



SHAMES MOUNTAIN

MY MOUNTAIN CO-OP

REPORT

2024-2025 SEASON



My Mountain Co-op Report For the 2024-2025 Season

This Co-op Report includes a Season Summary for 2024-2025 and a Co-op Engagement section which will lay the groundwork for the 2025-2026 winter and help direct the changes and adjustments we are undertaking. We appreciate your support and continue to uphold the values that define My Mountain Co-op.

Christian Theberge, General Manager



OPERATING DAYS PER SEASON

82 2020-2021

76 2021-2022

82 2022-2023

54 2023-2024

58 2024-2025

Season Summary – 2024-2025

Operating days comparison

The 2024-2025 season followed a similar pattern to the previous one. Early season conditions persisted for longer than normal. The effects of a changing climate are plain for all to see, a freeze line creeping up the mountain, temperatures fluctuating, rain when it should be snow. This is reflected in the number of operating days we operated in the past two seasons. Though we do not expect this to be the norm, we do expect to see more variability in our winters.

Opening day was December 21, 2024, we opened top to bottom for three days before warmer temperatures meant a carpet only opening on Christmas Eve. We had one more unplanned closure on January 10, 2025, after which we managed to go through the rest of the season with no more closures.

**Switch to 4-day operating week for 2023/2024 & 2024/2025*



Merits of the climate change project

In the summer of 2024, we undertook, at incredibly short notice, our Climate Change Resiliency Project. Individuals, small and large businesses, and local government from our entire region partnered to accomplish this critical work. Without this incredible support we would not have been able to open, top to bottom, until January 18, 2025. This work turned out to be crucial to our 2024-2025 winter season as well as our future by lowering the minimum amount of snow needed to operate our base area.

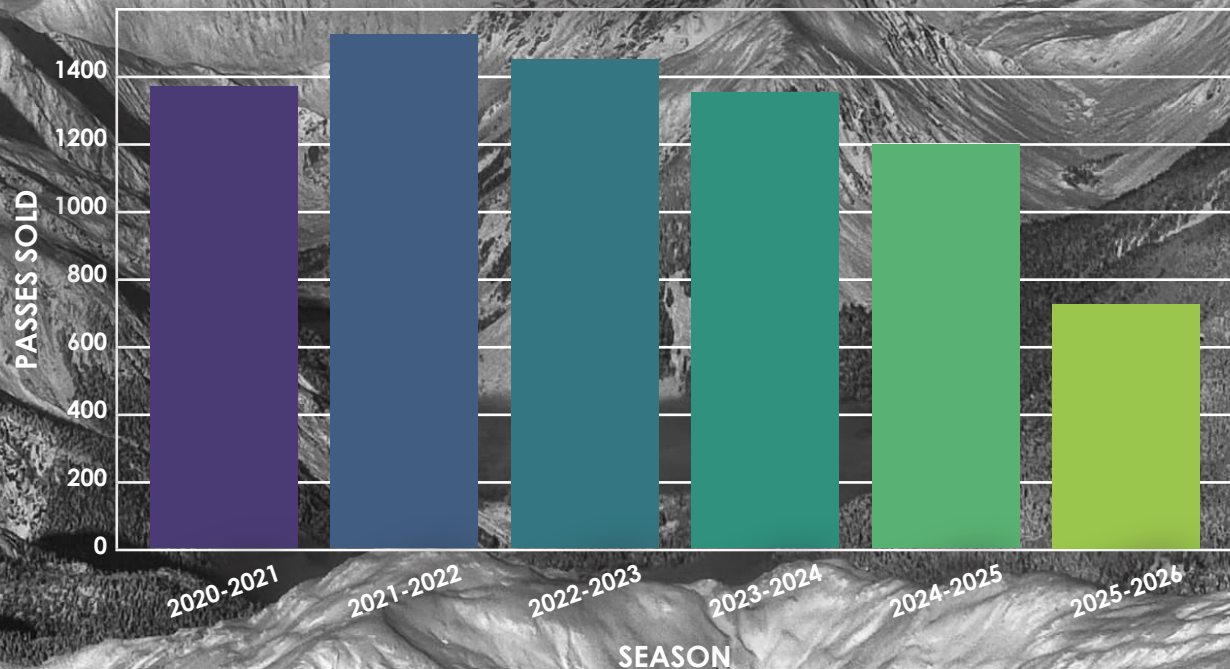


Season Pass Comparison

Total number of seasons passes sold:

To date for 2025-2026, we have sold 717 seasons passes. For this report, we focused on the total numbers. More detailed pass information as to the specific type of passes is available on request.

SEASON PASS BY YEAR



New for the 2024-2025 season, was expanding the age range of the child category to 12-year-olds (previously 0-6). This meant discontinuing the Jr category (7-12). In 2024-2025 we had 312 child season pass holders, compared to 116 in 2023-2024 and 110 in 2022-2023. These increases are setting the foundations for the future as most of these child passes are also new co-op members.

Member vs Non-Member Season Pass Sales

Last season approximately 75% of all season passholders were also co-op members. To date, for the upcoming 2025-2026 winter, 85% of all seasons pass purchases are also co-op members.



85%
OF SEASONS PASS
PURCHASES FROM
CO-OP MEMBERS



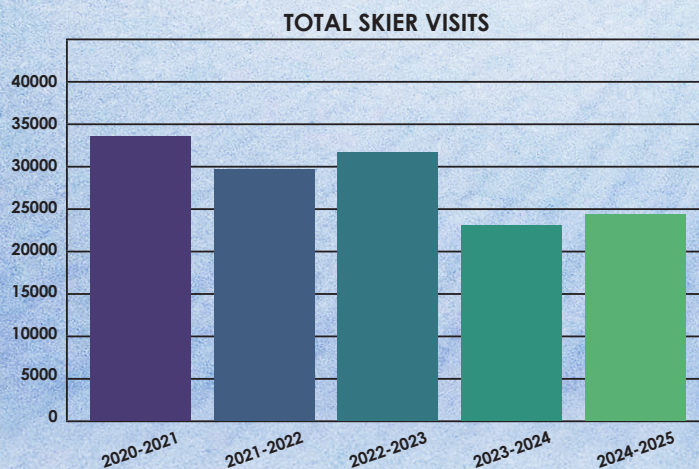
**HIGHEST
VISITS**
(2024-2025)

1027
JANUARY 5
2025

**LOWEST
VISITS**
(2024-2025)

52
JANUARY 9
2025

Skier Visit Comparison



**AVERAGE
VISITS
PER DAY**

421 2020-2021
428 2021-2022
388 2022-2023
390 2023-2024
409 2024-2025

Season Successes and Challenges

Every ski season has its own difficulties. Although the challenges can be quick to draw our attention, the successes are seeding our future. Our corporate community understands that Shames Mountain is an important asset for the region. The new participant experience was backed by our incredible Snow School and Instructors. The experience, combined by the sponsored offers, have created the best one-year growth in Snowsports in the My Mountain Co-op era.



Best Friends 2.0

A special thank you to our Best Friends in 2024-2025

Our Best Friend 2.0 package has been a success once again. 2024/2025 brought in \$185,000 in event and program sponsorship and \$308,000 in local government/corporate contributions. This equals approximately 25% of our total expenses (\$2,030,000). Local government provides subsidies covering up to 75% of the costs for amenities like Arenas and Aquatic Centres.



Event and Program Sponsorship

As noted above, combined event and program sponsorship brought in \$185,000. So far, this fiscal year we have held two events.

On August 9, 2025, the 3rd Annual Blueberry Festival was a tremendous success. Despite the weather conditions, more than 500 individuals attended the event, with many experiencing a chairlift ride for the first time. We successfully raised \$2,000 in donations for our snowshoe program and received an additional \$10,000 in direct or in-kind sponsorship support.

Terrace hosted its 6th Annual Shred Scramble on August 16. The sold-out event was once again a success and brought in over \$10,000 in sponsorship money and \$6,000 in donations. The event will be looking for a new lead for the 2026 edition. For the second year in a row, the Prince Rupert event was cancelled because of insufficient enrollment.

Local Government and Grant Contributions

Local governments and corporations contributed \$308,000, for targeted projects or grants such as the snowshoe program and the climate change resiliency project. Acknowledging the District of Kitimat's \$50,000 contribution, designated for general operations, is essential.



Snow School



SCHOOL GROUPS
\$44,530.00



DISCOVERY
\$29,326.10



GOODFOOT
\$15,214.81



PRIVATE LESSONS
\$14,068.50



MINI RIPPERS
\$13,018.75



SNOWSHOEING
\$4,185.38

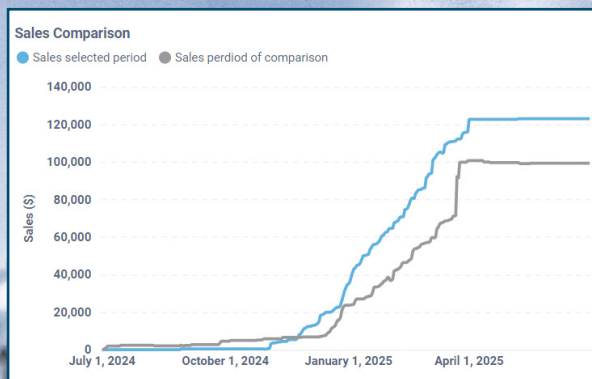


GROUP LESSONS
\$2,182.50



MASTER THE MOUNTAIN
\$597.00

Our largest success by far last season was Snow School. Last year we grew our Snow School revenue by 24% (\$123,123 vs \$99,419). The revenue growth is the beginning. The increase in our various program's participation was outstanding. A large part of growing our skier base, is introducing more people to skiing.



SALES GROWTH
\$123,123
2024: ↑23.84%
VS.
2023: \$99,419

Discovery Lessons

Discovery Lessons saw a significant 47% increase in participation, rising from 300 participants in 2023-2024 to 443 in 2024-2025. This growth was due to changes in the Library Voucher Program, which allowed vouchers to be redeemed for a lift ticket, rental, or discovery lesson.



47%
INCREASE
IN DISCOVERY
LESSONS

Programs

We increased participation in our Goodfoot Camps and Mini Ripper Program by a staggering 119% (112 participants in 2024-2025 and 51 participants in 2023-2024). This was achieved by offering heavy discounts on returning guests, thus rewarding us with increased attendance each weekend. The heavy discounting was possible with the financial support of LNG Canada contributing \$5,000 to both the Goodfoot Camps, and the Mini Rippers Program.



**STAGGERING
119%
INCREASE
IN GOODFOOT &
MINI-RIPPER PROGRAMS**

School Program

Our School Program is a major factor in us being able to open Thursday and Friday, without these school groups coming to the mountain we would often face days of less than one hundred visitors. Last year the School Program generated close to \$40,000 in revenue. Participation remained similar in 2024-25 with 887 guest vs 856 guests in 2023-23. This program, like other offerings, provides significant discounts to groups that visit the ski area three or more times during the season. School programs account for up to 40% of individuals who are introduced to snow sports in British Columbia.

Snowshoe Trails

New to Shames Mountain in 2024-2025 was the addition of our snowshoe trail system and associated rentals. Thanks to a grant from the Terrace Community Foundation, we were able to purchase snowshoes, build and maintain a specialized trail for snowshoeing and offer one-ride chairlift tickets for snowshoeing down Panhandler/Boomerang.

This program generated \$4185 and had 190 participants. We anticipate this program growing as the word reaches more people. We are looking forward to adding this offering to our School Program.

Overnight Parking

The 2024-2025 winter season saw the introduction of our Overnight Parking Season Pass. It was well utilized and cost \$50 for the whole season.

We generated \$1,615 in Overnight Parking Season Pass sales and overnight parking charges, compared to \$1198 in 2024-2024.



A full-page background image showing two skiers from behind, standing on a snowy mountain slope. The skier on the left has long red hair and is wearing a blue jacket and black pants with orange accents. The skier on the right is wearing a grey and black jacket and black pants. They are both wearing helmets and holding ski poles. The background is a vast, snow-covered mountain range under a cloudy sky.

In the Media

The word continues to spread about Shames Mountain. Last winter saw us featured in two movies which generated over 700,000 views on YouTube alone.

Heart Of the Mountain: How A Small Community Saved Their Mountain and Changed Skiing Forever

MOUNTAINS NOT FOR PROFIT - OFFICIAL FILM

Challenges

Operating a weather-based business in an off-grid mountain location has never been an easy task. Every season has its unique challenges: too much wind, not enough snow, too much rain, global pandemic, too much snow, equipment failure, etc. The 2024/2025 winter season provided the usual array of challenges.

Weather

This season's uncertain snow conditions were our main challenge. Although we did not ski in the rain as much as the previous season, we lacked the epic snowfalls for which we are famous. The team we brought together for the season stepped up and delivered an incredible experience.



Staffing

At the end of the season, we had a series of departures from the seasonal manager and supervisory levels. Thank you to the following for their dedication and hard work:

- Cori Lemon (Head Cook)
- Adrien Grabinski (Patrol Director and Operations Assistant)
- Cam Bell (Director of Snowsports)
- Wilfred Pak (Rental Shop Manager)
- Carol-Ann Bourdon (Patrol Director)
- Dana Murch (Grooming Supervisor)
- Lina Schumacher (Ticket Office Supervisor)

At the Board and Committee level, we said goodbye to the following:

- Jack Cherniawsky (Board of Directors and Grant Writing Committee)
- Gary Maltin (Grant Writing Committee)

Financial

The financial situation at Shames Mountain is not an easy one. In many ways it resembles that of local government in small rural communities who lack the tax base to cover their expense.

Back in the first year of the Co-op, the visitation was 19,540 and our total expenses were \$1,000,000. Last season, our expenses were over \$2,000,000 and our visitation was 24,426 guests. Our operating costs have doubled; our visitation has not. The largest expense we incur are wages. Other noteworthy expenses which have increased include insurance, fuel, and depreciation.



Co-op Engagement

Becoming a member of the co-op means something different to everyone. For some, it is simply a one-time contribution in exchange for a discount on a season pass—a tangible benefit and bragging right, the pride of “owning a ski area”. For others, membership represents something deeper; a sense of belonging to a community group, woven into the social fabric of their lives.

This diversity shapes how we engage with the co-op and embrace its unique place at the heart of our mountain culture. Membership enrollment has become a vital source of funding for our operations. As our membership base grows, we must continuously enhance our engagement efforts to preserve the value of membership.

How do we engage with the Co-op?

We engage with the Co-op through several channels of communication:

- Annual General Meeting and Co-op Report,
- Website news items,
- Facebook posts,
- Email communications,
- Online surveys.

In addition to these, members have opportunities to participate through various committees to develop and create recommendations for the Board of Directors, through the:

- Overnight Parking Committee,
- Pricing Committee,
- Indigenous Culture Focus Group.

These channels encourage engagement and help to ensure that the range of views within the community are reflected in the co-operative. In the last couple of years, our member engagement has improved, something we intend to build on.

In what situation should we engage the co-op members in decisions?

The Board of Directors are elected by the membership to direct the Co-operative. The Senior Management Team is responsible for operating the business and keeping it on track. The Co-operative should be formally engaged with any decision that affect the constitution of the co-operative, or that the Board of Directors and Senior Management team deem necessary of co-op engagement such as:

- special resolutions,
- sale of ski hill,
- change of name,
- purchase of significant assets,
- creation of innovative programs,
- contentious ideas, etc.

Co-op Engagement Best Friend Referral Program

One of our greatest strengths as a cooperative is our membership. Imagine the level of sponsorship and support we could reach if every one of our 2000 + members actively helped us find new sponsors and advertisers. Though we have asked our membership to help us find sponsors in the past, we have never incentivised the idea. In doing so, we will use our competitive advantage to its maximum.

In October of 2025, we will be introducing a **new referral program** whereby we will offer \$100 in Shames Mountain Resort Credits for the referral and successful sign up of any "new", or lapsed Best Friend sponsor or advertiser across our range of corporate offerings, these are:

- Best Friends Sponsors

◆		- \$5,000
◆		- \$2,000
■		- \$1,000
●		- \$500

- Chairback Advertising - \$1,500
- Tower Advertising - \$1,500*

*Tower Advertisement is sold as a 2-year contract, billed annually.

Upcoming Events

- AGM and Co-op Report – September 23, 2025, at Sherwood Mountain Brewhouse – more details can be found [here](#)
- Gear Swaps
 - CSP & Shames Mountain Ski Club Ski Swap – In November 7 & 8, 2025
 - Shames Mountain Gear Swap – November 22, 2025
- Uphill Shredfest – November 15 & 16, more information can be found [here](#)
 - We are still looking for sponsors to make the kickoff to our Uphill season a success. Contact admin@shamesmtn.ca if you are interested in sponsoring this event.



Co-op Engagement Questions for AGM

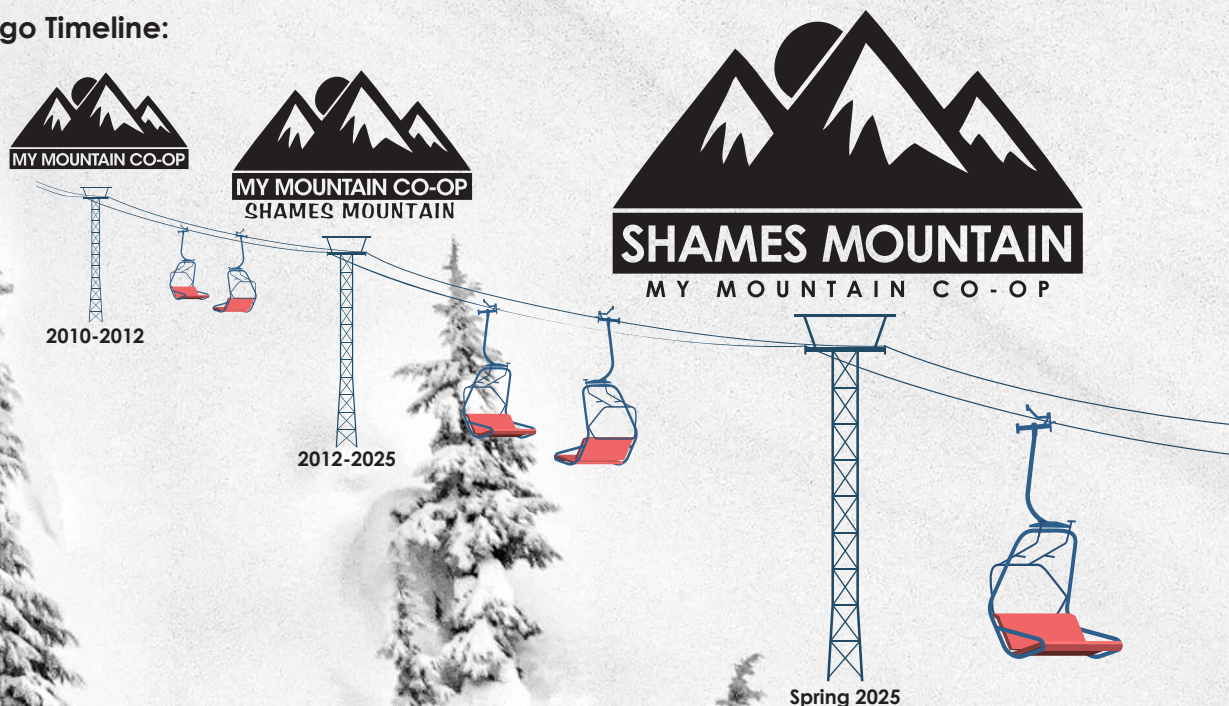
As part of our Co-op Engagement efforts, we have decided to put forward questions to ask our members who attend the AGM. A broad question on the type of decisions the membership should be engaged with based on our recent logo change example, and a more specific one about our new ticket pricing strategy to promote increased ticket visitation.

Logo Decision

The decision to change the logo was influenced by recommendations from local Destination Marketing Organizations such as Terrace Tourism, Prince Rupert Tourism, and Kitimat Bound, who highlighted the need for a ski area-focused logo to strengthen destination identity and support marketing efforts for attracting new participants and destination visitors. As plans emerged for a possible new website launch in the Summer or Fall of 2025, it quickly became clear that an updated logo was needed right away.

The updated logo design placed “Shames Mountain” directly beneath the mountain graphic, with “My Mountain Co-op” appearing below in a slightly smaller font. While senior management was not unanimous in recommending this logo change to the Board of Directors, the latest version was presented and approved by the board. The directors felt the change was minor, professionally advised, and did not warrant a full consultation with membership. We do not intend to revisit the decision but rather poll the membership if this is the type of decision they would like to be engaged in or left to Senior Management and the Board of Directors.

Logo Timeline:



Coop Engagement on Pricing Strategy

It has often been suggested that the tension between two of the cooperative's four cornerstones (affordability, sustainability, collaborative, innovative) is necessary.

“Affordability vs Sustainability”

Staying affordable; with pricing our local market can bare, vs being financially sustainable; covering ever increasing operational costs. In 2011-2012, the cost per skier visit (total expenses/total skier visits) was \$54.42 per person. Last season it was \$83.10.

Our Goal:

Increase day ticket visitations and frequencies to justify lowering the Super Early Bird season pass.

Quantitative Goal:

Bring down the cost of the Super Early Bird Season Pass to represent the cost of 5-day tickets for members of the Co-operative prior to the 2030-2031 ski season. *

**INCREASED DAY
TICKET VISITATIONS
AND FREQUENCIES
TO JUSTIFY**

**SUPER
EARLY BIRD
SEASON
PASS**

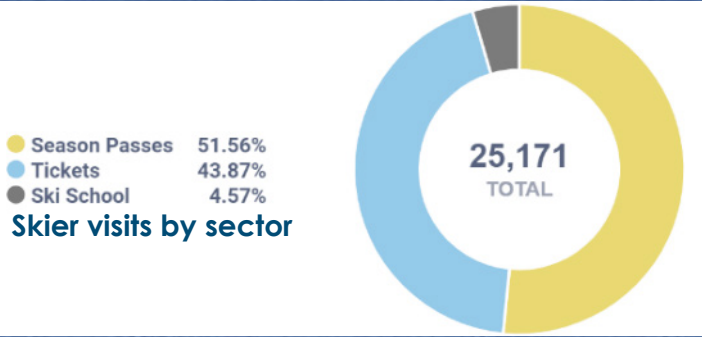


*Without allowing the day ticket cost to increase beyond general inflation.

Background statistics:

Season Pass Holders are in general the most engaged segment of our ski population. They also represent half of our annual visitation.

The Day Ticket Purchaser, though a less frequent visitor, is a much larger group of individuals.



Season Pass Holders only represent approximately 30% of our total individual visitors.



The minority Season Pass Holder group displays their engagement by frequenting the mountain on average 10.3 times per season; a striking 5.2 times more often than Day Ticket Purchasers frequenting on average 1.82 times per season.



Strategy to sustainably lowering Super Early Bird Season Pass cost

Prior to being able to offer a cheaper Super Early Bird Season Pass, we must increase our skier base. We want to increase the frequency of Day Ticket Purchasers visits, helping them transition from new participants to active skier, to fanatic pass holders.

The two approaches we are looking for direction on are not new. We have used them in fundraising efforts in the past. We used to offer limited amounts of \$25 Return Visit Vouchers. We also used to sell a limited amount of discounted advanced tickets vouchers at the breweries as capital project fundraisers. We aim to both Incentivise Advanced Purchases, and Consecutive Operating Day Visits.

**\$25 RETURN
VISIT VOUCHERS
ALL PROCEED TOWARDS
BULLWHEEL FUNDRAISER**

FULL DAY LIFT ONLY

BULL WHEEL FUNDRAISER



Present this voucher at the customer service counter for redemption
NON-NEGOTIABLE and NON-REFUNDABLE
**PLEASE READ THE EXCLUSION OF LIABILITY
& ASSUMPTION OF RISK NOTICE ON REVERSE**
No: 001

EXPIRES: END OF SEASON (APRIL 2018)

My Recreational Mountain Co-operative

Incentivise Advanced Purchases

We are excited to expand our discount offerings, ensuring skiing is accessible to a wide range of guests. Indigenous visitors and pass holders from other ski areas currently receive 50% off through our **Indigenous Adventure Pass and Reciprocal Program**. Visitors staying at accommodations listed on Terrace, Kitimat, and Prince Rupert DMO websites enjoy a 40% discount through our **Ski and Stay Program**.



Looking ahead, we aim to make advanced purchase discounts available to everyone, with deeply discounted advanced tickets would be refundable as Shames Mountain Resort Credits. This approach opens the doors to affordable skiing and helps foster a vibrant, inclusive mountain community. By making skiing more accessible, we will encourage both new and returning guests to increase their visits.

Incentivise Consecutive Operating Day Visits

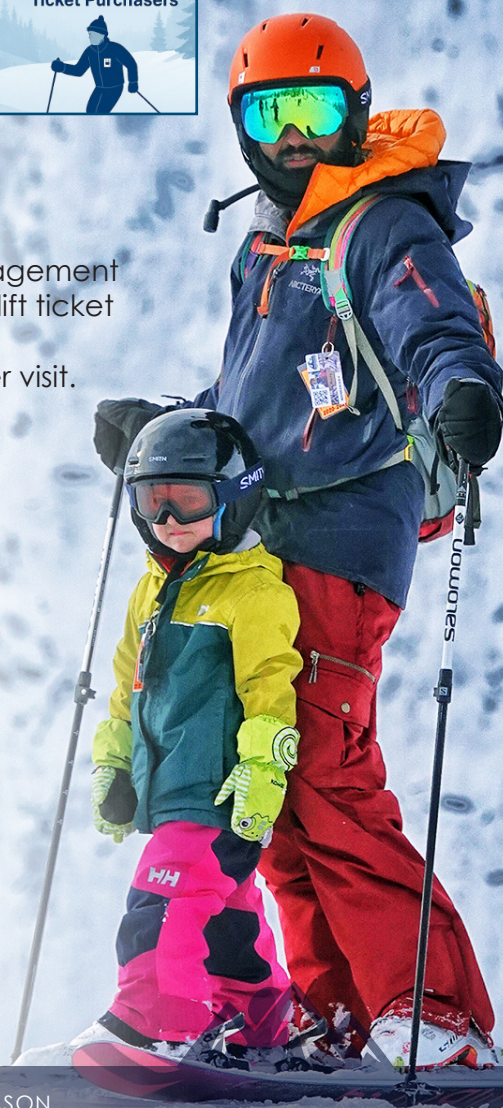
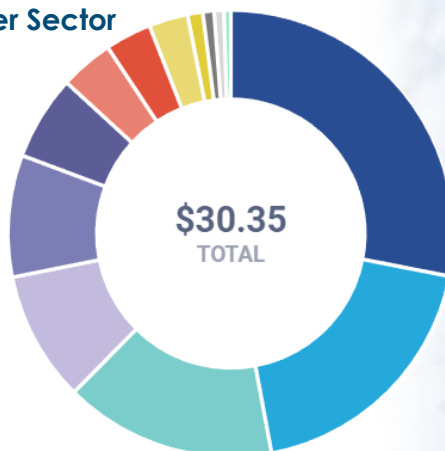
Encouraging Day Ticket Purchasers to return for consecutive operating days presents significant benefits for both guests and the ski hill. Currently, only 3% of full price Day Ticket Purchasers visit on consecutive days, compared to 60% of Season Pass Holders who take advantage of back-to-back skiing at least once per season.



If more Day Ticket Purchasers could be incentivized to return for consecutive days through limited meaningful discounts their engagement will rise, resulting in increased overall visitation. This not only drives lift ticket revenue but also boosts secondary spending, as **guests typically spend an additional \$30.35** on food, ski school, rentals, or retail per visit. By tapping into the larger **Day Ticket Purchaser population, which forms 70%** of our individual skiers, the Shames Mountain can strengthen loyalty, support a more vibrant mountain community, and build a sustainable path toward lowering Season Pass costs.

Additional Revenue Per Visit Per Sector

Donations	28.102%
Cafeteria 2024/2025	19.035%
Ski School	15.375%
Rentals	9.445%
Bar	8.843%
Administration	6.133%
Retail	3.879%
Coop Memberships	3.368%
Fundraising	2.834%
Tickets	1.104%
Events	0.816%
BBQ/Beer Garden	0.705%
Season Passes	0.360%



Questions To Membership at AGM

The following questions will be released through a live survey during our [AGM on September 23rd](#), 2025. Members attending in person, or via streaming link will be able to make their voices heard and help guide our pricing strategy and future engagement opportunities.

Question 1:

- In considering the value and recognition that membership confers, what kind of a decision(s) or benefit(s) should require membership involvement or approval?

Question 2a) Consecutive Operating Day Incentive with full priced lift ticket:

- Should a guest who accessed the ski area using a full priced lift ticket get access to return the following with a day ticket for:
 - \$5 Lift Ticket as an incentive for returning on consecutive operating days.
 - \$10 Lift Ticket as an incentive for returning on consecutive operating days.
 - \$25 Lift Ticket as an incentive for returning on consecutive operating days.
 - Do not offer discounted Lift Ticket as an incentive for returning on consecutive operating days.

Question 2b) Consecutive Operating Day Incentive with discounted lift ticket:

- Should a guest who accessed the ski area using a discounted lift ticket (half-day, one ride, book of twelve ticket, adventure pass, library voucher) get access to a return discount for the following day for:
 - Sixty percent off
 - Fifty percent off
 - Forty percent off
 - Thirty percent off
 - Do not offer a return discount at all



Question 3a) Incentivise Advanced Purchases, limits on discounted lift ticket sales:

- How many discounted tickets should be available at each tier?
 - Unlimited
 - Two hundred tickets
 - One hundred tickets
 - Fifty tickets
 - Do not offer dynamic pricing for advanced ticket purchases.

Question 3b) Incentivise Advanced Purchases, discount levels for advanced purchases.

- What level of limited advanced pricing would you prefer?
 - **Option 1:**
 - Thirty percent off for advanced purchases of 3 weeks or more
 - Twenty percent off for advanced purchases of 2 weeks
 - Ten percent off for advanced purchases of 1 week.
 - **Option 2:**
 - Sixty percent off for advanced purchases of 3 weeks or more
 - Forty percent off for advanced purchases of 2 weeks
 - Twenty percent off for advanced purchases of 1 week.
 - **Option 3:**
 - Fifty percent off for advanced purchases of 3 weeks or more
 - Thirty percent off for advanced purchases of 2 weeks
 - Ten percent off for advanced purchases of 1 week.
 - **Option 4:**
 - Forty percent off for advanced purchases of 3 weeks or more
 - Thirty percent off for advanced purchases of 2 weeks,
 - Ten percent off for advanced purchases of 1 week.
 - **Option 5:**
 - Do not offer different pricing for advanced ticket purchases.



Conclusion

This season has been marked by remarkable growth in our snow school, which is particularly evident in the influx of new participants joining the ski community. Our commitment to fostering a welcoming environment is reflected in these participant increases.

Membership engagement continues to improve. Our new Best Friend Referral program not only rewards members for their advocacy but also strengthens the bonds within our organization. Additionally, the implementation of new pricing strategies will increase our skier base, forging a path to offering greater discounts on Super Early Bird Season passes.

The co-operative's mission is to: ***“Build community through inclusive mountain experiences.”*** Our vision is that: ***“An engaged cooperative will renew and sustain a resilient operation for mountain recreation.”*** We believe that we are staying true to these values.

