

Report of the  
**danac**  
SKI HILL



Citizens' Working Group

## **Executive Summary**

Mayor Dave and Members of Council,

The Adanac Ski Hill Citizen's Working Group was established following the release in January of the consultants' report, "Adanac Park Master Plan and Business Plan Draft Report", prepared by D.R. Matthews and Associates Inc. and Monteith Brown Planning Consultants Ltd.

After reviewing the recommendations of that report and the price tag attached to the re-development of the ski hill as part of a larger, multi-use facility, a group of concerned citizens decided that Council should be able to consider some options for the ski hill that include a more affordable capital budget and the opportunity to become self-sustaining in terms of its long-term operation.

This has been our goal and we are pleased to announce that we have achieved that goal. And we have done so without taking away from the other very important aspects of Adanac Park as a multi-seasonal, multi-use recreational facility.

There are many reasons why we think Adanac Park and this community need Adanac Ski Hill.

For three decades, Adanac has been the site of winter activity and sports for tens of thousands of children and teenagers throughout the region. Many of us in this room have either learned to ski ourselves or delivered our children to Adanac for ski schools, ski racing, or just an afternoon of affordable skiing and snowboarding recreation. Considering the number of operating days, no one can deny Adanac has been as well utilized and popular as any recreational facility in the city.

Skiing at Adanac is affordable recreation. The intent was never to compete with larger facilities for expensive ski visits. Adanac provided affordable winter sports and recreation because of its proximity to the population and because organized sports such as hockey, are becoming too expensive for many families. In fact, children from every income level are often introduced to skiing through their schools. Dennis Fraser of the Rainbow Board and a member of our working group, will tell you of the potential for skier visits to Adanac and the fact that skiing and snowboarding are, by far the most popular field trip activities for school children in Greater Sudbury.

Adanac is a health issue. Skiing and snowboarding will encourage outdoor winter recreation among teenaged youth that are not involved in hockey. Health and fitness are serious issues as kids move into adolescence and become less active. We need to do everything we can to get them out from in front of the television or computer screen during the winter months.

Adanac is an economic development issue. It adds to our community's quality of life. It helps to attract post secondary students, doctors and business people and it brings dollars into our community through ski racing events and by adding value to a visitor's day of shopping, business or entertainment.

Adanac will not put anyone out of business. Adanac and other local ski hills have thrived over the last 30 years by providing more opportunities for people to get into skiing and snowboarding. If anything, Adanac is good for other smaller operations because the fact is, no other ski hill in the area offers a product that includes a chair lift, night skiing and all-important snowmaking.

Finally, and perhaps most important, is the fact that there is strong community support for Adanac Park with a ski hill. It was made clear in community consultations during preparation of the Adanac Report. It was also made clear in an Oracle Poll survey conducted in the fall of 2003 for the city that 70% thought the City should have a municipal ski hill. This community support will translate into dollars as we undertake a corporate and public fundraising campaign. Adanac is currently being considered for funding by Falconbridge Limited, Inco Limited and Bell Canada.

We have found a way to make Adanac ski hill affordable for taxpayers in the short term by using existing equipment and taking a more businesslike approach to development and operations. Eventually, Adanac will prove itself worthy of the investment of a new lift. In the meantime, Adanac will prove to us all that through efficient management and effective use of community resources, it can generate more revenue than ever before and continue to be a source of good health, winter fun and community pride for many years to come.

## INTRODUCTION AND BACKGROUND

The Adanac Ski Hill Citizens' Working Group was created by Council shortly after the ski hill was closed, at the urging of then Councillor David Courtemanche and with the support of the Rotary Clubs of Sudbury and citizens concerned about the future of the hill. The original committee was split into two sub-groups, the Short-term and Long-term Working Groups.

The Short-term Working Group set about to establish an immediate use for this unique property in the New Sudbury area. It created a winter carnival event that ran over several weekends. Having just completed its second year, it has done an incredible job of keeping Adanac alive and in the hearts and minds of Sudburians, while we work to establish its long-term potential. We recognize and congratulate the dedicated team of volunteers for their leadership with the Short-term Working Group in the two years since Adanac closed.

The Long-term group was put on hold and re-established following the release in January this year of the 'ADANAC PARK MASTER PLAN & BUSINESS PLAN DRAFT REPORT', prepared for Citizen and Leisure Services by D.R. Matthews and Associates Inc. and Monteith and Brown Planning Consultants Ltd. The report recommended a two-phase development for Adanac Park, creating a multi-use, multi-season recreation destination facility, for Greater Sudbury and beyond.

The authors of the report will present its details but the report concluded that Adanac Ski Hill is a substantial recreation resource in the City and has the potential to provide a unique family recreation experience. It also noted that, with expansion and upgrading, Adanac Park can achieve continued positive growth in the marketplace and attract a wide variety of users with the potential to become a revenue generator.

The D.R. Matthews report calls for a total expenditure between \$1.7 million and \$2.7 million. This raised concerns that the City would not be in a position to fund this amount. The Adanac Ski Hill Working Group was then re-established to work with the consultants and others to find alternatives for Council, including reducing costs of development, day to day operations and finding new sources of funding.

With assistance from Leisure Services staff, the committee took some time organizing itself around four areas: infrastructure, programming, governance and finance. A sub-committee was established for each area. As a result of the incredible support for Adanac, evident during community meetings with the consultants and during initial meetings of this working Group, we were fortunate to be able to attract a varied and skilled group of individuals interested in re-establishing Adanac as a downhill ski area.

They are:

Scott Brooks	Steve Brujic	Terry Del Bosco
Mark Garafolo	Dave Gatien	Adrian Gedy
Ray Hemmerling	Jimmy Kolar	Lise Lambert
Dave Makela	Mark Passi	Brian Pilon
Robert Rinaldi	Paul Sajatovic	Vicki Smith
Brian Smith	Edgar Taillefer	Jim Thompson
Iris Unsworth	Janet Vaillancourt	John Woods
Dennis Fraser		

The goal of the group was to review the Draft Master Plan for Adanac Ski Hill and determine appropriate recommendations to City Council for the re-establishment of a viable ski hill at the Adanac site. The proposal must keep in mind the year-round activities recommended for the site and how the operation of the ski hill can complement these other activities including but not exclusive to trail development, winter experience, snowshoeing, soccer and mountain biking/BMXing.

## **ADANAC PROGRAMS AND OPERATING HOURS**

In order to succeed in the ski business, it is critical to be open for the Christmas school break period and for the March break period, as these are primary revenue generating opportunities. The Adanac ski hill would be open for a 13 week period, beginning in mid December and extending until just after the March school break. The facility would be open Tuesday to Friday for school programs (with the exception of the school break periods), from early January to mid March. Night skiing would be offered on Wednesday, Thursday and Friday, to accommodate high school programs, the racing club, adult lessons and public skiing. Weekend operation would be during the daytime only.

This would give an estimated 102 operating days (with every 2 nights, being equivalent to one operating day). The addition of enhanced snow making equipment and improvements to the surface of the hill will help reduce the preparation time required to get the hill in operational condition in the early season. The programs and facilities suggested for the site are a reflection of the current state of the ski/snowboarding industry and the specific demands of the Northern Ontario market.

## **RENTAL PROGRAM**

In the past revenue centres such as ski lessons and equipment rentals were contracted out at Adanac. We have been advised by profitable ski centres to keep all revenue with the hill and not contract out any potential profit making activities.

### **Building Location**

Rental and lesson schools are typically located in a separate area from the main chalet (noise and smoke from ski waxing etc.).

Typical uses of a rental area include ski drilling, waxing, sharpening and machine grinding on skis and snowboards.

These programs also draw a large amount of public traffic and if not kept separate will overcrowd the main chalet, ticket and concession areas.

### **Rental Fleet**

Skis	100 sets of assorted sizes (skis, boots, bindings, poles)	* \$32,000
Snowboards	70 sets (boots, bindings)	* \$22,000
Helmets	100 of assorted sizes	\$ 6,000

## Tuning Equipment

Workbenches	(Ski and snowboard specific)	\$ 800
Binding templates		\$ 600
Tools	(drills wax, irons, files, scrapers, screwdrivers, etc)	\$ 1,000
Miscellaneous		\$ 600
<b>Total Equipment</b>		<b>\$63,000</b>

*\*An opportunity may exist to purchase the former operator's rental fleet*

## SKIING AND SNOWBOARDING

Skiing and snowboarding are the foundation of any ski hill in the world.

### Terrain Park

As stated in the consultants' report, public consultation found considerable demand for a terrain park at Adanac. Every major ski hill in Northern Ontario includes a terrain park. Industry statistics indicate that over 50% of hill users are snowboarders. This number increases to over 60% at hills with lower vertical heights, such as Adanac. The consultants' report indicates a 36.1% increase in snowboarding activity for ages 12 and over since 2001.

A terrain park creates an intermediate and advanced area for skiers and snowboarders, regardless of the size or vertical of the ski hill. In conjunction with a well-run lesson program, new park users can be introduced on a daily basis.

### Beginner Slope

Most ski areas have a learning centre or beginner slope to introduce skiing and snowboarding to novices in a safe, non-threatening environment. Confidence is gained and skills mastered on a gentle slope and later transferred to the main hill. In the past beginners at Adanac had to walk up the hill and this presented a challenge for both student and instructor. The introduction of a conveyor lift and a designated beginner slope, will enhance the learning opportunities and the attractiveness of the programs offered. With proper marketing and certified and trained instructors, the learning centre will thrive.

## SKI AND SNOWBOARD SCHOOLS

### Staffing

<b>School Director</b>	responsible for program design, training, scheduling, liaison with school boards and rental staff.
<b>Certified Equipment Technicians</b>	(4-6) responsible for setup and reservation of equipment for lesson programs and boot fitting.
<b>Certified Ski Instructors</b>	(10)
<b>Certified Snowboard Instructors</b>	(10)

The ski/snowboard school staff would be responsible for the delivery of all lessons and special programs on the site. This would include: Christmas break and March break programs for 6 to 14 year olds; weekend lesson programs for children and youth; adult lesson programs; private and group ski lesson, would also be available on weekends in 1 and 2 hour blocks.

Past programming trends at the Adanac site indicates that the vast majority of skiers using the facility (80%) are children and youth. This has been supported by the ski areas contacted during the preparation of this report. The program emphasis would certainly be placed on beginner and youth programming, as a result. Information collected from other ski areas indicate that ski schools are significant revenue generators for hills.

### **SCHOOL BOARD PROGRAMS**

Local school boards have always provided consistent weekday usage of the Adanac ski hill for learn to ski programs and special school outings. Elementary and secondary schools account for hundreds of skier visits per week and therefore the backbone of the weekday programs. Many schools have been limited in their skiing options in the past two years (with Adanac closed), as travel to ski hills outside the City is more costly and far less convenient. Secondary schools also make use of the Adanac facility on week nights for ski racing programs. The benefits of introducing thousands of school children to the winter sports of snowboarding and skiing should not be underestimated.

#### **Club Racing Program**

The Greater Sudbury Ski Club (formerly the Adanac Ski Club), is comprised of a group of skiers who train regularly for races sanctioned by the Northern Ontario Division (NOD) of Alpine Ontario. Although children cannot register for a sanctioned race until they are 11 years old (the K1 division), they can join the club and begin learning the basics of racing as early as 6 years of age. In the past, Sudbury has hosted some of the best racers in Ontario, and it is here that the INCO Cup first began.

In the five or so years prior to the closing of Adanac, the club had between 50 and 75 registrations each year. This was accomplished through word-of-mouth and mailings to previous participants; we did not advertise extensively because the hill's lift and chalet could not accommodate more children and families than we had. We are confident that if we were to distribute brochures at schools, we would easily attract 100 participants.

While club members have in the past received a discount on lift tickets, they did contribute close to \$15,000 annually to the user fees at the hill. With an improved facility, there would be an opportunity to increase club membership and usage of the hill by the racing club. As in any sport, the competitive element not only encourages the competitive skiers, but also provides motivation for skiers of all ages to continue with the sport and to hone their own skills. Whether they are competing or just skiing for enjoyment.

The Northern Ontario Division of Alpine Ontario consists of Sudbury, Sault Ste. Marie, Timmins, Elliot Lake, and North Bay. Each team is responsible for hosting one race a season at their hill, with 100-150 racers and families from across northern Ontario in attendance. The city benefits tremendously from such events, in terms of tow ticket

sales, concessions sales, hotel bookings, restaurant business, shopping, banquet bookings, and visits to tourist attractions. The re-opening of Adanac would once again allow Sudbury to participate fully in this event schedule and host annual events.

### **SPECIAL EVENTS**

These events serve to bring new visitors to the site and help to effectively program some potentially slower times. Community sponsors are often willing to assist with the promotion and delivery of special events and will be solicited to do so.. Events can be focussed on either skiing or snowboarding or may appeal to non skiers.

Events being considered are

- Dedicated seniors ski afternoon
- Winter Carnival
- Birthday parties
- Team building evenings
- Adult races
- Sponsored evenings for children and youth
- Dedicated post-secondary and secondary school evenings

### **CONCESSIONS**

With the addition of a new chalet with more space, Adanac will be in a position to enhance the concession services which were formerly available at the facility. The food service was limited due to staffing constraints and space restrictions. A properly set up food service area will help to provide revenue while meeting the needs of visitors to the site. The food service would be available for visitors to the ski area as well as other visitors and users of the park such as snow shoers, sliders, skaters and walkers. This food service area would also help to enhance the multi-season use of the site for year round programs and events.

### **TUBING PARK**

Tubing areas are popular and in the Northern Ontario area, appear to operate on a cost recovery or slightly better basis. Indications are that the North Bay facility, when open, experienced about 4,000 visits per season and the Timmins tubing park at Kamiscotia, as slightly higher than that at 5,000 - 6,000 visits per season.

Regulations are still being developed to govern these facilities and staffing requirements and maintenance is quite demanding. Tubing areas do, however, present a potentially new outdoor winter activity that may bring new visitors to ski areas and offers some exciting program opportunities to visitors such as birthday parties, etc.

While the consultant suggests that the beginner slope and the tubing area could share the same conveyor lift, the committee was concerned that the suggested location of the beginner hill, away from the main hill, would detract from the value of the beginner slope. The opportunity to place the beginner slope and a tubing area on the existing hill in order



to share the new conveyor lift, while attractive in principle, is not workable in this situation. The tubing hill requires a great deal of space both in width on the hill and in run off to slow the speeding tubes. It was determined that the placement of a tubing hill on the existing main hill, would require the elimination of too much skiable/boardable terrain. Therefore, it is our recommendation that the tubing hill be addressed in a later phase and that the location, suggested by the consultant, to the west of the main hill, be properly cleared as a sliding hill and a potential future location of a tubing area.

## **INFRASTRUCTURE**

### **Lifts**

The Infrastructure Working Group examined the requirements for lifts on the Adanac site. As a result, it was determined that to adequately service the main ski area a chair lift would be required and upon recommendation from the consultant, a new conveyor lift should be installed to service the beginner area of the hill.

The conveyor lift, as observed by the committee, was in use at several ski resorts in Ontario and it is felt that a lift of this type could provide not only easy access to the beginner area, but also serve as a new installation drawing point for families and schools, establishing Adanac as a viable learning facility. The cost of a conveyor lift of the length recommended by the consultant, is \$105,480 to \$120,000.

Three options for chair lifts at Adanac were studied: repairing the existing lift, purchasing a used lift or purchasing a new lift.

Two companies were contacted to assess the existing lift for possibility and cost of repair. Both Bond Lift Installations and Doppelmayr Ski Lift Co., felt that the existing lift could be repaired and approved for use for \$200,000 to \$250,000.

The purchase of a used lift is contingent on many variables. Availability, condition and cost are subject to change on relatively short notice. However, a cost of \$400,000 - \$650,000 (the particular considered here is a triple), has been established for budget purposes through a survey of the skiing industry and consultation with current vendors. The consultant has provided a cost of \$1,130,000 for a new quad chair lift.

### **Snowmaking**

The Infrastructure Working Group contacted Whittier Canada to begin the process of assessing the existing snowmaking system and weighing the options available and associated costs. An improved and updated snowmaking system will cost \$30,000 to \$63,372, (latter figure provided by the consultant) depending on the extent of the hill and tubing run. Present snow making system must be enhanced in order to ensure early season opening and consistent skiing during periods of poor weather.

### **Fill and Seeding**

The Infrastructure Working Group identified three major areas where fill would be most beneficial to upgrade the terrain of the hill. Refer to attached map for areas requiring fill.

Area 1 was seen as an important upgrade to expand what the Steering Committee saw as a viable beginner area of the hill. Expansion will be required to provide adequate area for installation of a conveyor lift and to maintain clearance for merging with another run.

Area 2 was identified as a hole that requires a large amount of snow to fill in order to make the front face of the hill skiable. Additional quantities of fill are required to adjust the slope of this area to a grade comfortable for intermediate level skiers.

Area 3 was deemed to be a required expansion area to widen the proposed terrain park, so that more of the free ski area remains available. Also fill in this location will greatly increase the space available for snowboarding terrain providing for the development of a quality snowboarding facility.

The cost associated with this item is \$65,000 to \$80,000. This is for the purchase of appropriate engineered fill, topsoil and seeding needed to control erosion. As noted in the consultant's report, the remainder of the fill required is to be provided by the CGS as opportunities arise.

### **Parking**

Costs for parking (\$10,000 - \$100,000), are for any amendments to the existing parking area, to ensure that all of the lot is of adequate quality. The high-end cost is associated with a complete redesign and construction of a new paved parking area.

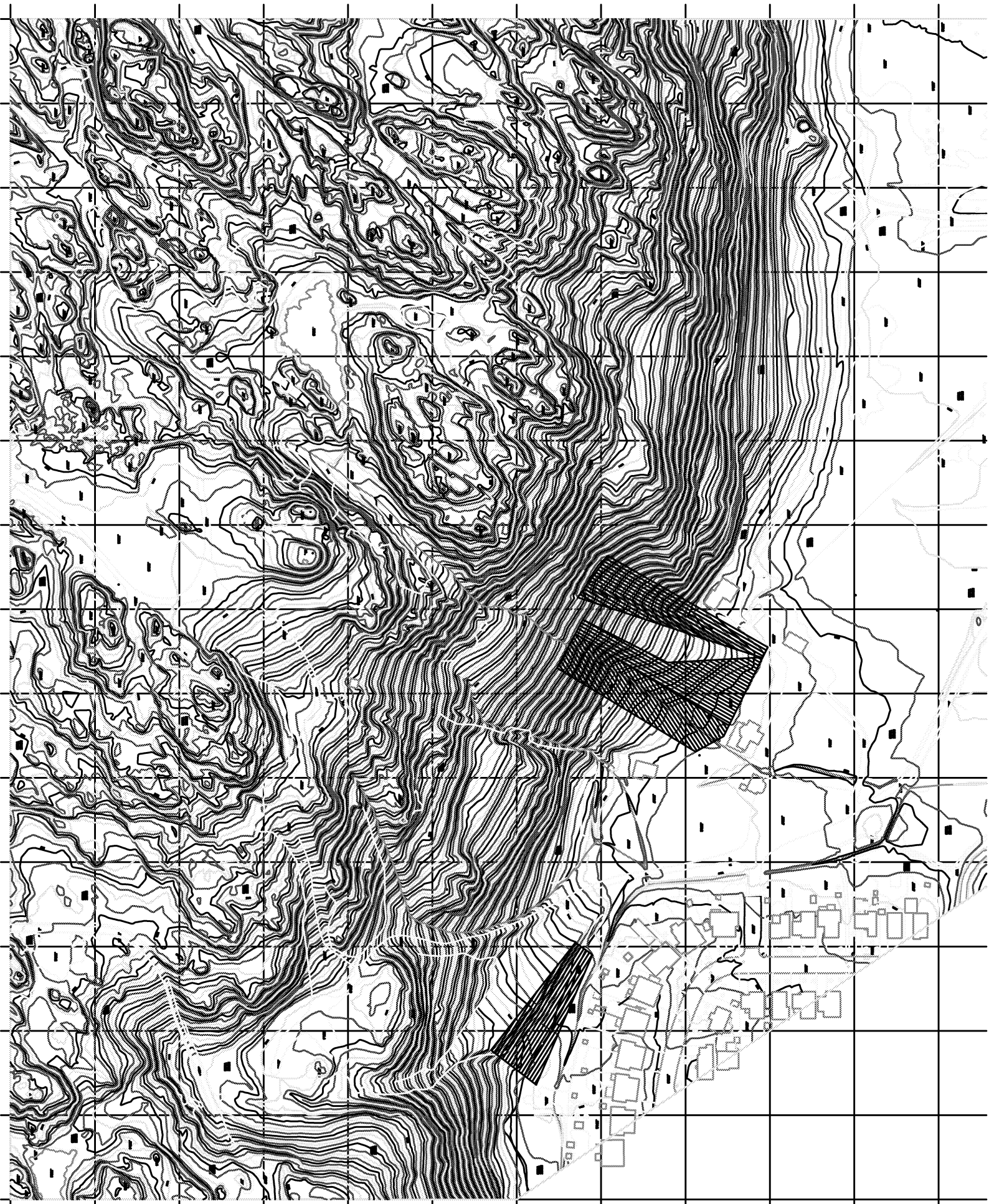
### **Brushing**

It was determined that brushing would be required throughout the site to clear runs of stumps and vegetative debris, thereby reducing the amount of snow required to open the hill. Additionally, opportunity exists to expand several runs and better the facility. The cost of brushing is estimated to be \$0 to \$6,000. Volunteers may be able to perform a great deal of this work as they have in trail clearing for the Rotary trail on the site.

### **Chalet**

The consultant has calculated the required floor area for the chalet to be 3,100 sq. ft. However, there is currently a portable structure, deemed to be suitable to house the rental and ski instruction activities. This reduces the required square footage to approximately 2500 sq. ft. Utilizing the consultant's cost of \$150 per sq. ft., the estimated price for a chalet will be \$350,000 - \$400,000. The chalet will be designed and built to accommodate a variety of programs and events and to serve as a multi-season facility, complimenting other activities within the park.

Due to funding and timing constraints, it is expected that a chalet cannot be constructed for the 05-06 season. However, portable structures can be used to temporarily house common area, washrooms and concessions.



## FINANCE

*GST is not included in the budget as the City is refunded for these amounts*

<b>CAPITAL FUNDING SOURCES</b>	<b>LOW</b>	<b>HIGH</b>
CGS Capital Envelope	\$ 370,000	\$ 370,000
CGS Chalet Insurance	\$ 170,000	\$ 170,000
Community Fundraising Goal	\$ 370,000	\$ 500,000
<b>Total Available / Forecasted</b>	<b>\$ 910,000</b>	<b>\$1,040,000</b>

<b>CAPITAL REQUIREMENTS</b>	<b>LOW</b>	<b>HIGH</b>	<b>PARTICULARS</b>
Repair existing lift	\$ 200,000	\$ 250,000	
Used lift	\$ 400,000	\$ 650,000	not included in budget calculations for information only
New quad lift		\$1,130,000	
Conveyor Lift	\$ 105,480	\$ 120,000	
Snowmaking	\$ 30,000	\$ 63,372	
Fill, seeding	\$ 65,000	\$ 80,000	to create beginner hill and to install conveyor lift
Parking	\$ 10,000	\$ 100,000	
Brushing	0	\$ 6,000	
Chalet	\$ 350,000	\$ 400,000	
Rentals Facility	\$ 5,000	\$ 5,000	
Groomer	\$ 5,000	\$ 35,000	repairs to existing groomer only
Terrain Park	\$ 5,000	\$ 10,000	
Rental Equipment (skis, bindings, poles, snowboards, boots & helmets)	\$ 60,000	\$ 76,000	an opportunity to purchase some equipment from previous supplier may exist
Tools for Rental Shop	\$ 3,000	\$ 3,500	
Signage	\$ 2,000	\$ 10,000	
Chalet Equipment & Fixtures	\$ 40,000	\$ 50,000	includes kitchen equipment to enhance food service
Federal Funding (architectural or consulting fees)	(\$30,000)	(\$30,000)	potential for successful application
PST	\$38,438.40	\$143,109.76	
<b>TOTAL CAPITAL REQUIREMENTS</b>	<b>\$ 888,918.40</b>	<b>\$2,201,981.76</b>	
<b>SHORTFALL/ SURPLUS</b>	<b>\$ 21081.60</b>	<b>(\$1,161,981.76)</b>	

### Phasing of Capital Expenditures

Phase 1 Items	Phase 1 Expenditures	Phase 2 Items	Phase 2 Expenditures
Repair Existing Lift	\$200,000	Conveyor Lift	\$105,480
Portable Buildings	30,000	Chalet	320,000
Snowmaking	30,000	Parking	10,000
Terrain Park	5,000	Rentals Facility	5,000
Equipment Rentals and Tools	23,000	Equipment Rental and Tools	40,000
Signage	2,000		
Groomer	5,000		
Fill and Seeding	15,000	Fill and Seeding	50,000
Chalet Equipment and Fixtures	20,000	Chalet Equipment and Fixtures	20,000
Contingency	38,400		
<b>Total</b>	<b>\$368,400</b>	<b>Total</b>	<b>\$550,480</b>

As a result that the fundraising goal of \$370,000 has not yet been obtained the committee suggests that the expenditures for the first year (Phase 1) will be limited by the current funds within the CGS Capital Envelope. Should additional funds be obtained through community fundraising prior to the ski season these funds would be allocated on priority items (conveyor lift) from the Phase 2 expenditures. The additional components contained within Phase 2 would be implemented during the second year of operation upon the completion of the fundraising campaign.

<b>REVENUES</b>		
Lift Tickets/ Concession Sales		
15,000/ year 1	\$ 325,500	
24,236/ year 2		\$ 525,921

<b>ADVERTISING</b>		
(signage on seats and towers)	\$ 11,000	\$ 11,000
Wage Subsidies	\$ 30,000	\$ 30,000
<b>TOTAL REVENUES</b>	<b>\$ 366,500</b>	<b>\$ 566,921</b>

<b>OPERATING</b>		
Wages	\$ 155,247	\$ 155,247
Marketing	\$ 25,000	\$ 25,000
Ski Area/ Ski School/ Rental/ Property Direct Costs (excluding wages)	\$ 132,038	\$ 146,709
Insurance - Liability	0	\$ 40,000
Insurance - contents	\$ 2,000	\$ 2,000
Food Service	\$ 30,000	\$ 48,500
Snowmaking	\$ 22,433	\$ 22,433
Capital Maintenance	\$ 50,000	\$ 50,000
<b>TOTAL OPERATING</b>	<b>\$ 416,718</b>	<b>\$ 489,889</b>
<b>Operating Profit / Loss</b>	<b>(\$50,218)</b>	<b>\$ 77,032</b>

### **Budget Notes**

Mr. Matthew's figures were used for most of the operating expenses, with the exception of wages which was broken out separately and calculated on 102 ski days.

Skier visits were reduced in the low forecast budget due to the fact that Adanac has been closed for two full seasons and some re-building will be required to reach the goal of 24,000 skier visits per season.

The low operating expenses do not include any amount for liability insurance since the committee understood that the cost is included in the City's blanket coverage.

Concession revenue of \$5 per person is included in the lift ticket amount shown here.

The low option budget is based on re-opening a basic ski hill with a repaired double chair lift with the

addition of a conveyor lift to attract school groups and other beginners. The tubing run is excluded from these figures at this time because the committee felt that it is appropriate to focus on re-opening the hill and looking at peripheral activities, once the ski hill is in place. The same is true of the snowmaking pond, the additional lighting, and the ATVs described in the consultant's report. Other portions of the larger area multi-season, multi-use facility plan, will be pursued and will enhance the attractiveness and usability of the site.

The Finance Committee believes that, with aggressive marketing and the full co-operation of the school boards and post-secondary institutions, and snowmaking equipment that allows the hill to be open during Christmas and March breaks, the number of lift tickets sold will approach the 24,000 estimated by the consultants (note: Laurentian Ski Club in North Bay sold 24,000 lift tickets this past season). The committee also believes that close attention to spending on the part of the ski hill manager and directors, will result in operational efficiencies and savings.

Money (minimum \$50,000), will be required for operational start-up, but has not been included as a separate line item in the budget since it will be needed to cover expenses shown. In addition, a contingency fund of \$150,000, will be requested.

A major fundraising effort will, of necessity, be undertaken by the community. The group responsible for this effort will aim to raise as much money in the community as the City is investing in the hill.

As a point of interest, the community of Timmins (1/3 the size of Sudbury), was able to raise \$300,000 in less than one month to support Kamiscotia, their local ski hill.

Over the past month, contact has been made with FedNor, Inco, Falconbridge, MCTV and others to see how Adanac and the corporate community can partner to ensure that Adanac re-opens. The approaches were enthusiastically received.

## **MARKETING**

The following will be pursued in order to drive revenue at the hill. Increases in lift ticket sales and reductions in operating expenses will be aggressively pursued.

### **User Fee Options**

- Season passes
- Seniors' passes
- Weekday only passes
- Student passes
- Corporate passes
- Blocks of ticket passes
- Separate child / youth / adult / seniors rates
- Pupils in grade five ski for free
- Learning package

### **Special Event Options**

- School learning packages

- Corporate outings
- Sponsored evenings
  - Youth races
  - Adult races
- Post-secondary Tie-ins (part of student activity fee)
  - Part of larger multi-season multi-use park
    - March Break Club for Kids
    - Christmas Club for Kids
  - Day Care Camp for skiing parents
    - Teachers ski night
    - Specific school nights
- Demo days – equipment manufacturers / retailers
  - Snowboarding and skiing demonstrations
  - Winter Experience (carnival activities)

### Advertising Options

- Clear signage for directions to hill
  - Billboards
  - Radio
- Print (newspaper / flyers)
- Association / Supporter newsletter
- Direct marketing to students and student councils
  - On-hill chair and tower signage

## GOVERNANCE

### Option 1

Ski hill and all management and operations remain in the hands of the City.

### Option 2

Ski hill management and operation will transition from being City-run to being a not-for-profit corporation within five years.

In the first one to five years the ski hill will be managed by an experienced, dedicated ski hill manager working with an Advisory Board and reporting to the Manager of Leisure Services. During this period, staff will remain City employees and all expenses and revenue will go through the City. During this period the City would provide a contingency fund of up to \$150,000 per year for Adanac.

At the end of the transition period, ski hill facility ownership will remain with the City, but Adanac Ski Hill would be run by a not-for-profit corporation. The City would retain some responsibility for maintaining the site and some of the facility since the ski hill is only one part of a larger multi-season site.

The Manager of the ski hill must be experienced in running a similar facility. The Advisory Board/ Board of Directors will include, but not be limited to, people with the



following experience/attributes:

- accountant
- lawyer
- school board
- ski instruction
- marketing
- business
- ski club
- users of facility
- ski hill manager [non-voting]
- equipment/maintenance

This transitioning between being a City facility and a not-for-profit corporation, allows time for re-building of the ski hill and its usage. It provides a reasonable level of comfort for both the City and ski hill volunteers that the best interests of the community are being considered when developing a facility which will meet the needs of a broad cross-section of the community.

### **Option 3**

The ski hill will be managed by an experienced, dedicated ski hill manager working with an Advisory Board and reporting to the Manager of Leisure Services. During this period, staff will remain City employees and all expenses and revenue will go through the City. During this period the City would provide a contingency fund of up to \$150,000 per year for Adanac.

### **Recommendation:**

The committee recommends that Adanac Ski Hill renew its operation under the Option 3 governance model while investigating the opportunity to become a not-for-profit corporation with ties to the City of Greater Sudbury.

## **CONCLUSION**

### **Why Greater Sudbury Needs Adanac Ski Hill**

Adanac Ski Hill has been a part of this community for three decades. It has been the site of fun winter activity and sports for thousands of children and teens. It's been a training ground for people learning to ski and snowboard for the first time, through the popular Nancy Greene 'Learn to Ski Program' and extensive school board programs. It has allowed Sudbury to train and compete in the Alpine Ontario Northern Division with other northern cities. We believe that without the ski hill, Adanac Park will not maximize its winter potential for the families and youth of this community.

Adanac Ski Hill is affordable youth and family recreation. Without a local hill that caters to the beginner and intermediate youth and family market, fewer Sudburians will start to ski and continue to ski. The additional cost and time required to travel out of town to other ski areas (independently or in school programs), has put this great outdoor winter activity out of reach of many. It is becoming more and more difficult for parents, especially those with more than one child, to afford the cost of organized sports. Skiing

is a safe, affordable and exciting winter alternative for those who enjoy the outdoors.

This is a health issue. Generally, child obesity is at an all time high. No one disputes the fact that children need to become more physically active or that municipalities should play a role by providing opportunities for sport and recreation. This becomes even more of a challenge during Sudbury's long winters. Greater Sudbury has demonstrated leadership in the area of youth fitness but needs to take it one step further in the provision of outdoor winter sports.

John Schmitt, CEO of the YMCA and Chair of the Active 2010 Community Roundtable on Physical Activity says, "Two of the Roundtable's observations were that Sudbury had a harsher climate that curtailed outside activity seasonally and that there were not enough winter activities for citizens. Adanac Ski Hill addresses both these concerns. I realize that the issue of viability is a stumbling block, but at what point is the health of our children and population not a greater concern?"

Without a ski hill, Adanac does not provide an acceptable level of recreation for older youth. While tubing is an exciting option, it is a ride rather than a physical activity.

Adanac has a local and eager market. In addition to the Adanac Ski Club, regular training and the ski schools, other organized, regular use of Adanac comes from the regional Boards of Education. Each year (until 2004), thousands of children from elementary and secondary schools in the City of Greater Sudbury, visited Adanac to hone their skiing and snow boarding skills or to carve their first turns through the snow. Adanac provided a convenient, affordable venue for weekday school board activity, encouraging healthy physical activity. Our school children are now bussed out of town to ski.

Adanac ski hill will not put any other local ski hill operator out of business. In fact, other ski areas will potentially benefit from the re-opening of Adanac and the effect we anticipate is that it will increase skiing activity in the region. For the thirty years that Adanac was in operation, other ski hills in the area continued to operate, serving their own markets. Specifically, Onaping Ski Hill is not set up to effectively service the local ski population. The snowmaking, beginner area, night skiing and convenient location of Adanac, make it ideal for school groups and youth. Skiers willing to travel and looking for variety will still travel to Onaping and other Northern Ontario ski hills.

A ski hill adds to the sale-ability of this community when trying to attract doctors, skilled employees, new business and students, even when trying to retain our own youth. The central location of the Adanac Ski Hill and the ease of access, either by bus or by car, puts it in a unique position to provide recreational activity for residents and visitors to the City. Northern Ontario communities need to embrace winter and make the most of recreational opportunities it presents.

Sylvia Barnard, President of Cambrian College says having a facility like the Adanac Ski Hill, would provide further opportunities for post-secondary students to participate in recreation. "We have 500 students that live on campus and many many more who move to Sudbury for their education each year. They are very active and would certainly be active in the use of a Ski Hill."

There is community support for Adanac Park with a ski hill. This was made clear in community consultations. It was made clear in a Citizen and Business Survey

conducted for the City by Oraclepoll Research Limited. The report presented in January 2004, indicates that approximately 70% of those surveyed, thought the City should re-open Adanac ski hill. It was made clear over the past 30 years, when despite less than adequate marketing and management, children jammed the chalet and lift at Adanac, weekend after weekend after weekend. Visits by our committee to Ontario ski areas and extensive consultation with other northern Ontario ski hills, from North Bay to Thunder Bay over the last 2 months, support the need for a facility such as the Adanac Ski Hill. The community support demonstrated by past use and supported by the 2004 survey results, will translate into dollars, during a public and corporate fundraising campaign.

### **Our Final Recommendation**

#### **Phase One**

Repair the existing equipment and begin adding other multi-use, multi-season elements.

#### **Phase Two**

Based on financial success and the success of a community/corporate fundraising campaign, complete the project as outlined in the Adanac Park Master Plan [3 to 5 years].

The committee recommends that Adanac Ski Hill renew its operation under the Option 3 governance model while investigating the opportunity to become a not-for-profit corporation with ties to the City of Greater Sudbury.