SHAMES MOUNTAIN
MY MOUNTAIN CO-OP

CO-OP REPORT

2025-2026

2026 - Section 1

SEASON RECAP

Each year, we share a season recap with the Shames Mountain community that highlights our successes, challenges, and upcoming plans. After a couple of difficult ski seasons, it was rewarding to have one that delivered from start to finish. For the first time in Shames Mountain's co-op era, we did not lose a single operating day—there were no arctic outflows, major wind events, late openings, or extreme rain.

- **Visitation**
- **Best Friends, Event and Program Sponsorships**
- **Food and Beverage Service**
- **Ski School**
- **Upcoming Projects**

VISITATION

The first section of our annual co-op report focuses on visitation. It reviews the past five years, highlights the external factors that shaped each season, examines the impact of day ticket sales incentives, and explores the use of destination visitor discounts and the Indigenous Adventure Pass products.

External Forces ❄

Over the past six seasons, skier visitation at Shames Mountain has been significantly shaped by external forces beyond the organization's control, including pandemic-driven demand shifts, transportation challenges, and increasingly volatile weather. The resort experienced a surge during the COVID "boom" years of 2020/21 and 2021/22, supported by strong snowfall but constrained by travel impacts. This was followed by a "COVID crash" in 2022/23, creating financial strain despite a full operating season. In 2023/24, these challenges were compounded by exceptionally poor weather, forcing a reduction in operating days and a shortened weekly schedule. Continued adverse weather in 2024/25 reinforced the need for climate adaptation, though resiliency investments helped stabilize operations. In contrast, 2025/26 benefited from an exceptionally strong winter with no weather closures, demonstrating how favorable conditions and adjusted operating models can quickly restore visitation to near-record levels.

Year	2025/2026	2024/2025	2023/2024	2022/2023	2021/2022	2020/2021
Total Visits	32,003	24,527	23,092	31,791	29,669	33,566
Total Operating Days	65	58	54	82	76	82
# of Weather Closures	0	6	12	5	5	5
Average visits per day	492	423	428	388	390	409

Increasing day ticket visitation and frequency through incentives

The Next Day Return program was a clear success and a strong validation of the broader strategy to increase visitation frequency. By identifying that fewer than 2% of paying day ticket guests were skiing on consecutive days, the team saw an opportunity to reduce friction after the first visit. Introducing the $25 next-day return ticket, combined with strong conditions, drove that number up to 12% in the 2025–2026 season—a sixfold increase. This demonstrates that once guests are on the mountain and have validated the experience, they are highly willing to return quickly when given a simple, high-value incentive. The program effectively converts a single visit into repeat behavior and represents a powerful lever for increasing overall visitation and long-term customer value.

Advanced ticket sales, on the other hand, showed moderate but meaningful traction, with 13% of adult full-day ticket purchasers taking advantage of discounts. However, the timing of those purchases revealed that demand is heavily concentrated within a short booking window. Discount usage was minimal three weeks out, increased slightly two weeks out, and was strongest within one week of the ski date—indicating that guests are sensitive to conditions and hesitant to commit early. This suggests that the program is not failing but rather functioning as a short-term incentive within a one-to-two-week decision window. To drive earlier bookings, the data indicates that either the reward must be significantly increased to offset perceived risk, or the pricing structure should be compressed to better align with how guests actually plan their trips.

Strategic Insight: The key insight from the data is that customer behavior is driven less by price and more by perceived risk, particularly weather and road conditions. While advance discounts can influence short-term purchase timing, they are not sufficient on their own to drive long-range commitment. In contrast, once a guest has experienced the mountain and conditions firsthand, their willingness to return increases significantly.

Out-of-Town & Destination Visitation

Though most of our visitation is regional (Terrace, Kitimat, Prince Rupert, and outlying communities), out-of-town visitation continues to be a growing component of our overall skier visits, and we are seeing encouraging trends in how external guests are discovering and accessing the mountain. Key indicators include Indy Pass redemptions, reciprocal/ski-and-stay discounts, and direct ski-and-stay package usage.

INDY PASS VISITATION

has grown significantly over the past three seasons:

2025-2026	**58 GUESTS**
2024-2025	**31 GUESTS**
2023-2024	**5 GUESTS**

SKI PASS

This represents a sharp upward trend, with visits more than doubling year-over-year and increasing more than tenfold since 2023–2024. This growth reflects increasing awareness of Shames Mountain within the Indy Pass network and suggests strong potential for continued destination traffic from this channel.

RECIPROCAL DISCOUNTS & SKI-AND-STAY

partner offers remained a strong contributor:

2025-2026	**294 GUESTS**
2024-2025	**195 GUESTS**
2023-2024	**335 GUESTS**

While slightly down from the 2023–2024 peak, the 2025–2026 season shows a healthy rebound from the previous year. Notably, eighteen of these visits in 2023–2024 were 100% discounted tickets provided to skiers from partner mountains that experienced closures—demonstrating Shames' role in supporting the broader ski community while still capturing incremental visitation.

SKI-AND-STAY PACKAGE

usage continues to build steadily:

2025-2026	**118 GUESTS**
2024-2025	**92 GUESTS**
2023-2024	**53 GUESTS**

This segment has shown consistent year-over-year growth, more than doubling over three seasons. This indicates increasing success in positioning Shames as a destination that pairs well with overnight accommodations and regional travel experiences.

Indigenous Visitation

The Indigenous Adventure Pass continues to be one of the most important and fastest-growing access programs at Shames Mountain, supporting both community engagement and equitable access to skiing and snowboarding.

INDIGENOUS ADVENTURE PASS

usage has shown strong and consistent growth:

2025-2026	**995 PRODUCTS SOLD**
2024-2025	**557 PRODUCTS SOLD**
2023-2024	**435 PRODUCTS SOLD**

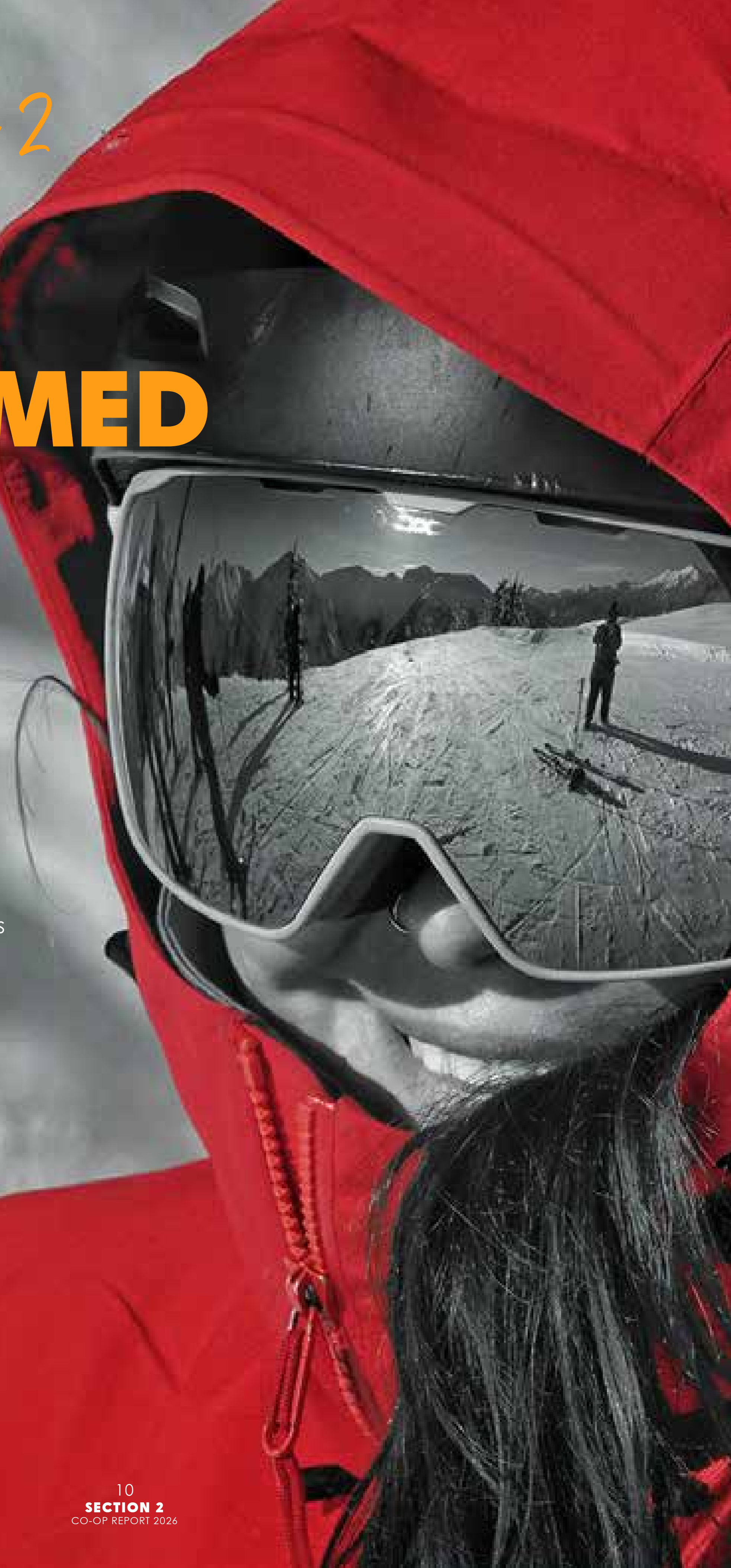
This represents a **79% increase year-over-year** from 2024–2025 to 2025–2026, and an overall increase of more than **125% over the past two seasons**. The pace of growth significantly accelerated this season, indicating increased awareness, trust, and participation in the program.

Conclusion

Overall, this season reinforced something we already know at Shames—people will come when the experience is good, but they come back when they feel connected. While weather and external factors will always play a role, the real gains we're seeing are coming from intentionally reducing barriers, creating reasons to return, and making the mountain more accessible to more people. Programs like Next Day Return, growing destination traffic, and the continued expansion of Indigenous access are all moving the needle in the right direction. That said, these gains don't happen in isolation—they're supported and amplified by the community around us. The next section shifts focus to the Best Friends, events, and program sponsors who help bring this to life, turning visitation into something deeper: shared experiences, strong partnerships, and a mountain culture people want to be part of.

2026 - Section 2

STAY INFORMED



For the last few years,

we have taken the time to inform our community on how the season went for Shames Mountain. The first section of the report we released focused on visitation. We compared attendance and looked at external factors that affected each season while assessing the successes of our incentives to increase day ticket sales.

This second section will address the program and event sponsors which have allowed us to enhance the guest experience and make it more affordable, our **Best Friends**.

The report will be released in sections covering:

- **Visitation**
- **Best Friends, Event And Program Sponsorships**
- **Food and Beverage Service**
- **Ski School**
- **Upcoming Projects**

BEST FRIENDS, EVENT AND PROGRAM SPONSORSHIPS

This second section of our co-op report focuses on our **Best Friends**—the organizations and businesses whose financial contributions make our events and programs possible. Their support allows us to deliver an exceptional and diverse lineup of offerings that both attract new visitors to Shames and enhance the experience for our returning community.

Events

Our event calendar has now matured into a reliable lineup of **annual events**, creating consistency that our community and visitors can count on each season. These events play a key role in driving visitation, building community, and creating memorable on-mountain experiences. Over time, they have evolved into signature experiences that participants actively look forward to returning to year after year.

Key events supported by our sponsors include:

UPHILL SHREDFEST
A celebration of uphill travel that brings together a dedicated and growing segment of self-powered users.

MULTICULTURAL WEEKEND
A community-focused event that highlights diversity and creates an inclusive, welcoming environment on the mountain.

MINI AND NOT-SO-MINI RACES
Fun, low-pressure race opportunities designed to engage both kids and adult participants at all skill levels.

PRIDE AND DIVERSITY WEEKEND
A celebration of inclusion that creates a safe, welcoming space for all guests while reinforcing Shames Mountain's commitment to diversity and community.

BANKED SLALOM
A high-energy, spectator-friendly event that blends competition and creativity, attracting both riders and viewers.

POKER RUN
A relaxed and engaging all-ages event that invites participants to explore the mountain together, with equal opportunity for everyone to take part and win.

RAIL JAM
A freestyle showcase that draws in younger audiences and supports progression within the terrain park community.

SLUSH CUP
A season-ending tradition that brings the entire community together in a fun, celebratory atmosphere.

Programs

In addition to events, sponsor support enables a range of **access-driven programs** that reduce financial barriers and expand participation across our region. These initiatives are essential to long-term skier development, community inclusion, and overall visitation growth.

- **Library Program**

  Provides free access to skiing and snowboarding through local libraries, creating meaningful first experiences for families who may not otherwise have the opportunity to visit the mountain.

  - Terrace Public Library
  - Kitimat Public Library
  - Prince Rupert Public Library
    - » *Without sponsorship, this program was discontinued mid-season—removing a critical entry point for that community. Despite continued efforts throughout the winter to secure a partner and reinstate access, no sponsor was confirmed, underscoring both the demand for the program and its reliance on sustained external support.*

Terrace Community Forest

KITIMAT
A Marvel of Nature and Industry

- **Youth Access Programs**
  A suite of initiatives designed to make youth participation more affordable and accessible.
    - Kids Ski Free
    - 50% Off Mini Rippers
    - 50% Off Good Foot

LNGCANADA

- **Family & Access Programs**
  Reduces the cost of entry for families, encouraging trial and repeat visits.
    - Kids Tube Free
    - Kids Rent Free

E360S ENVIRONMENTAL 360 SOLUTIONS
Trusted Environmental Management

- **Northern Snow Angels**
  - A targeted program that helps remove barriers to youth participation in snow sports.
- **Transportation Credit**
  - To help those who need assistance covering the costs of getting to the mountain.

SKICAN

Rotary
Club of Terrace

AltaGas

Conclusion

Together, these programs represent the foundation of an accessible and community-driven mountain experience. They create first-time visits, support progression, and ensure that cost is not a barrier to participation. The mid-season loss of the Prince Rupert Library Program is a clear example of what is at stake—without ongoing sponsorship, these opportunities cannot be sustained. Continued investment from our partners is critical to preserving and expanding access to Shames Mountain.

As participation grows and more guests spend full days on the mountain, expectations extend beyond access alone. The on-mountain experience—particularly food and beverage service—becomes a key part of how visitors evaluate their day and decide to return. The following section looks at how our Food and Bar Service is adapting to meet this demand, and where there is opportunity to further enhance both guest experience and revenue performance.

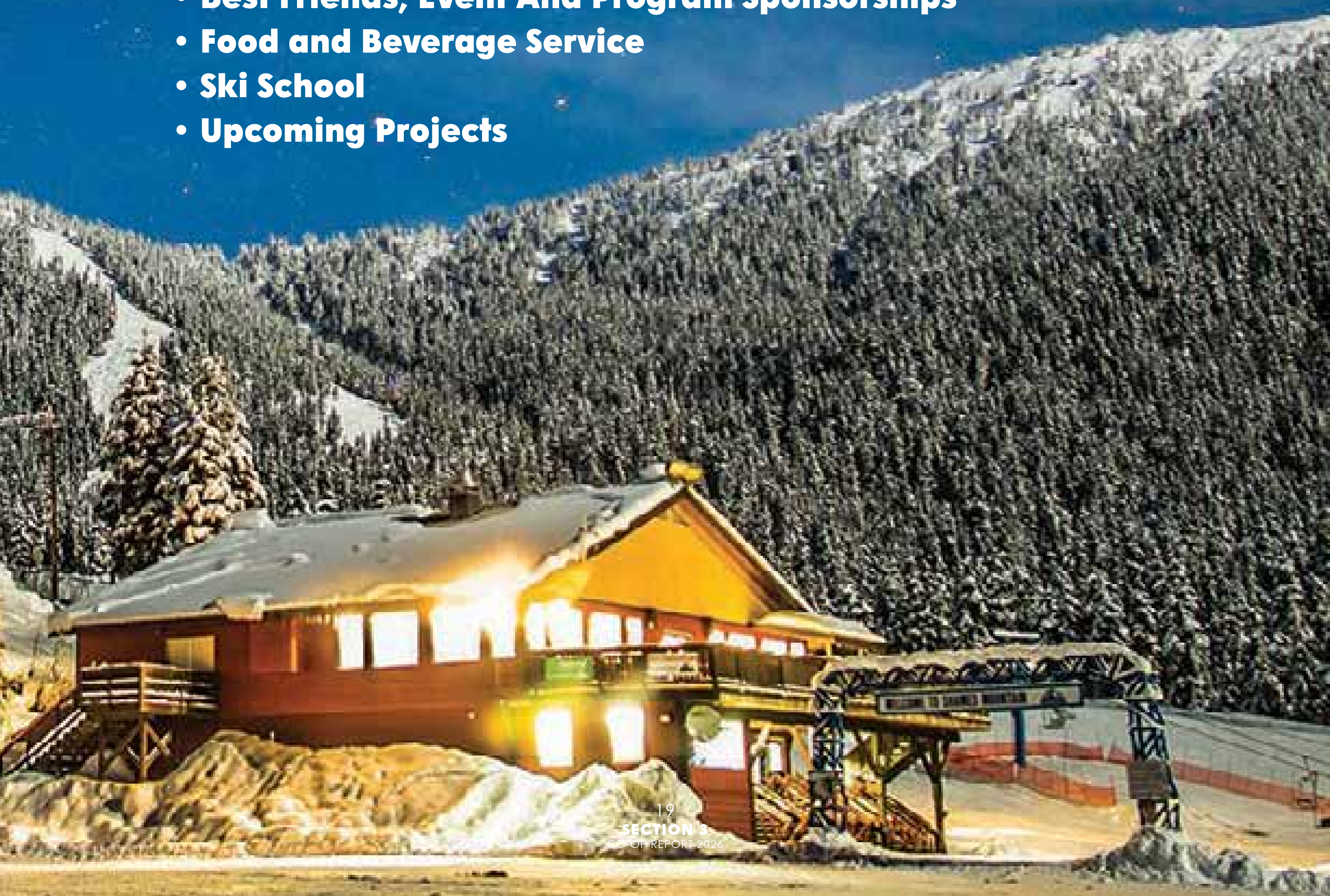
IN THE LOOP 2026 - Section 3

Each year,

we share a season recap with the Shames Mountain community that highlights our successes, challenges, and upcoming plans. Last week we released section two of the Co-op Report and looked at Programs and Event sponsors whose support enabled us to enhance guest experiences and make it more affordable. The third section of our co-op report shifts focus to Inside Operations and our Food & Beverage department. This is an area of Shames Mountain that saw huge growth this season.

The report will be released in sections covering a variety of topics:

- **Visitation**
- **Best Friends, Event And Program Sponsorships**
- **Food and Beverage Service**
- **Ski School**
- **Upcoming Projects**



FOOD & BEVERAGE SERVICE

Our Food and Bar Service underwent significant improvements during the 2025-2026 season. The most notable changes occurred at the **Panhandler Café**, where the introduction of a new Head Chef brought fresh energy, creativity, and a renewed focus on food quality.

Several menu enhancements elevated the guest experience and quickly became customer favourites, including:

- Hand-cut French fries
- House-made poutine
- Smash burgers
- Beef tacos
- Fish & Chips specials
- Tofu bowls
- The return of homemade soup and chili
- Introduction of beer sales in the Panhandler Café

These menu improvements contributed to increased guest satisfaction and strong financial performance throughout the season.

Panhandler Café

KEY STATISTICS

Hand-cut Fries Sold
5,209 portions

Poutines Sold
4,105 portions

Candy Bags Sold
2,825 bags

Fish & Chips Sold
232 portions

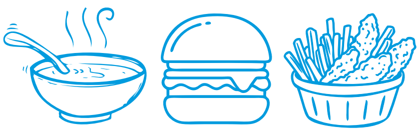
TOTAL TRANSACTIONS: **35,622**

FINANCIAL RESULTS

	2025/2026	2024/2025
Total Revenue	$218,695.83	$155,280.08
Year-over-Year Revenue Growth:	40.84%	

	2025/2026	2024/2025
Total Expenses	**$157,157.23**	**$137,413.42**
Food Costs	$97,636.19	$67,379.24
Labour Costs	$57,409.09	$70,034.10
Food Cost Percentage	44.65%	43.39%
Labour Cost Percentage	26.25%	45.10%

	2025/2026	2024/2025
Net Income	$61,538.60	$17,866.66
Profit Margin	28.14%	11.50%



Menu Improvements

2025/2026 Panhandler Café menu reflected a significant step forward in quality, consistency, and variety. The combination of a refreshed menu and improved food preparation standards resulted in increased guest engagement and repeat business.

While increased visitation certainly contributed to higher sales, the 40% increase in revenue cannot be attributed solely The to guest numbers. Feedback from guests and observed purchasing patterns suggest that many visitors who previously brought their own lunches chose to purchase food from the Panhandler Café instead. This shift is a testament to the work of the kitchen team and the success of the new menu.

LUNCH MENU

From the Fryer

Harissa Spiced Handcut Fries
Jr $3.75
Regular $5.00
Family $9.00
Add Roasted Garlic mayo $2.50

Shames Classic Poutine:
Handcut Fries Cheese Curds & Gravy
Jr $5.75
Regular $7.00
Family $16.00

Chicken Fingers w/Handcut Fries
4 Piece
$16.00
Jr 2 Piece
$9.00
(Choose your sauce - BBQ, Sweet & Sour or Honey Mustard)

Not to be Left Out:

Gluten Free Homemade Beef Chili
w/Fresh Baked Roll
$8.00

Gluten Free Homemade Soup
Chefs Choice
w/Fresh Baked Roll
$7.00

Grilled Cheese w/Fries
$7.00
Add Bacon $2.50

Hot Dog
Hot Dog $4.50
Hot Dog w/Fries $6.50
Jumbo Dog $5.50
Jumbo Dog w/Fries $7.50
Add Chilli $2.00

From The Grill

Shames SmashBurger
Double Stacked with Lettuce, Tomato, Pickles, Bacon, Cheese, Pickled Onions & Secret Sauce
$16.00
$17.50 w/Fries

Challenges & Opportunities

Despite these positive results, there were challenges associated with the increased demand.

Higher sales volumes resulted in longer wait times during peak periods. The kitchen team worked admirably throughout the season and consistently rose to the challenge, but there remains room for improvement in managing lineups and service flow.

Areas for further review include:

- Lunch scheduling for Good Foot and Mini Ripper camps
- Coordinating service during school group visits
- Identifying operational efficiencies to reduce wait times
- Exploring future infrastructure improvements

The current kitchen footprint limits our ability to significantly increase production capacity. While a kitchen renovation and lodge expansion would greatly improve service delivery, these projects will likely depend on future grant funding opportunities.

Looking Ahead

As we continue to refine our food service operations, we will focus on improving efficiency while maintaining the quality standards that drove this year's success.

It is also important to recognize the significant accomplishments of the team:

Highlights

- Significantly improved food quality
- Increased menu variety and freshness
- Reduced wage costs as a percentage of revenue
- Improved food cost management
- Improved labour cost performance
- Increased overall revenue by more than 40%
- Encouraged more guests to dine on-site rather than bring their own lunches

Overall, we are extremely pleased with the performance of the Panhandler Café and look forward to building on this momentum in the coming season.

Galloway’s Mountain Bar

Performance Overview

Galloway’s Mountain Bar also delivered a strong result during the 2025/2026 season. Our guests’ thirst was quenched with Sneaky Pete cocktails, Sherwood and Wheelhouse beers. Kids accompanying their parents were not left out of the fun, enjoying our traditional hot chocolates topped with marshmallows, whipped cream, and a gummy worm. Guests also enjoyed several incredible musical performances.

Although the decision to discontinue weekday service was unpopular with some guests, the change had a positive impact on overall financial performance and operational efficiency.

KEY STATISTICS

Sneaky Pete’s consumed
1,604

Sherwood Beers sold
2,262

Wheelhouse Beers sold
1,521

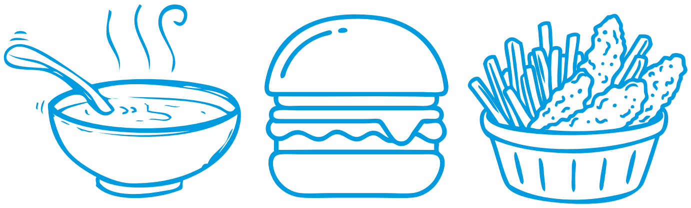
TOTAL TRANSACTIONS: **6,537**

FINANCIAL RESULTS

	2025/2026	**2024/2025**
Total Revenue	**$76,672.64**	**$68,404.97**
Year-over-Year Revenue Growth:	12.07%	

	2025/2026	**2024/2025**
Total Expenses	**$29,585.94**	**$26,591.10**
Purchase Costs	$21,510.39	$17,409.27
Labour Costs	$8,162.40	$9,181.83
Purchase Cost Percentage	27.95%	25.45%
Labour Cost Percentage	10.64%	13.42%

	2025/2026	**2024/2025**
Net Income	47,086.70	41,831.87
Profit Margin	61.41%	61.15%



Positives

- Reduced wage costs
- Increased sales
- Revenue increased year-over-year
- Improved operating efficiency

Challenges

- Guests lining up in the cafeteria for a limited beer selection
- Longer lineups in the cafeteria during peak periods
- Increased instances of patrons tailgating in the parking lot.

Conclusion

The 2025-2026 season was one of the strongest years for our Food and Beverage department in recent memory. Through menu innovation, improved food quality, careful cost management and strong staff performance, the department achieved substantial revenue growth while improving the guest culinary experience. While challenges remain around capacity and peak-period service, the overall trajectory is extremely positive and provides a solid foundation for future growth.

Our next section will be looking at the performance of our Snow School and Rental departments. Over the past decade, we have focused on growing our local skier base. Through program sponsorship we have been able to greatly reduce the cost of trying skiing. The astonishing results have significantly grown our snow school and rental demand. That said becoming bigger does not always mean we are getting better. The following section on snow school and rentals will also look at the challenge of improving and maintaining the quality of the product while optimizing revenue through elevated demand.

STAY INFORMED

2026 - Section 4

For the last few years,

we have taken the time to inform our community on how the season went for Shames Mountain. The third section of our report examined our food and beverage departments. It described our delicious successes and highlighted the challenges around peak times.

This Fourth section will address our Snow School and Rental Shop. It will explain our positioning compared to larger ski areas, discuss the incredible growth in participants across our four lesson sectors, speak to our rental capacity, and growing offering of products.

The report will be released in sections covering:

- **Visitation**
- **Best Friends, Event & Program Sponsorships**
- **Food and Beverage Service**
- **Ski School**
- **Upcoming Projects**

SNOW SCHOOL & RENTALS

Snow School and Rentals sit at the heart of Shames Mountain's role as a community ski area. These departments are where many new skiers and snowboarders first connect with the mountain, whether through a school group, a first lesson, a multi-day youth program, a private lesson, or a rental experience that makes participation possible. As participation continues to grow, this section looks at how our Snow School and Rental Shop are evolving to meet that demand.

The section begins by positioning Shames Mountain within the broader ski industry and explaining our focus on never-ever and beginner participants.

It then reviews growth across four lesson sectors:

- School and Group Lessons,
- Discovery-style programs,
- Goodfoot and Mini Rippers programs,
- Private Lessons.

Finally, it turns to rentals, where increasing demand, limited capacity, and the growth of products such as snowshoes point to both the success of our participation strategy and the operational challenges that come with it.

Position:

The ski industry is often divided into three broad categories of ski areas: **Destination, Regional, and Community** hills. Each serves a distinct purpose within the broader snow sports ecosystem.

Destination resorts are major tourism attractions that draw visitors from across the country and around the world. These resorts typically offer extensive lodging, large-scale amenities, and multi-day vacation experiences. In British Columbia, resorts such as Whistler Blackcomb exemplify this category.

Regional ski areas attract visitors from a wider geographic area and often serve multiple communities. These operations balance local participation with tourism activity, drawing day-trippers and overnight guests from surrounding regions.

Community ski areas focus primarily on serving local residents. Their success is measured not only through visitation but through their ability to make snow sports accessible, affordable, and welcoming to new participants. Community ski areas are recognized throughout the industry as the foundation of skier and snowboarder development, providing the first experiences that often lead to lifelong participation.

As a community ski area, Shames Mountain plays a critical role in developing and sustaining the skier population. Unlike destination resorts that rely heavily on tourism to attract existing participants from other markets, our long-term success depends on introducing new participants to the sport and supporting their progression over time.

For this reason, the primary focus of our Snow School has been to create skiers. Our success has also been one of our challenges. With larger participant numbers, we need more organization, structure, and program development to optimize both the participant growth and revenue mix.

Four Lesson Sectors

The following two tables show the growth of Snow School across four key lesson sectors. Together, they tell an important story: Snow School is no longer a small supporting department. It has become one of the clearest examples of how Shames Mountain is growing participation, introducing new people to the sport, and creating future skiers and riders.

QUANTITY (TOTAL VISITS)

Sector	2021–22	2022–23	2023–24	2024–25	2025–26
1. School & Group Lessons	1,054	1,709	1,629	1,409	1,907
2. Discovery / Next / Top	73	233	300	429	277
3. Goodfoot & Mini Rippers	65	76	51	112	214
4. Private (+ Add-ons)	282	260	149	244	235

FINANCIAL RESULTS

Sector	2021–22	2022–23	2023–24	2024–25	2025–26
1. School & Group Lessons	$15,724	$22,117	$23,415	$38,725	$50,080
2. Discovery / Next / Top	$3,709	$13,607	$20,734	$30,326	$18,919
3. Goodfoot & Mini Rippers	$13,047	$20,691	$11,472	$26,299	$37,334
4. Private (+ Add-ons)	$11,404	$10,580	$9,093	$15,501	$18,047

The strongest growth

has come from School and Group Lessons. It reflects both strong demand from schools and community groups, and the impact of support. Such as the Northern Snow Angels program supported by SkiCan and the Terrace Rotary Club, and the AltaGas Transportation Credit, which helped reduce one of the biggest barriers for school groups: the cost of getting to the mountain.

This is important because School and Group Lessons are now one of the main engines of beginner participation at Shames Mountain. These lessons bring large numbers of new and returning students into the sport in a structured, affordable, and welcoming way. For many young people, these trips are their first real experiences on snow. For Shames Mountain, that makes this sector more than a revenue line. It is a long-term investment in future members, passholders, volunteers, staff, and lifelong skiers and snowboarders.

The Discovery, Next Step, and Top Step lessons show a different pattern. Participation climbed before dropping to 277 visits in 2025–26. Sales followed a similar trend. This does not mean demand disappeared. Instead, it points to a capacity issue. As multi-day youth programs and school groups grew, there were fewer instructors available to deliver discounted introductory lessons; we were forced to abandon the 50% off offering for both Multicultural and Pride weekends.

Goodfoot camps and Mini Rippers lesson programs have become one of the strongest success stories in the Snow School. Participation increased and sales increased dramatically. These critical programs move children beyond the first-lesson stage and into repeat participation. They help build confidence, skill, friendships, and routine.

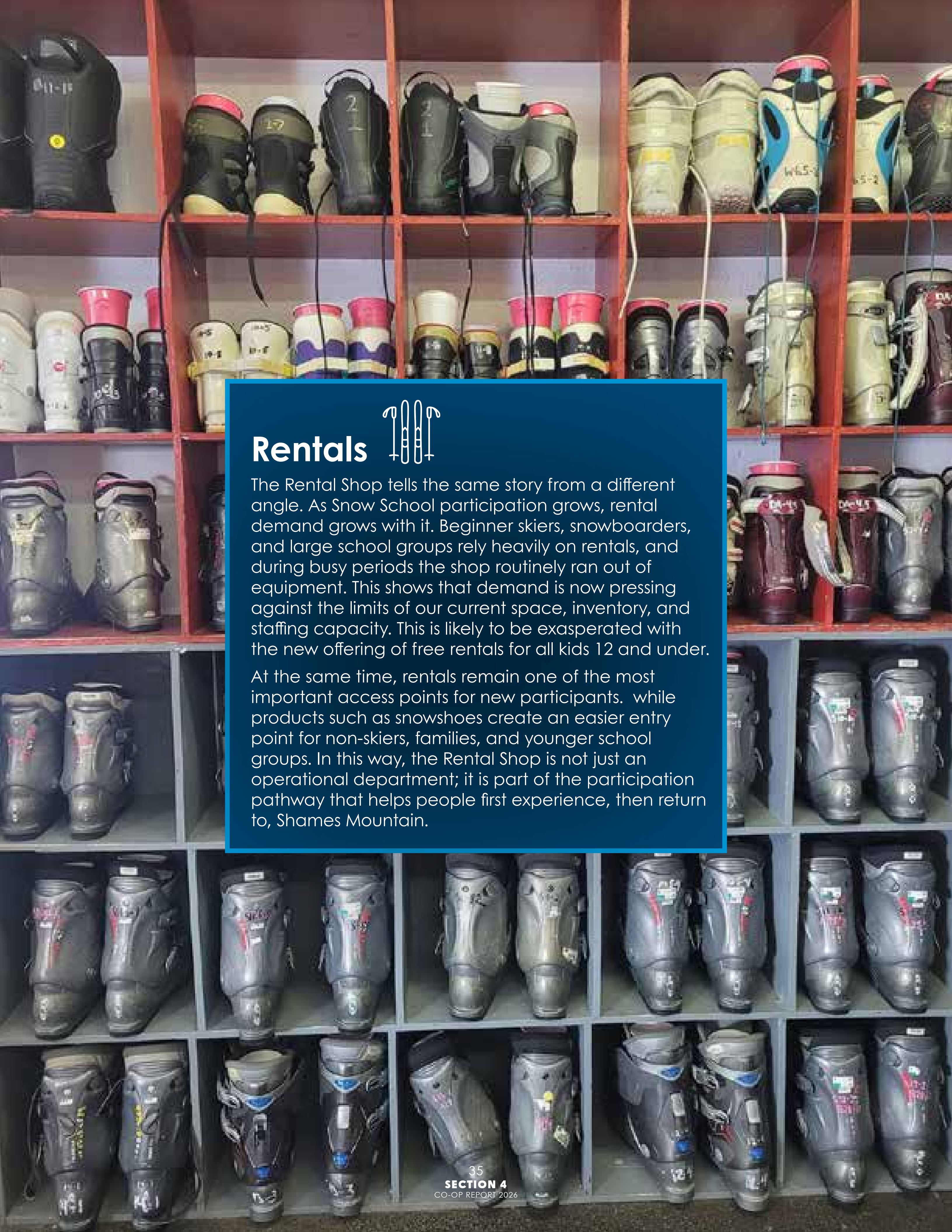
The success of these multi-day programs also creates a challenge. When instructor capacity is absorbed by strong program enrollment, it limits the ability to offer more private lessons, discovery products, and walk-in beginner opportunities. This is a good problem to have, but it is still a problem. Growth in one area can limit growth in another if staffing, scheduling, and program design do not evolve alongside demand.

Private Lessons have remained comparatively flat. This suggests that private lessons remain valuable, especially as a premium product and through add-ons, but they are capped by instructor availability. When the department is busy with school groups and multi-day programs, private lessons become harder to expand.

The bigger story

is that the Snow School business has shifted. In earlier years, private lessons and discovery-style products were closer to the centre of the department, with school groups acting as added volume. Today, School and Group Lessons are the primary growth driver, Goodfoot and Mini Rippers are the retention layer, Discovery-style programs need better optimization, and Private Lessons remain valuable but constrained.

This shift should be formally recognized in future planning. If School and Group Lessons are now core business, they need the staffing, rental inventory, lesson terrain, transportation coordination, and administrative systems to match. If multi-day programs are becoming a key retention tool, they need clear limits and structure, so they do not unintentionally crowd out beginner lessons, adult lessons, or private lesson opportunities. And if Discovery programs are meant to introduce new people to the sport, they need enough instructor capacity to be reliable.



Rentals

The Rental Shop tells the same story from a different angle. As Snow School participation grows, rental demand grows with it. Beginner skiers, snowboarders, and large school groups rely heavily on rentals, and during busy periods the shop routinely ran out of equipment. This shows that demand is now pressing against the limits of our current space, inventory, and staffing capacity. This is likely to be exasperated with the new offering of free rentals for all kids 12 and under.

At the same time, rentals remain one of the most important access points for new participants. while products such as snowshoes create an easier entry point for non-skiers, families, and younger school groups. In this way, the Rental Shop is not just an operational department; it is part of the participation pathway that helps people first experience, then return to, Shames Mountain.

Conclusion

The growth in Snow School participation has been staggering. Across school groups, youth programs, discovery products, and private lessons, the department is playing a central role in introducing people to Shames Mountain and helping them build confidence on snow.

However, getting bigger does not automatically mean getting better. The numbers show strong demand, but they also reveal pressure points. Instructor capacity is limiting the ability to offer all lesson types consistently. Multi-day youth programs are growing quickly, but their success can reduce availability for private lessons and discovery products. The Rental Shop is supporting more participants than ever, but space and inventory are becoming real constraints.

These are good problems to have, because they come from success. But they still need to be managed carefully. The next phase of Snow School growth should focus on optimizing lesson offerings, setting appropriate capacity limits in high-demand programs, ensuring enough instructors remain available for beginner and private lessons, and developing stronger next-level programs for intermediate and advanced skiers.

This will allow Shames Mountain to keep growing participation while improving the experience for guests, staff, schools, families, and returning program participants. Snow School and Rentals are not simply responding to demand. They are helping shape the future of the mountain.

The next and final section of the Co-op Report will discuss upcoming projects.

STAY INFORMED

2026 - Section 5

For the last few years,

we have taken the time to share how the season went at Shames Mountain, what we learned, and where the co-op is heading next. The fourth section of this year's report covered the incredible growth in new participants through Snow School and our Rental Shop offerings.

In this final section of the 2026 Co-op Report, we are turning our attention to the projects that are moving Shames Mountain forward. Some are practical infrastructure upgrades, some are community-driven ideas, and some are long-term investments that will take patience, fundraising, and continued support. We also want to close by thanking the volunteers who continue to make this mountain possible.

The report will be released in sections covering:

- **Visitation**
- **Best Friends, Event & Program Sponsorships**
- **Food and Beverage Service**
- **Snow School**
- **Upcoming Projects**

PROJECTS & THANKS

This final section of the Co-op Report provides an update on current and upcoming projects at Shames Mountain. The work described in the following pages reflects a mix of infrastructure priorities, operational improvements, member experience enhancements, and community-led initiatives that will help support the mountain in the years ahead.

Not every project is highly visible to guests, but each one plays an important role in strengthening the co-op. Some address core services such as water and sewer infrastructure, while others improve staff working conditions, guest access, building maintenance, or future programming opportunities.

The common theme is long-term resilience. Shames Mountain continues to balance ambitious ideas with the practical realities of funding, weather, labour, and operating costs. Progress is often incremental, but each completed step helps build a stronger foundation for the co-op.

Base Area Development Project Update

The Base Area Development Project remains a major long-term priority for Shames Mountain. The original scope included significant work on water, sewer, and lodge expansion. As grant outcomes changed, the project was adjusted to focus first on the most critical infrastructure needs: the water intake ramp and sewage treatment plant upgrades.

In fall 2024, the Regional District of Kitimat-Stikine approved $300,000 toward the project. A separate REDIP application for approximately $1 million, intended to support water, sewer, and phase 1 lodge expansion work, was not approved. As a result, the phased lodge expansion was removed from the current project scope so that the co-op could concentrate on essential infrastructure.

During winter 2024–2025, the co-op applied to the Prince Rupert Port Authority for support for the critical water and sewer portions of the project, backed by the previously approved RDKS funds. That application was also not approved. In fall 2025, the co-op worked to renegotiate the RDKS funding into two stand-alone grants: $75,000 for construction of the water intake ramp and $225,000 for sewage treatment plant upgrades.

In fall 2025, the co-op reapplied to REDIP for $140,000 toward the installation of the new galvanized water intake ramp. That application was not approved. The next phase will therefore require a combination of fundraising, sponsorship, donations, and future grant opportunities.

- Winter 2025–2026: construction of the new galvanized water intake ramp by Zanron Industries.
- Summer/Fall 2026: fundraising target of $140,000 toward installation of the new water intake ramp.
- Planned fundraising sources include the Khutzeymateen Raffle, Blueberry Fest donations, the Golf Scramble, and additional grant opportunities.
- Future grant applications will place stronger emphasis on regional economic development while still recognizing the importance of maintaining essential mountain operations.

Finishing Existing Projects

Several smaller projects remain in progress from previous seasons. These are practical maintenance and building projects that improve operations, protect existing assets, and make the base area more functional for staff, volunteers, and guests.

- Insulating the sand shed to improve winter functionality and protect materials.
- Completing repairs to the locker room.
- Painting and fascia work on the Carpet Building.
- Repairing lodge foundation issues, including new concrete footing work.

New Projects:

In addition to completing existing work, the co-op is planning several new projects that respond to operational needs, member feedback, and opportunities to improve the mountain experience. These projects vary in size, but each supports a more reliable, welcoming, and distinctive Shames Mountain.

Women's Washroom Renovation

The women's washroom is scheduled for a long-overdue refresh. Planned work includes fresh paint and new stall dividers, with the goal of improving comfort, appearance, and durability in one of the lodge's most-used spaces.

Mammut Staff Jacket Fleet

Shames Mountain is also working toward a new fleet of high-quality Mammut staff jackets. Mammut has supported the project with strong discounts, reflecting the brand's connection to the Shames story and its previous work on the film Heart of the Mountain. A consistent, durable jacket fleet will improve staff identification, professionalism, and weather protection on the mountain.

Building Entrance Stairs

Following the Climate Change Resiliency Project, Shames Mountain has significantly reduced the amount of snow required to begin skiing. However, several building entrances are still designed around big-snow-year conditions. Installing platform stairs at Ski School/Rentals, the Locker Room, and the Carpet Building would improve early-season access, reduce the need to maintain high snow entrance ramps, and lower operating costs associated with building access.

Shames Mountain Blueberry Jam

As part of ongoing efforts to build unique Shames Mountain products and deepen community engagement, the co-op is exploring a limited-edition Blueberry Fest jam. During Blueberry Fest on August 8, 2026, guests would be invited to harvest wild blueberries, with Shames purchasing berries at a rate of $4.00 per pound in Shames Mountain resort credits. Those credits could be redeemed later for resort products and services, including lift tickets, food and beverage, retail merchandise, and the finished jam.

Collected berries would be processed by a local producer into a premium small-batch jam sold under the Shames Mountain brand. The project would create a unique guest experience, support local food production, and generate a distinctive retail product that celebrates the region. If successful, the jam could become an annual limited-edition release connected to Blueberry Fest.

Terrain Park at Shames

The possibility of a terrain park at Shames Mountain continues to generate discussion. Interest tends to rise during periods without new snow, when guests are looking for additional on-hill features, and then fade during strong powder cycles. This makes the terrain park conversation both seasonal and weather-dependent.

The main challenge is balancing guest experience with operating cost. In low-snow periods, there may not be enough snow or flat space to build and maintain a safe, useful park. In heavy-snow periods, a park can require significant staff and machine time simply to keep features dug out and usable. Current estimates suggest an annual operating cost of approximately $30,000, including about $15,000 in wages for park supervision, building, rebuilding, and dig-out crews, plus about $15,000 in snowcat time.

A terrain park could add value for some guests and improve the experience on certain weather days, but it is unlikely to generate enough direct revenue to cover its full cost. If the co-op chooses to pursue this idea, possible funding options could include targeted fundraisers, event revenue, sponsorship, bottle drives, concerts, or other dedicated sources. The key question is whether members see enough value in the project to support the added operating cost.

Snow School Committee

A Snow School Committee has been created to provide recommendations on how to improve both the quality and financial sustainability of the growing Snow School program.

The committee brings together people who care deeply and want to help the Snow School become more organized, consistent, and sustainable. As Snow School participation continues to grow, this volunteer leadership will help ensure the program keeps pace while maintaining the welcoming, community-minded approach that makes Shames special.

THANK YOU
TO THE VOLUNTEERS

No Co-op Report would be complete without recognizing the volunteers who give their time, energy, knowledge, and care to Shames Mountain. The co-op works because people show up: on the Board, on committees, on patrol, at events, around the lodge, and wherever help is needed.

Thank you to the Board of Directors, committee members, volunteer ski patrollers, event volunteers, and everyone who helps with barbecues, timing, course construction, maintenance projects, fundraising, and community events. These contributions are a major part of what allows Shames Mountain to continue operating as a community-owned mountain.

Conclusion

This projects section shows a co-op continuing to focus on resilience, reliability, and community value. Some projects are large and require major fundraising. Others are smaller improvements that make daily operations easier and the guest experience better. Together, they reflect steady progress and a continued commitment to building a stronger future for Shames Mountain. Thank you to every member, volunteer, staff member, sponsor, donor, and community partner who helped make this season possible.