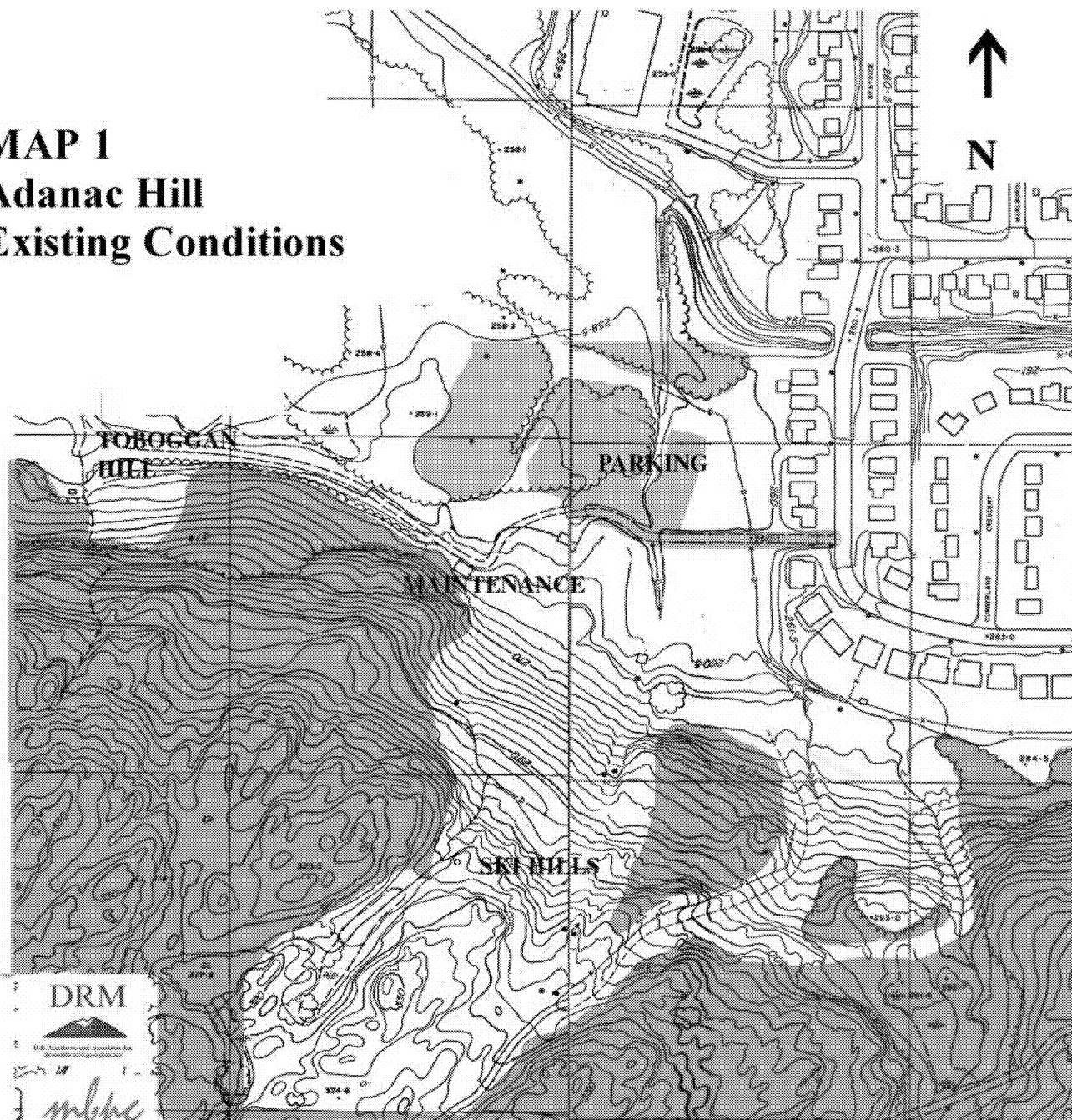
D.R. Matthews and Associates Inc.
Monteith Brown Planning Consultants Ltd.



MAP 1

Adanac Hill

Existing Conditions

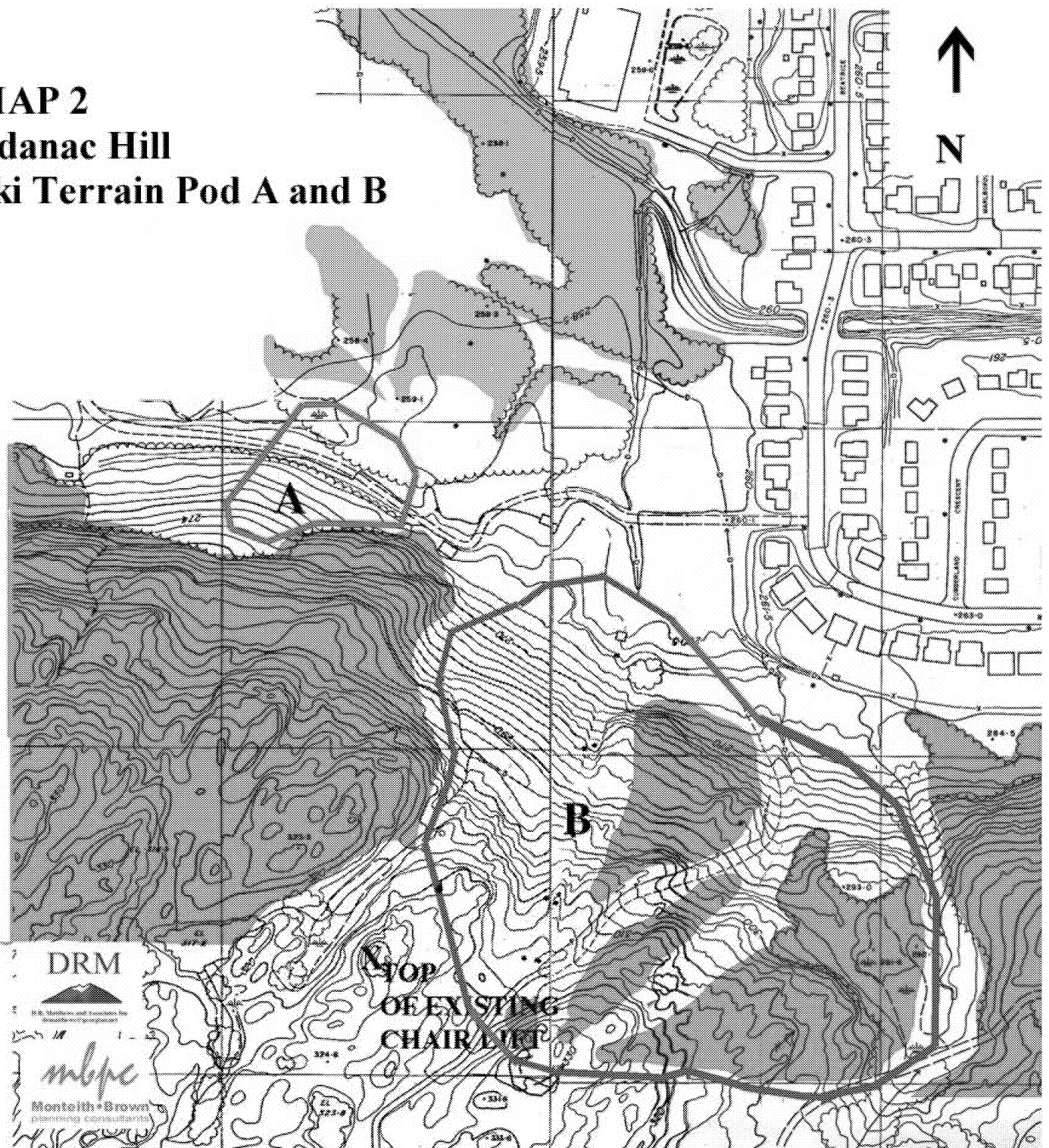


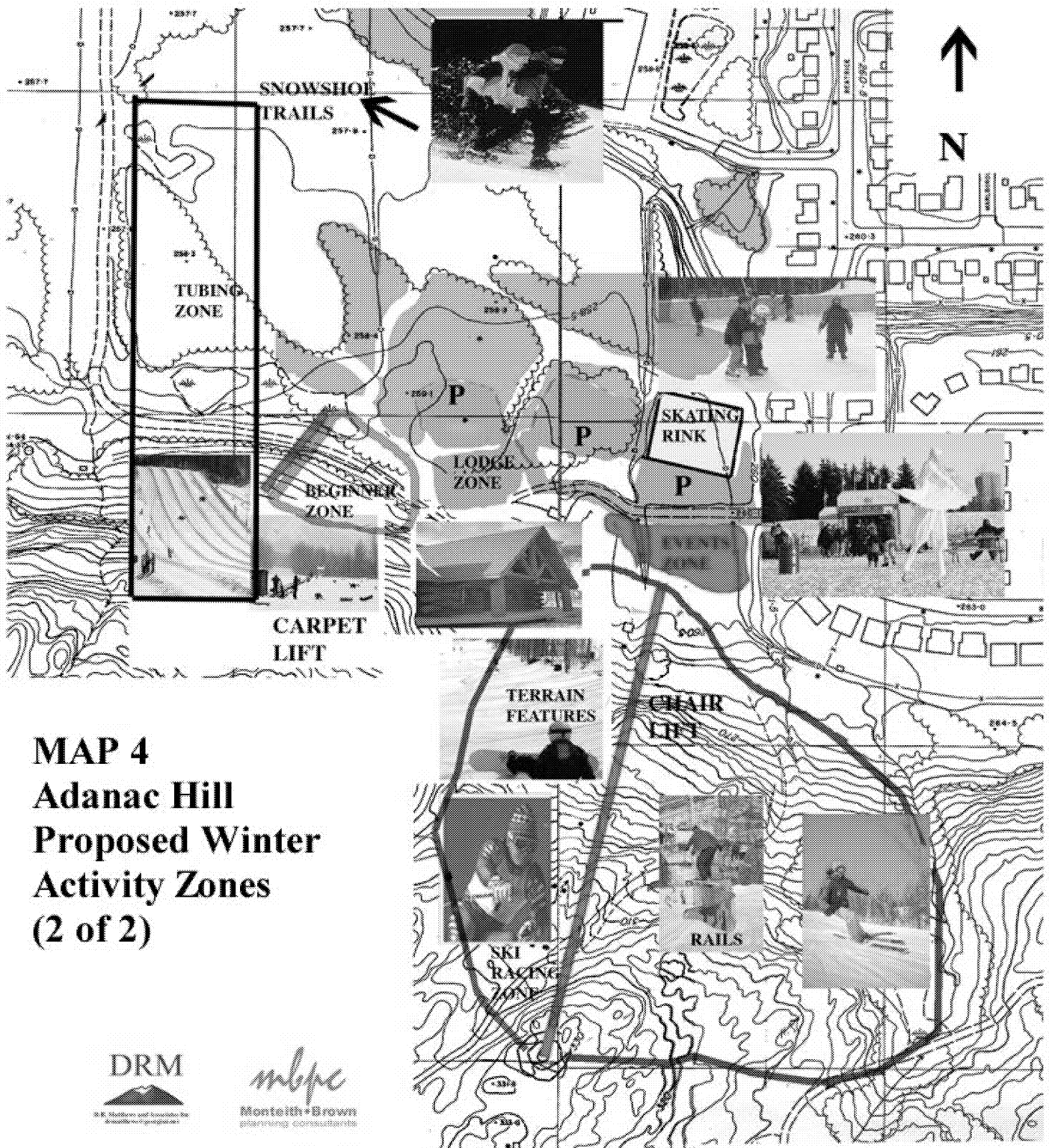
U.S. Standards and Practices for
Recreation Management



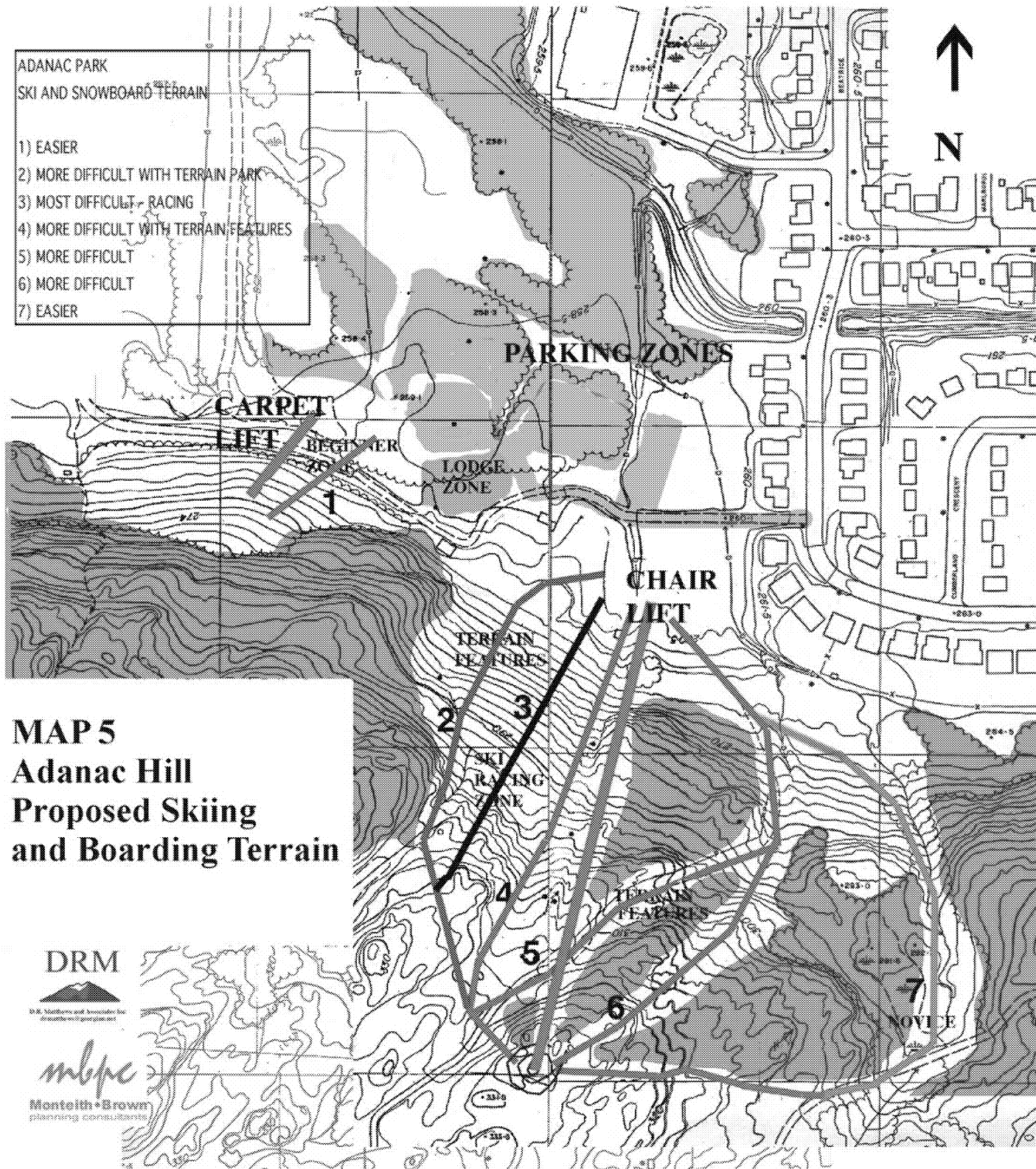
Monteith•Brown
planning consultants

MAP 2
Adanac Hill
Ski Terrain Pod A and B

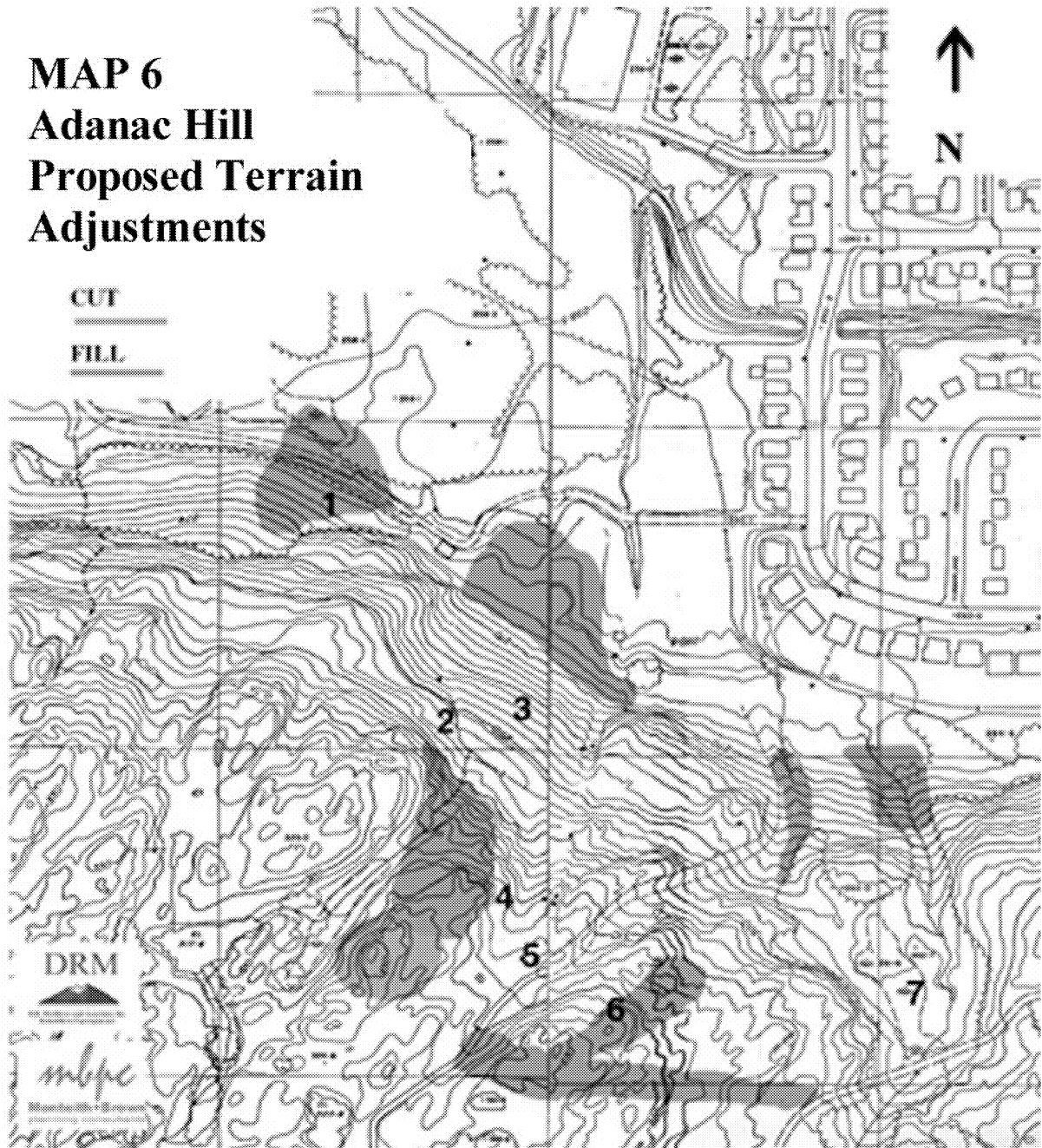




MAP 4
Adanac Hill
Proposed Winter
Activity Zones
(2 of 2)



MAP 6 Adanac Hill Proposed Terrain Adjustments



MAP 7

Adanac Hill

Proposed Snowmaking

PROPOSED AIR WATER LINES

Existing Systems

AIR

WATER

TRAIL 1 280 METERS
TRAIL 2 100 METERS
TRAIL 6 480 METERS

Proposed Systems

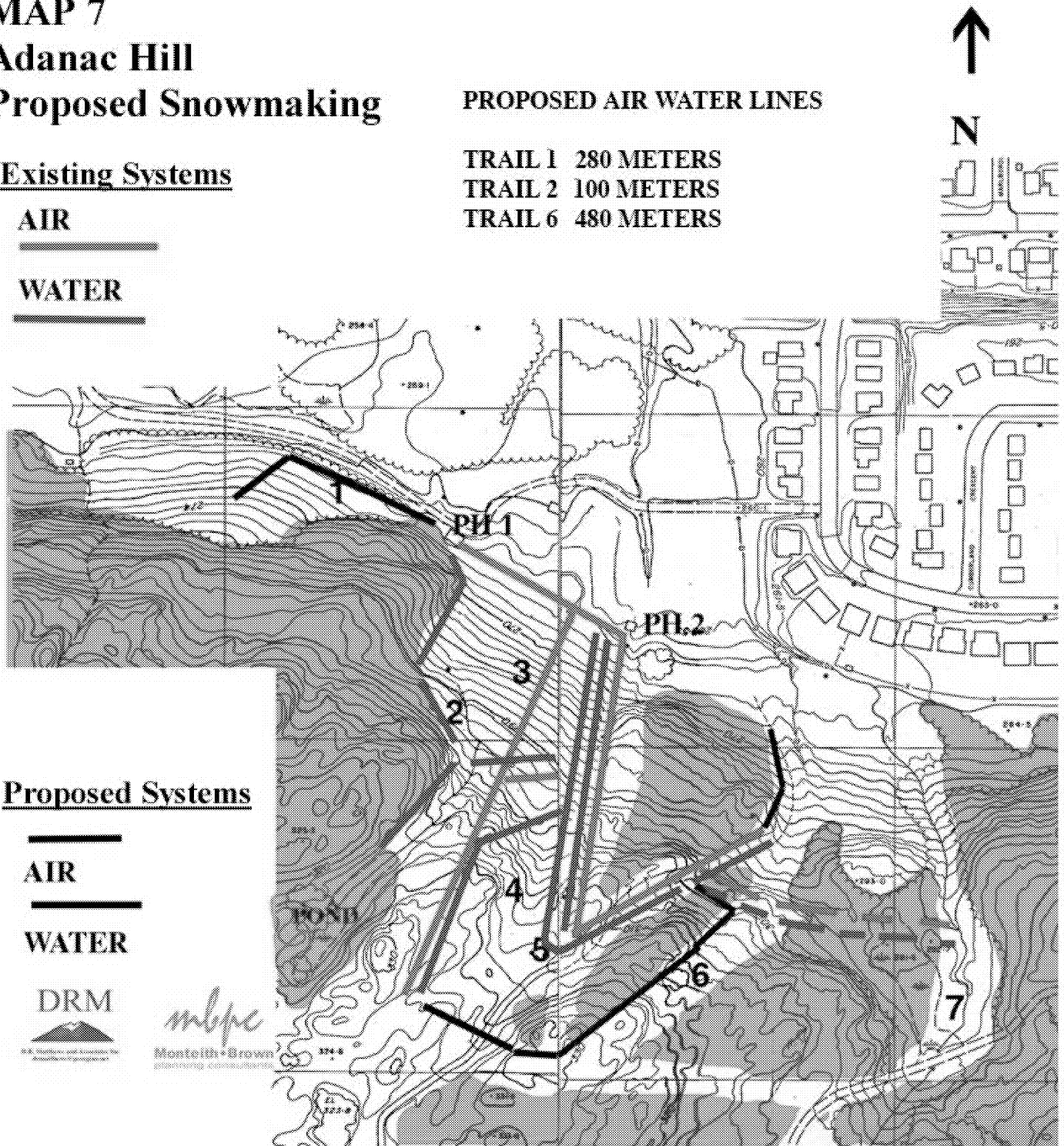
AIR

WATER

DRM

DRM

mbpc
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planning consultants



A topographic map of a residential area. The map features a grid of streets, including 'WATKINS' and 'S. 10th'. A large, irregularly shaped area in the lower-left quadrant is outlined with a thick black line, representing a watershed boundary. This area is characterized by numerous contour lines, indicating a hilly or mountainous terrain. To the right of this area, there are several residential lots, some of which are labeled with numbers like '153' and '193'. A north arrow is located in the upper right corner, pointing upwards. The map also shows various elevation points, such as '259-1', '259-2', '259-3', '259-4', '259-5', '259-6', '259-7', '259-8', '259-9', '259-10', '259-11', '259-12', '259-13', '259-14', '259-15', '259-16', '259-17', '259-18', '259-19', '259-20', '259-21', '259-22', '259-23', '259-24', '259-25', '259-26', '259-27', '259-28', '259-29', '259-30', '259-31', '259-32', '259-33', '259-34', '259-35', '259-36', '259-37', '259-38', '259-39', '259-40', '259-41', '259-42', '259-43', '259-44', '259-45', '259-46', '259-47', '259-48', '259-49', '259-50', '259-51', '259-52', '259-53', '259-54', '259-55', '259-56', '259-57', '259-58', '259-59', '259-60', '259-61', '259-62', '259-63', '259-64', '259-65', '259-66', '259-67', '259-68', '259-69', '259-70', '259-71', '259-72', '259-73', '259-74', '259-75', '259-76', '259-77', '259-78', '259-79', '259-80', '259-81', '259-82', '259-83', '259-84', '259-85', '259-86', '259-87', '259-88', '259-89', '259-90', '259-91', '259-92', '259-93', '259-94', '259-95', '259-96', '259-97', '259-98', '259-99', '259-100', '259-101', '259-102', '259-103', '259-104', '259-105', '259-106', '259-107', '259-108', '259-109', '259-110', '259-111', '259-112', '259-113', '259-114', '259-115', '259-116', '259-117', '259-118', '259-119', '259-120', '259-121', '259-122', '259-123', '259-124', '259-125', '259-126', '259-127', '259-128', '259-129', '259-130', '259-131', '259-132', '259-133', '259-134', '259-135', '259-136', '259-137', '259-138', '259-139', '259-140', '259-141', '259-142', '259-143', '259-144', '259-145', '259-146', '259-147', '259-148', '259-149', '259-150', '259-151', '259-152', '259-153', '259-154', '259-155', '259-156', '259-157', '259-158', '259-159', '259-160', '259-161', '259-162', '259-163', '259-164', '259-165', '259-166', '259-167', '259-168', '259-169', '259-170', '259-171', '259-172', '259-173', '259-174', '259-175', '259-176', '259-177', '259-178', '259-179', '259-180', '259-181', '259-182', '259-183', '259-184', '259-185', '259-186', '259-187', '259-188', '259-189', '259-190', '259-191', '259-192', '259-193', '259-194', '259-195', '259-196', '259-197', '259-198', '259-199', '259-200', '259-201', '259-202', '259-203', '259-204', '259-205', '259-206', '259-207', '259-208', '259-209', '259-210', '259-211', '259-212', '259-213', '259-214', '259-215', '259-216', '259-217', '259-218', '259-219', '259-220', '259-221', '259-222', '259-223', '259-224', '259-225', '259-226', '259-227', '259-228', '259-229', '259-230', '259-231', '259-232', '259-233', '259-234', '259-235', '259-236', '259-237', '259-238', '259-239', '259-240', '259-241', '259-242', '259-243', '259-244', '259-245', '259-246', '259-247', '259-248', '259-249', '259-250', '259-251', '259-252', '259-253', '259-254', '259-255', '259-256', '259-257', '259-258', '259-259', '259-260', '259-261', '259-262', '259-263', '259-264', '259-265', '259-266', '259-267', '259-268', '259-269', '259-270', '259-271', '259-272', '259-273', '259-274', '259-275', '259-276', '259-277', '259-278', '259-279', '259-280', '259-281', '259-282', '259-283', '259-284', '259-285', '259-286', '259-287', '259-288', '259-289', '259-290', '259-291', '259-292', '259-293', '259-294', '259-295', '259-296', '259-297', '259-298', '259-299', '259-300', '259-301', '259-302', '259-303', '259-304', '259-305', '259-306', '259-307', '259-308', '259-309', '259-310', '259-311', '259-312', '259-313', '259-314', '259-315', '259-316', '259-317', '259-318', '259-319', '259-320', '259-321', '259-322', '259-323', '259-324', '259-325', '259-326', '259-327', '259-328', '259-329', '259-330', '259-331', '259-332', '259-333', '259-334', '259-335', '259-336', '259-337', '259-338', '259-339', '259-340', '259-341', '259-342', '259-343', '259-344', '259-345', '259-346', '259-347', '259-348', '259-349', '259-350', '259-351', '259-352', '259-353', '259-354', '259-355', '259-356', '259-357', '259-358', '259-359', '259-360', '259-361', '259-362', '259-363', '259-364', '259-365', '259-366', '259-367', '259-368', '259-369', '259-370', '259-371', '259-372', '259-373', '259-374', '259-375', '259-376', '259-377', '259-378', '259-379', '259-380', '259-381', '259-382', '259-383', '259-384', '259-385', '259-386', '259-387', '259-388', '259-389', '259-390', '259-391', '259-392', '259-393', '259-394', '259-395', '259-396', '259-397', '259-398', '259-399', '259-400', '259-401', '259-402', '259-403', '259-404', '259-405', '259-406', '259-407', '259-408', '259-409', '259-410', '259-411', '259-412', '259-413', '259-414', '259-415', '259-416', '259-417', '259-418', '259-419', '259-420', '259-421', '259-422', '259-423', '259-424', '259-425', '259-426', '259-427', '259-428', '259-429', '259-430', '259-431', '259-432', '259-433', '259-434', '259-435', '259-436', '259-437', '259-438', '259-439', '259-440', '259-441', '259-442', '259-443', '259-444', '259-445', '259-446', '259-447', '259-448', '259-449', '259-450', '25

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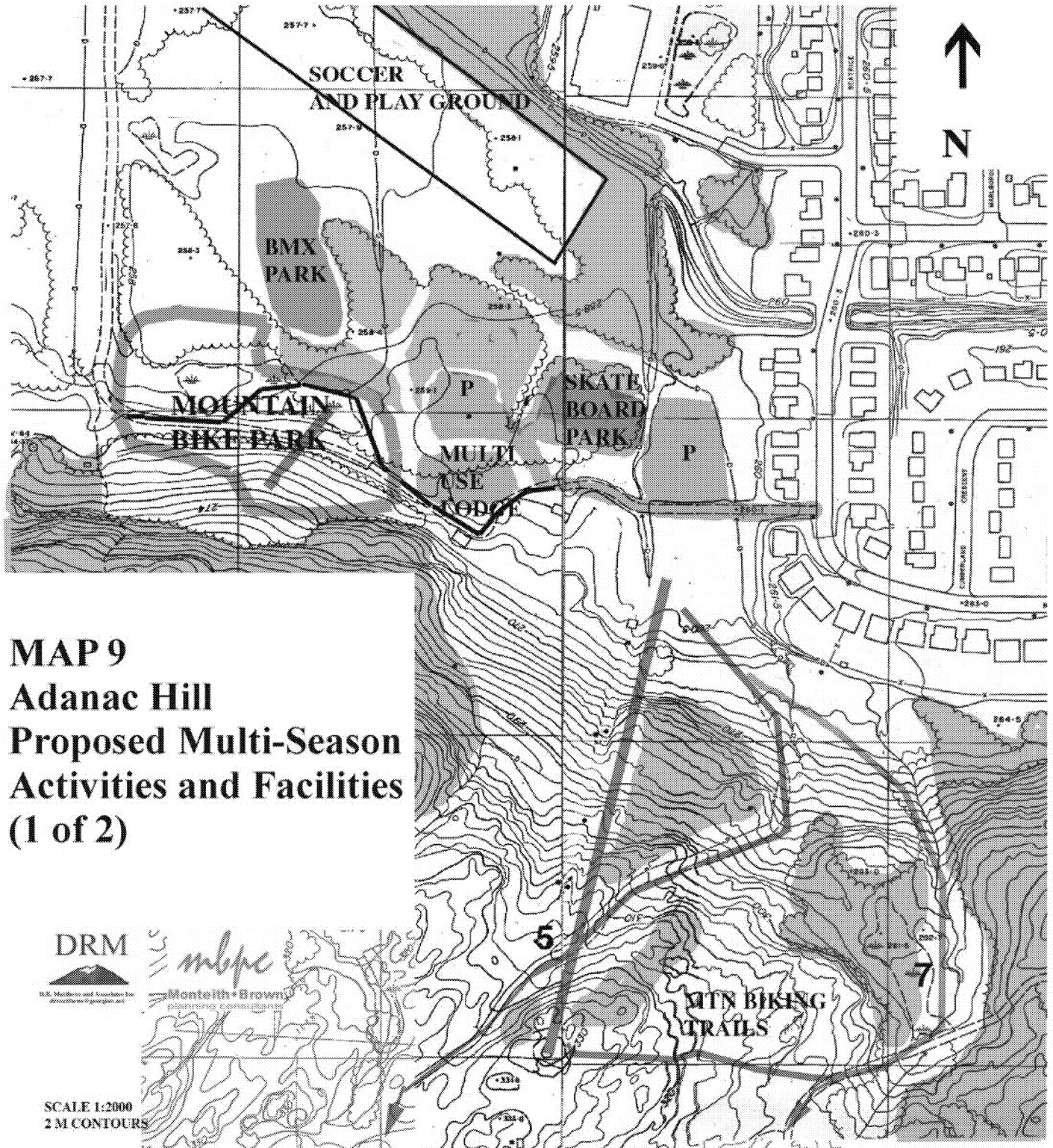


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MAP 9
Adanac Hill
Proposed Multi-Season
Activities and Facilities
(1 of 2)



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SCALE 1:2000
2 M CONTOURS

