SNOW BOWL
CAMDEN
MAINE
Ski Lodge
& Events Center
MARKET ASSESSMENT
May, 2010

Today's Discussion

- Snow Bowl Mission
- Snow Bowl Operations (2009)
- Bridal Survey
- Conclusions & Recommendations

Snow Bowl Mission

- **Primary Mission:** *The mission of the Town of Camden Parks and Recreation Department is to enhance the quality of life for residents and visitors through recreational opportunities, community events, and stewardship of the town's public lands.*
- **Secondary Mission:** *The lodge at the Camden Snow Bowl is designed to support winter ski area operations, year round community events, and private rentals. Income from the facility is meant to cover its operating costs and also contribute to parks and recreation programming.*

Snow Bowl Operations

Snow Bowl

- **2009 Total Parks & Rec Budget (including Snow Bowl):** $880,000
- **Staff:** 7 Full-time; 90 Seasonal and Part-time
- **Lodge Marketing Policy:** Non-active
- **Lodge Marketing Budget:** $500
- **Facility Rental Rate:** $400 per Day, $125 Private Duty Police Officer, $100 Cleanup Deposit
  - Includes : Lodge Building, Kitchen, Tables and Chairs, Surrounding Lawn, Parking
- **# of Non-Ski Season Event Days 2009:** 121
  - Revenue Producing: 31
  - Non-Revenue Producing: 90

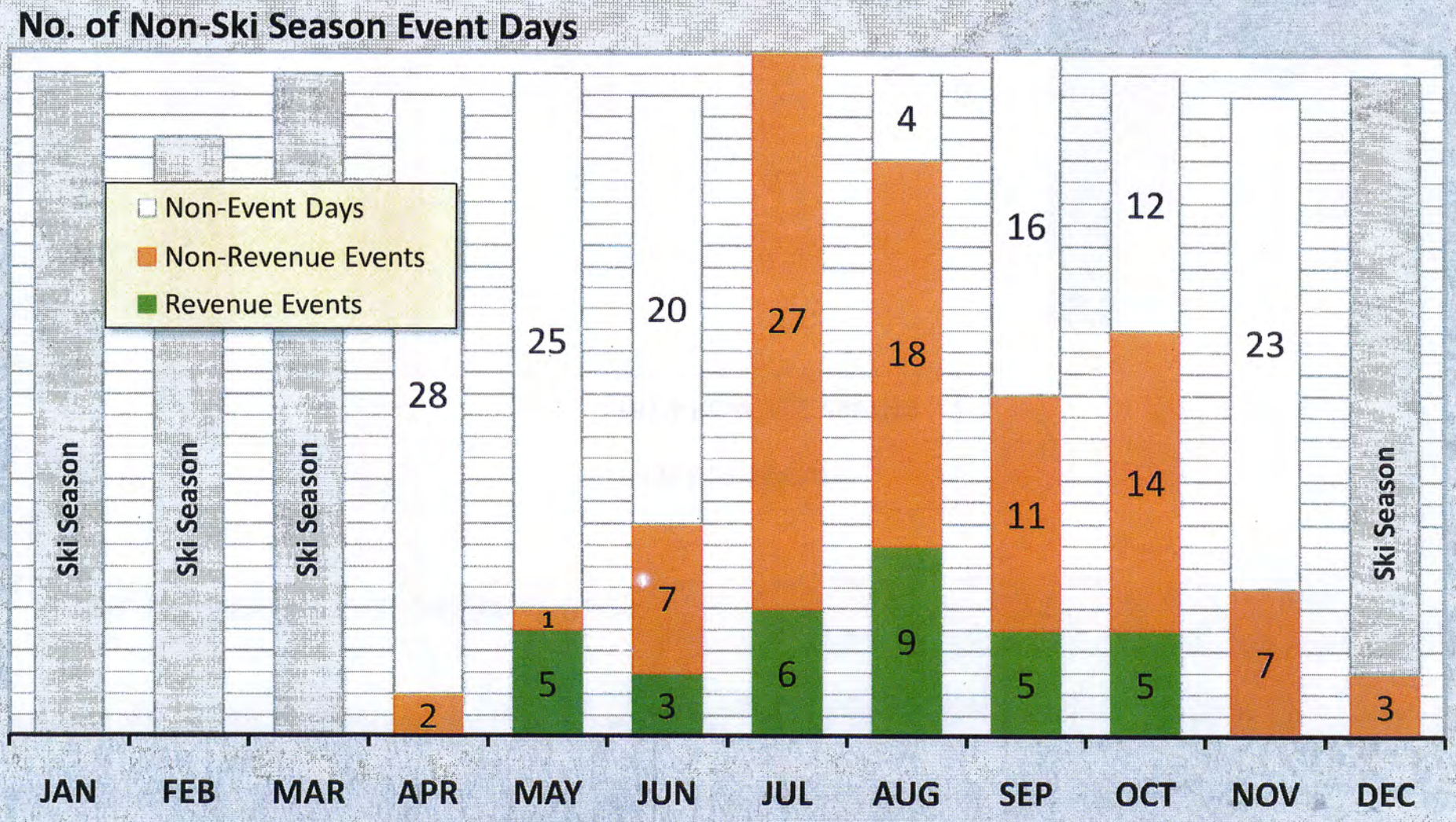
Revenue Events

11	Weddings and Receptions
7	Non-Profit Fundraising Events
2	Summer Bike/Hike Chair Lift
2	High School Reunion
2	Rehearsal Dinner
2	Motor Home Rally
1	Belfast High School Teachers Retreat
1	Birthday Party
1	Family Fun Day
1	Graduation Party
1	Maine Builders Alliance Legislative Night
1	Employee Picnic
1	Yard Sale
33	TOTAL REVENUE EVENT DAYS

Non-Revenue Events

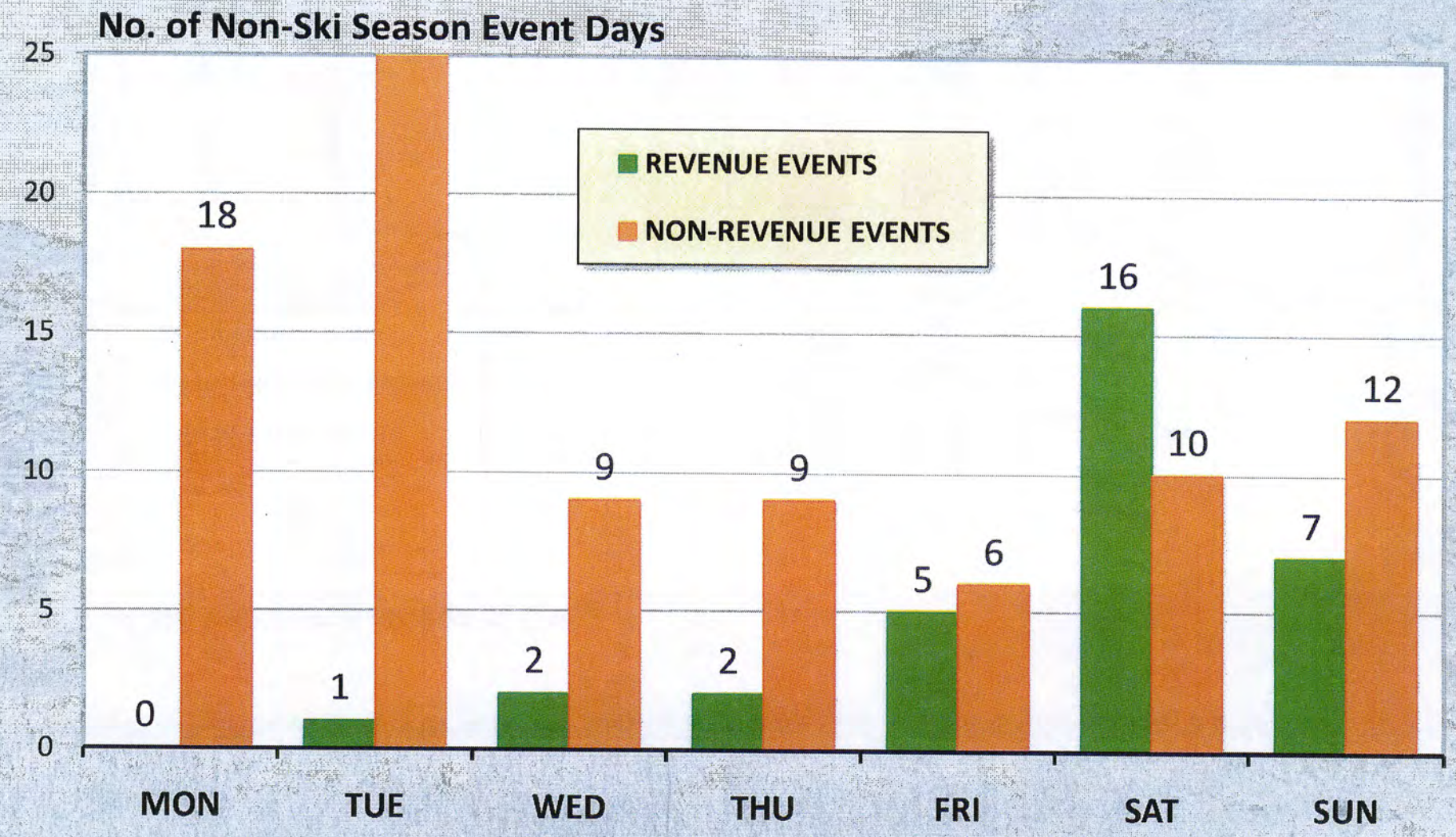
24	Summer Day Camp
21	Ski Patrol OEC Course
6	SHOCK Mountain Bike Series
3	Girl Scout Camp Out
3	Jammer Football Camp
3	Pancake Breakfast
3	Ski Swap
2	Building Committee Mtg
2	Fundraising Events Committee Mtg
1	Big Brothers Big Sisters Picnic
1	CEDAC Mtg
1	CFD Training in Parking Lot
1	Climate Change Rally - 350.org
1	Community Breakfast
1	Easter Sunrise Service Chairlift
1	EMS Seminar
1	Fire Dept Picnic & Cook Out
1	Football Registration
1	High School Mountain Bike Race
1	Hosmer Pond Assn. Annual Meeting
1	Kitchen Hood Cleaning
1	Maine Fire Chiefs Meeting
1	Maine Sport Runoff MTB Race
1	Mountain Festival
1	Lean-to Usage
1	NEMBA Board Mtg
1	NEMBA Trail Building Clinic
1	Pee Wee Football Training Video
1	Ski Patrol CPR Refresher
1	Snow Bowl Staff Orientation
1	Town of Camden Dept. Heads Meeting
1	Ski Waxing Clinic
90	TOTAL NON-REVENUE EVENT DAYS

2009 by Month



Source: Camden Snow Bowl

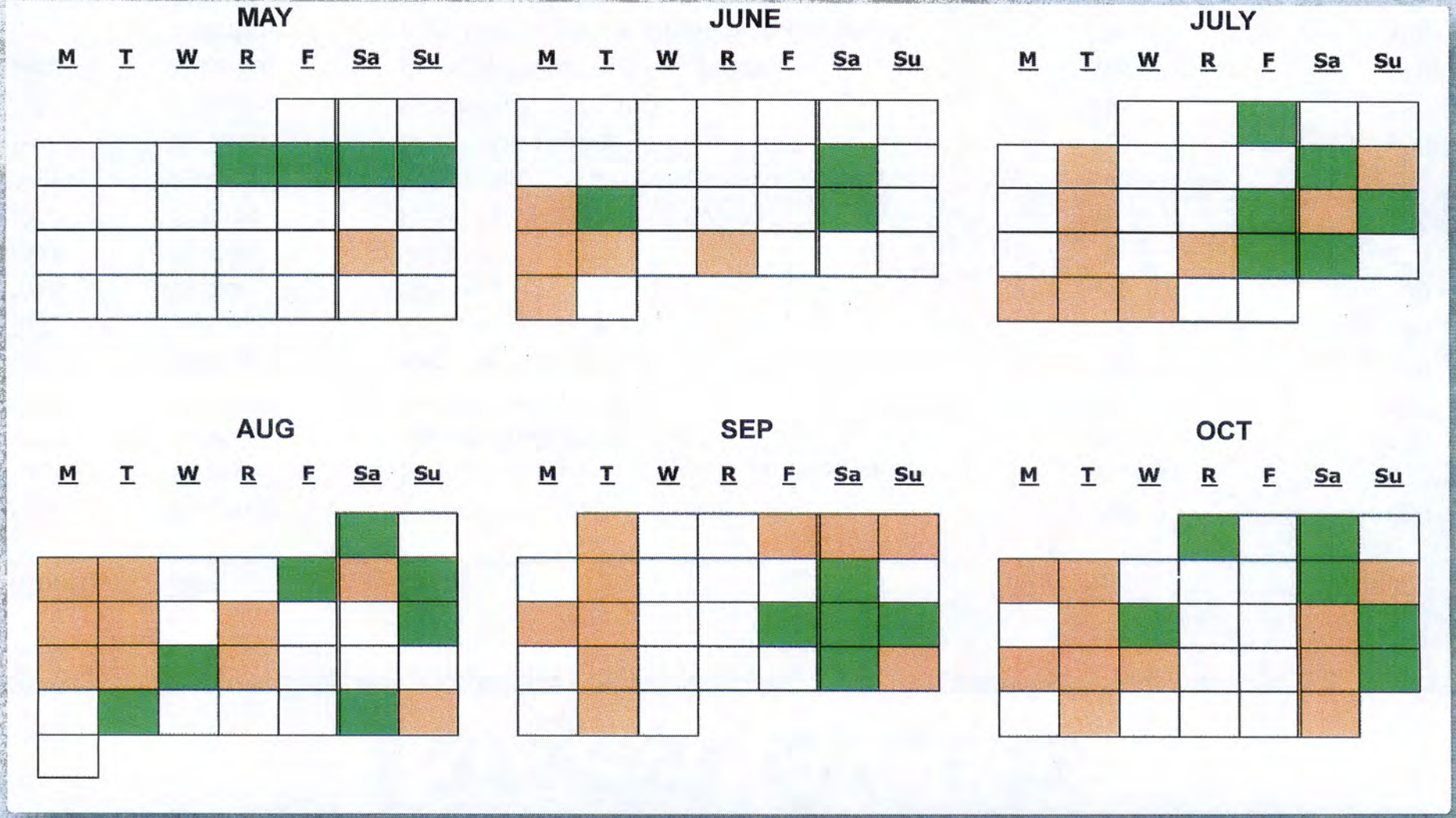
2009 by Day of Week



Source: Camden Snow Bowl

2009 Calendar

Revenue Event Day Non-Revenue Event Day No Events



Largest Events

Month	Day	Event	Revenue	ATTENDANCE
Nov	Saturday	Ski Swap	No	400
Jul	Friday	Family Fun Day	Yes	300
Oct	Sunday	Mountain Festival	Yes	250
Oct	Sunday	Pancake Breakfast	No	200
Oct	Sunday	Pancake Breakfast	No	200
Oct	Sunday	Pancake Breakfast	No	200
Nov	Friday	Ski Swap	No	200
Nov	Sunday	Ski Swap	No	200
Jul	Sunday	Kathy Kan Fundraising Event	Yes	100
Aug	Sunday	Maine Sport Runoff MTB Race	No	150
Jun	Tuesday	Graduation Party	Yes	150
Jul	Saturday	Wedding & Reception	Yes	150
Oct	Saturday	Pen Bay Child Care Fundraiser	Yes	150
Oct	Saturday	High School Mountain Bike Championship	No	150
Sep	Saturday	Wedding	Yes	140
Oct	Saturday	Wedding	Yes	120
Oct	Saturday	Climate Change Rally - 350.org	No	75

Bridal Survey

Survey Distribution

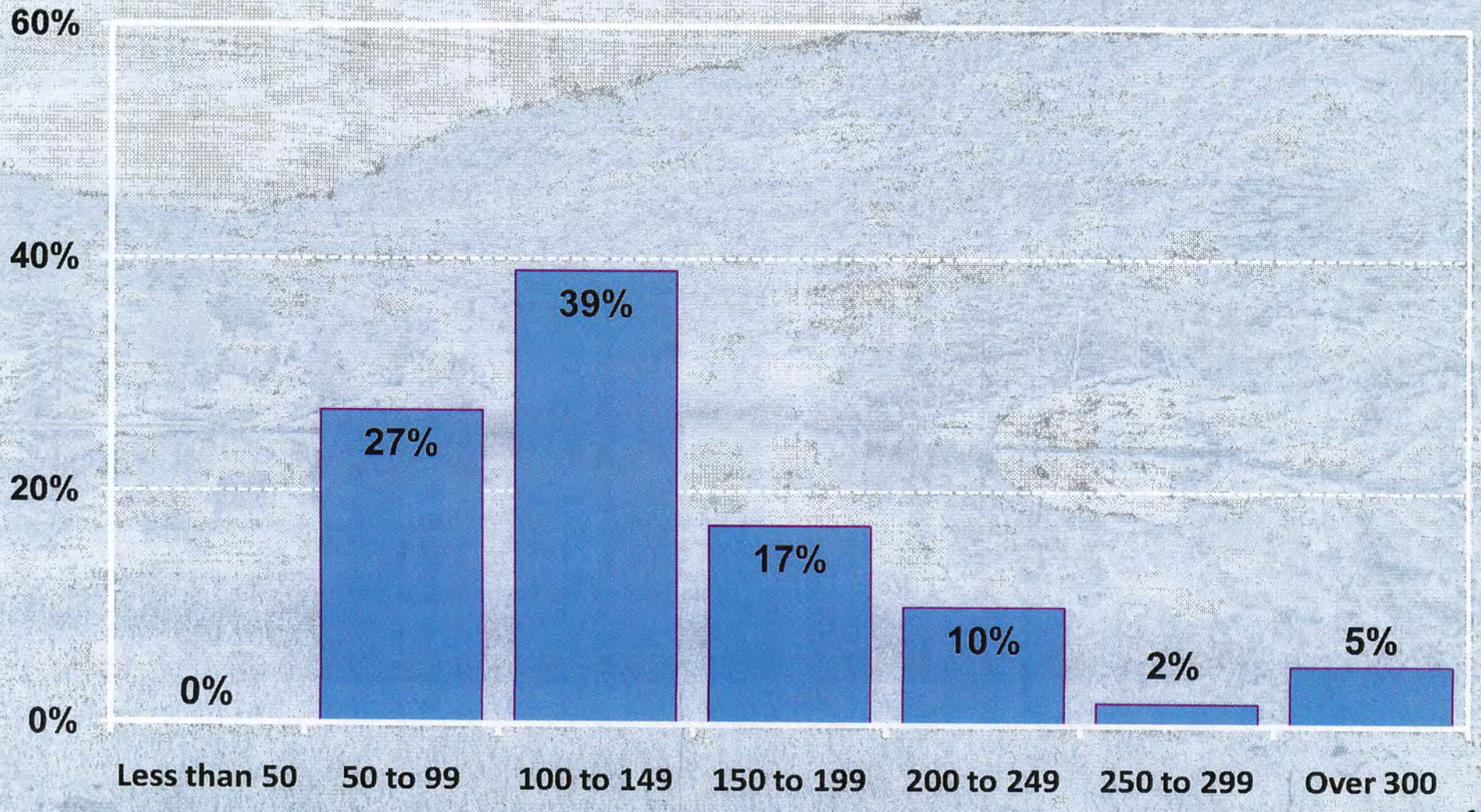
- Surveys distributed by Camden Parks & Recreation at the Mid-Coast Bridal Show held in April 2010 at Point Lookout.
- On-line survey conducted via *Zoomerang* and advertised in Portland Herald newspaper
- 43 Responses from 16 different towns/cities in Maine and New York

Respondents Hometown

- Camden (10)
- Lincolnville (5)
- Rockport (4)
- Union (4)
- Rockland (3)
- Appleton (2)
- Liberty (2)
- South Portland (2)
- Belfast
- Cushing
- Hope
- Saco
- St. George
- Warren
- Newburgh, NY

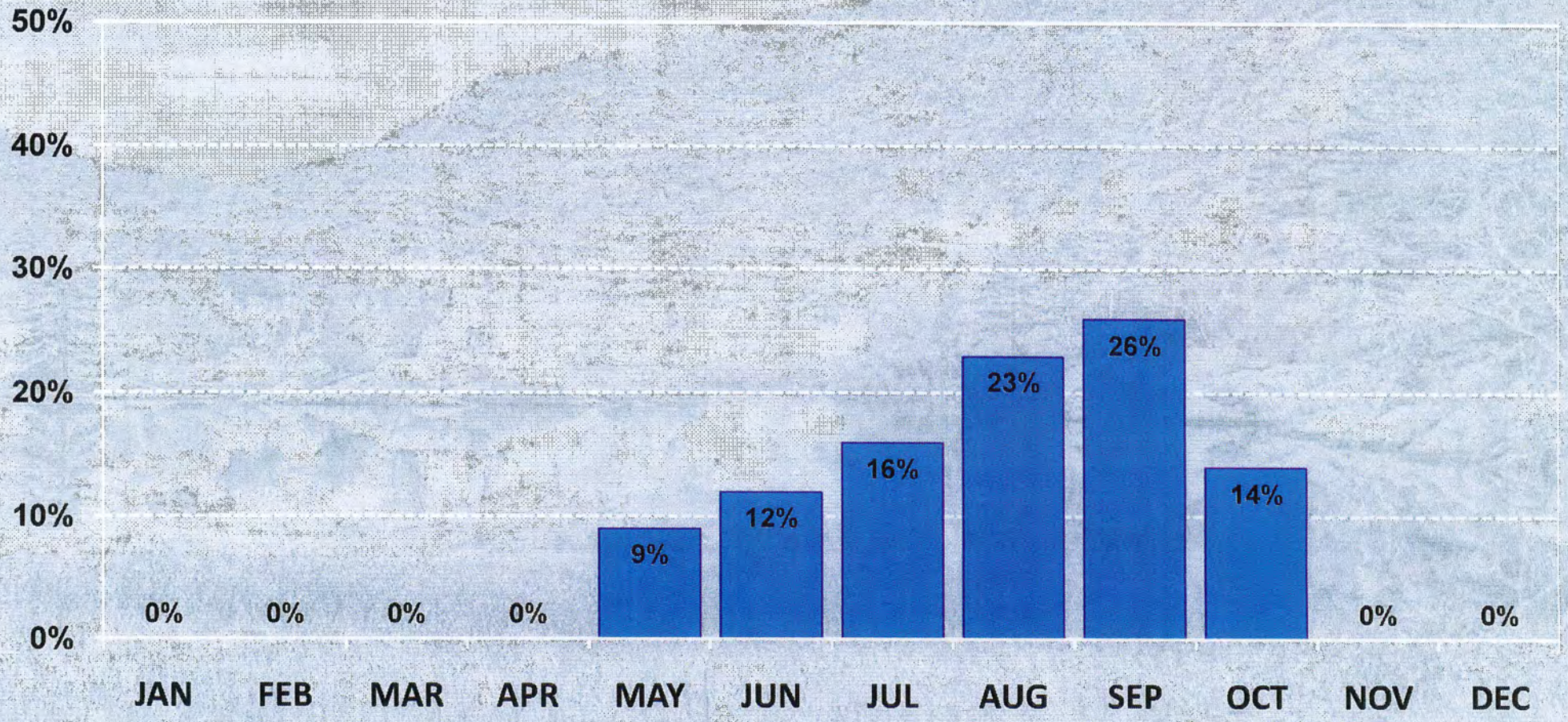
How Many Guests?

"Approximately how many people will you host at your wedding reception?"



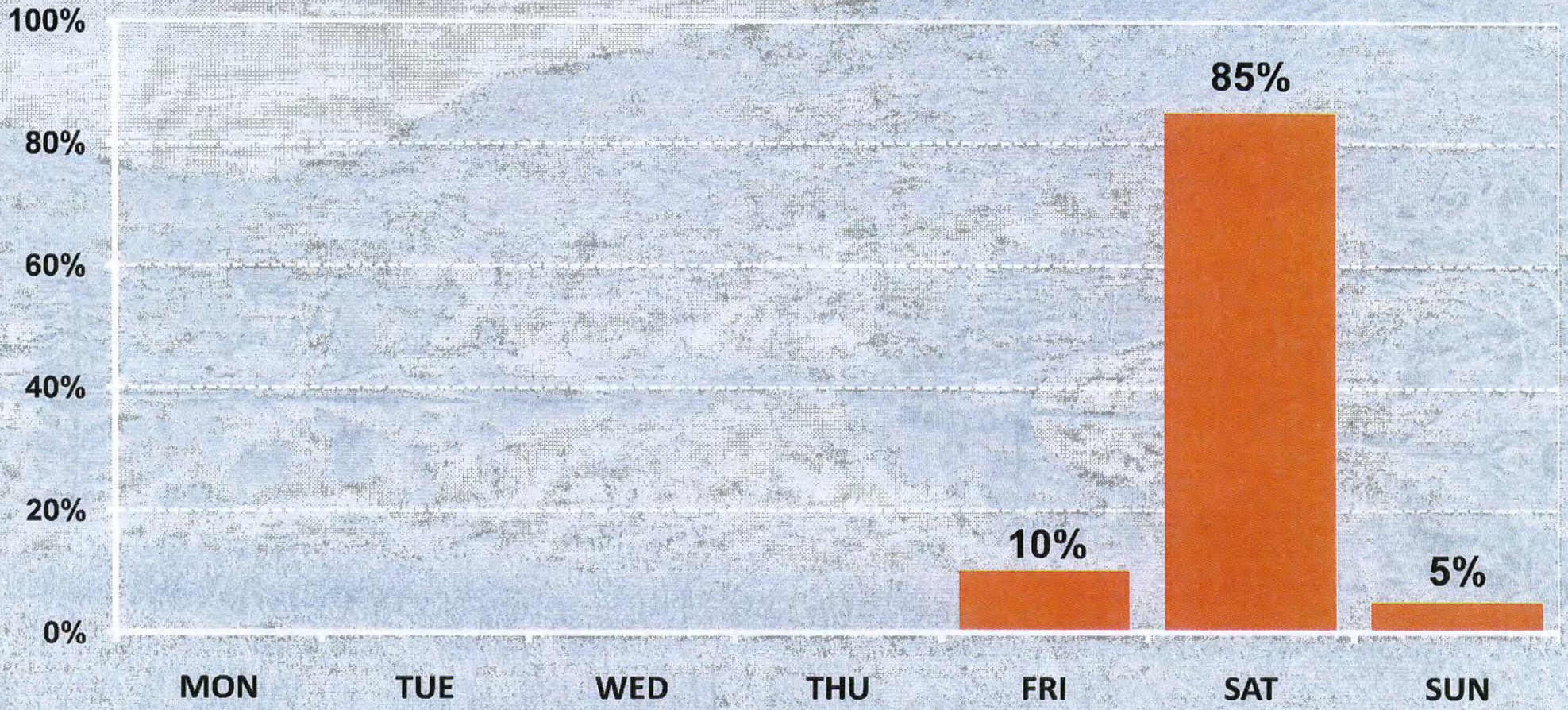
Which Month?

"In which month do you plan to hold your wedding?"



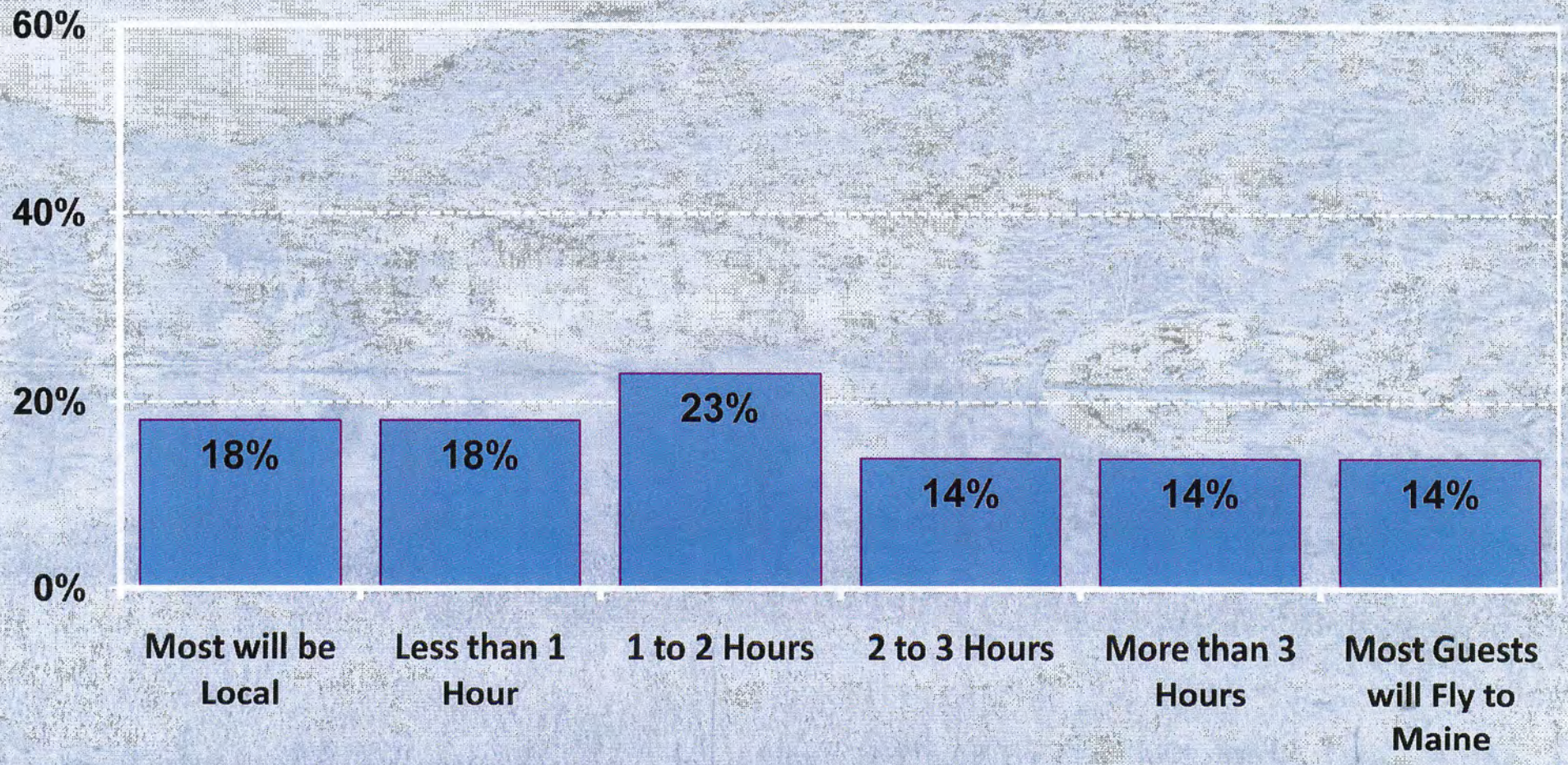
Which Day of Week?

"On which day do you plan to hold your wedding?"



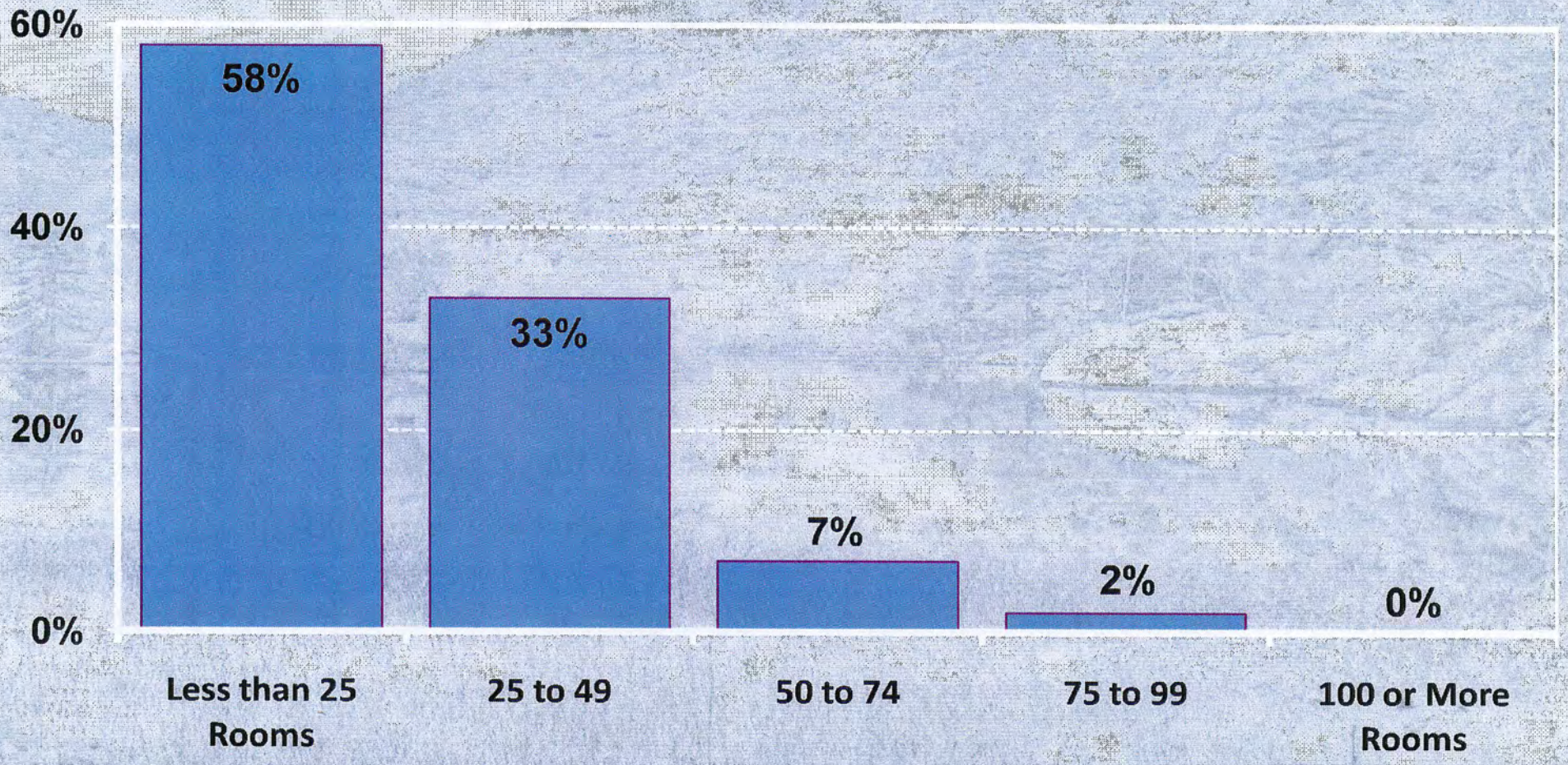
Origin of Guests

"Assuming your event is held in Camden, how far will the majority of your guests be travelling?"



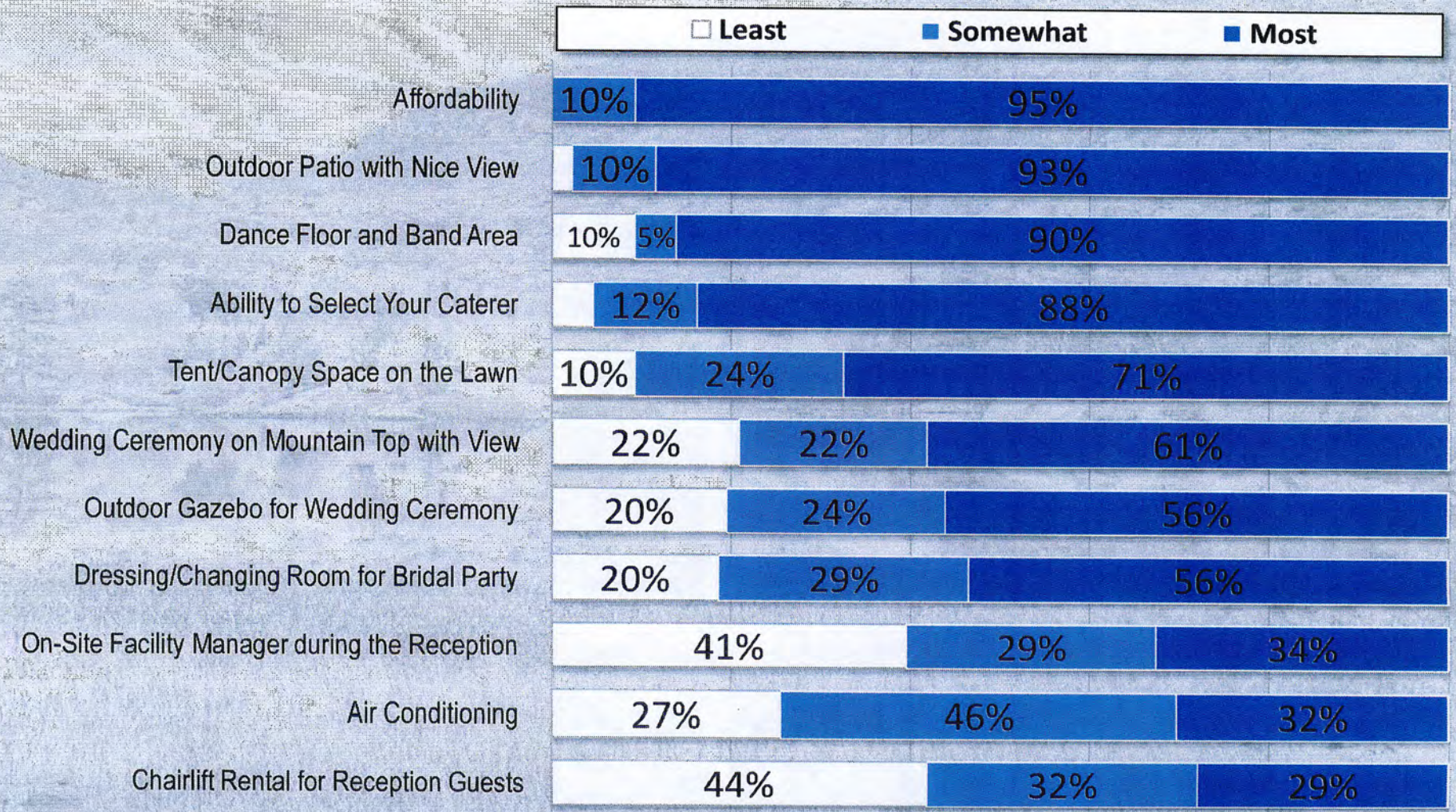
Hotel Rooms Needed?

"Approximately how many total hotel rooms will be needed for your event?"



Important Factors

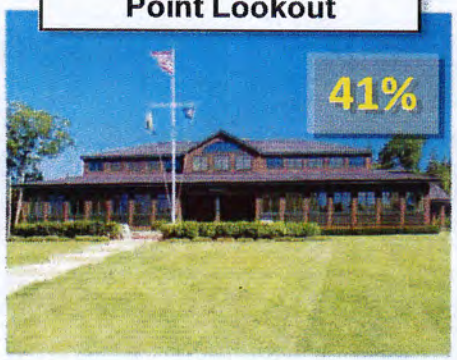
"In terms of the facility, how important are the following factors?"



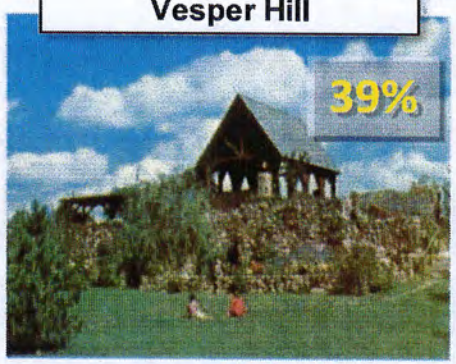
Facilities Considered?

Snow Bowl — 51%

Point Lookout — 41%

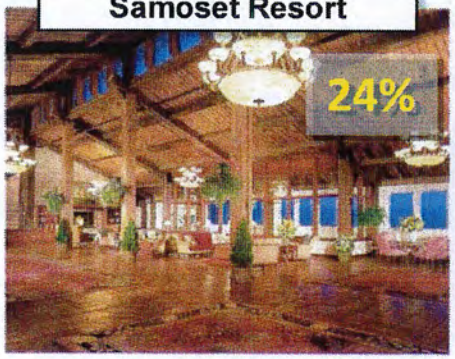


Vesper Hill — 39%



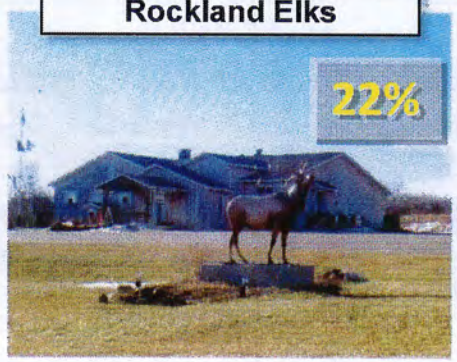
Camden Amphitheatre — 37%

Samoset Resort — 24%

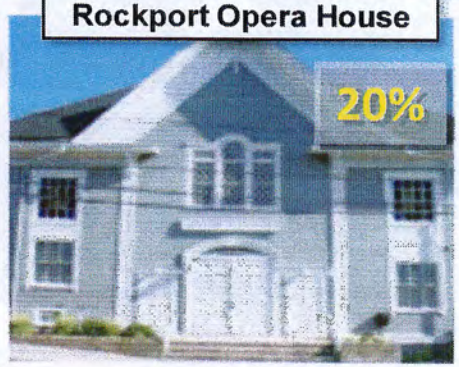


Beaver Lodge — 24%

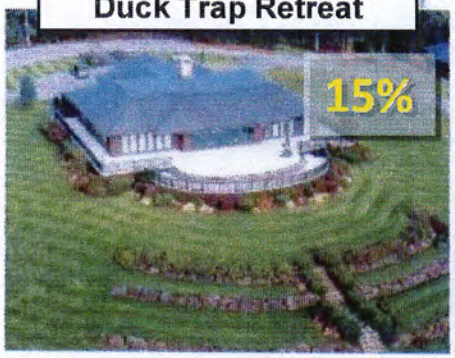
Rockland Elks — 22%



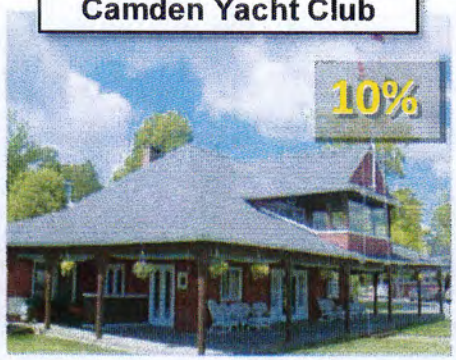
Rockport Opera House — 20%



Duck Trap Retreat — 15%



Camden Yacht Club — 10%

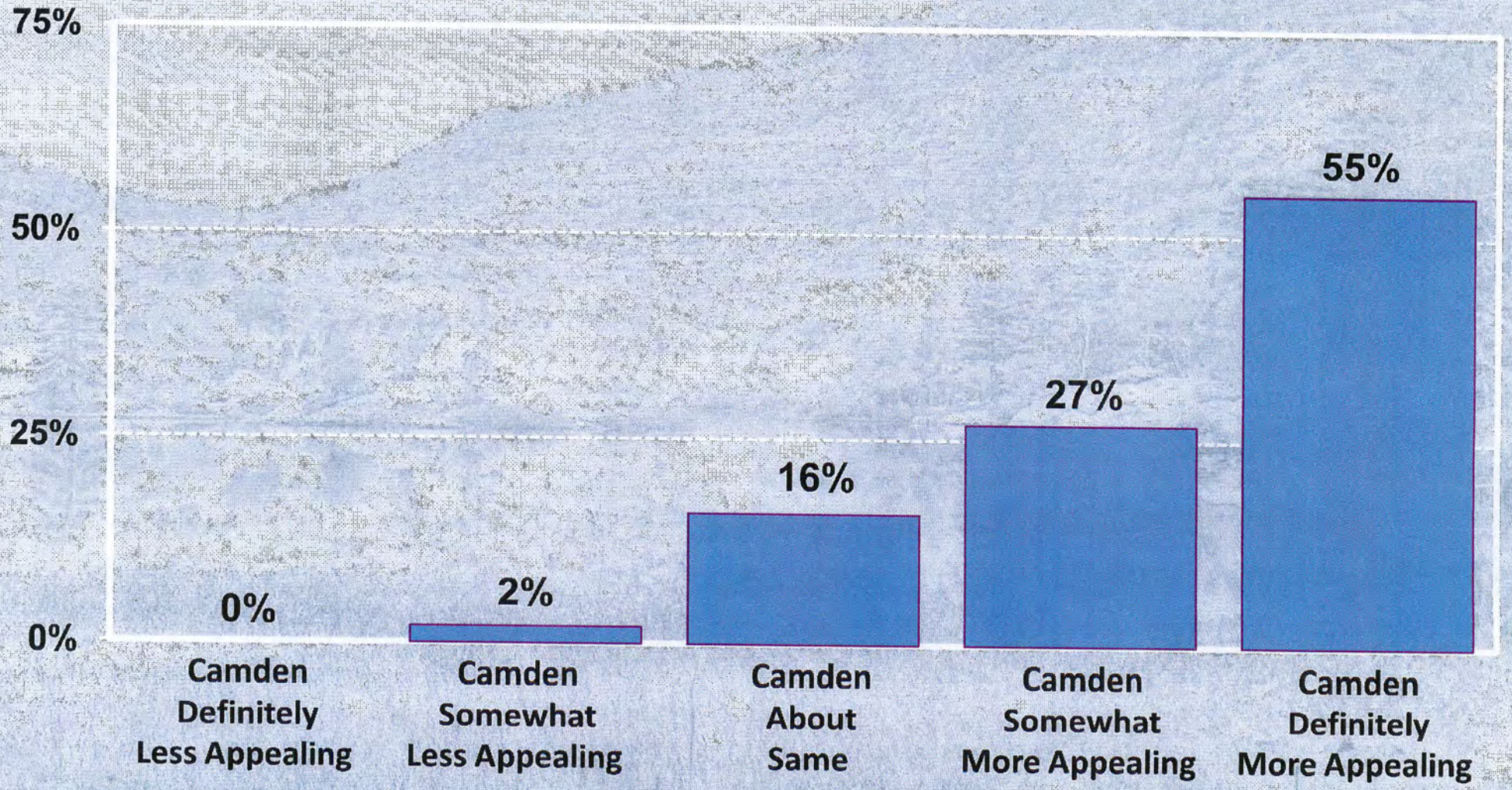


- Approximately 30 Different Facilities

- Approx. 67% of Respondents will only consider Camden Area

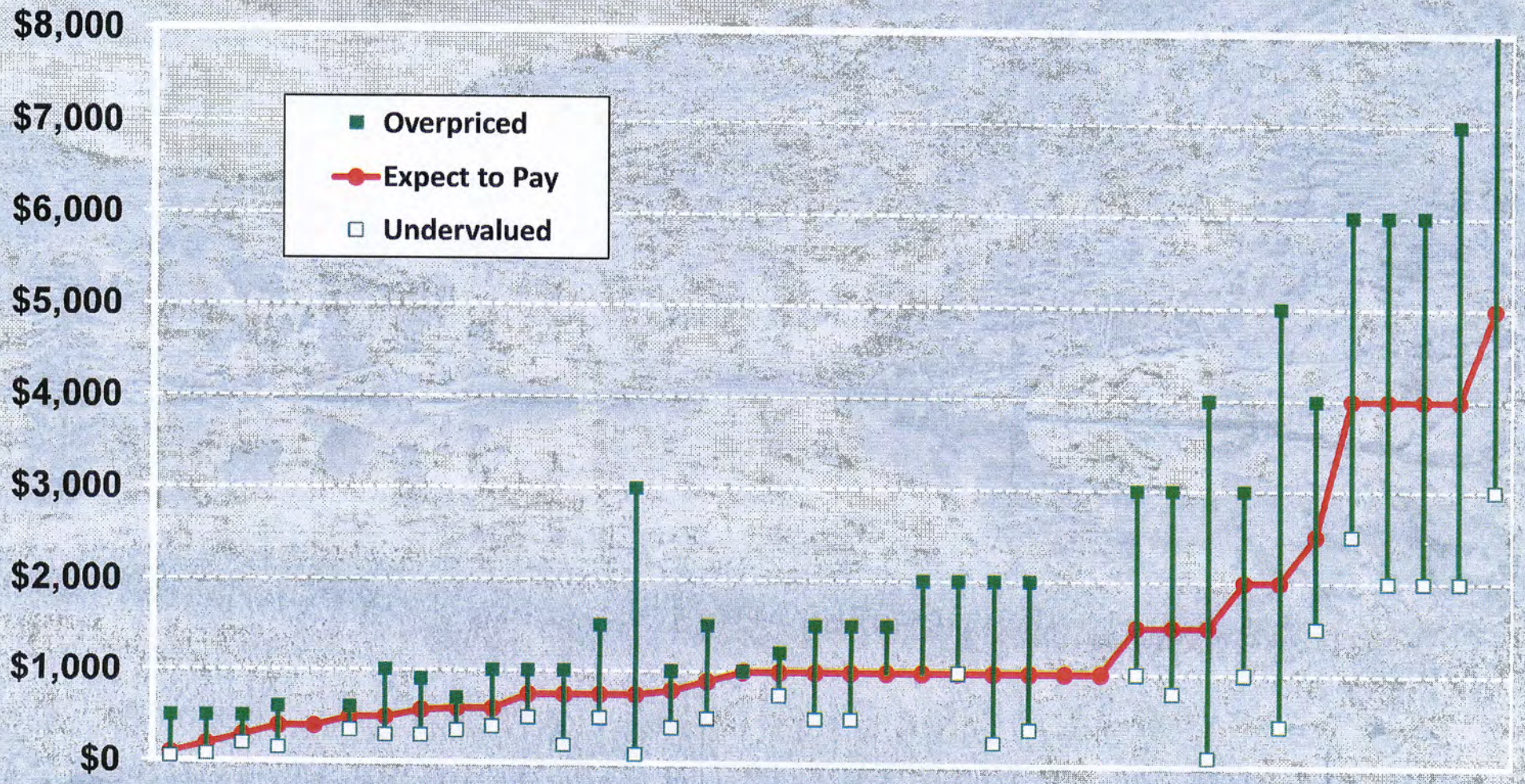
Destination Appeal?

"How does Camden area compare to other potential destinations?"



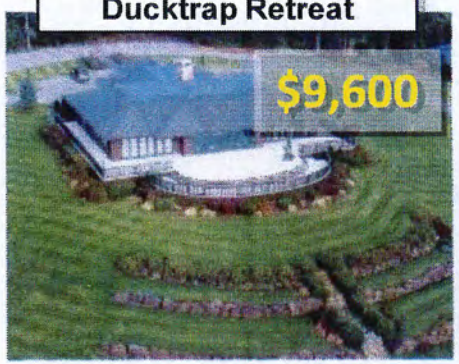
At What Price?

*"Assuming the daily rental fee included all tables, chairs, utilities, and kitchen use, what price would you **expect to pay** for the new Snow Bowl Lodge?"*



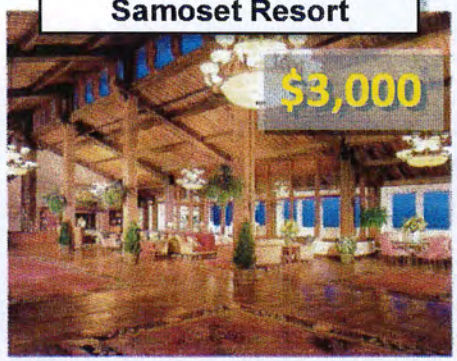
Daily Rental Fees

Ducktrap Retreat

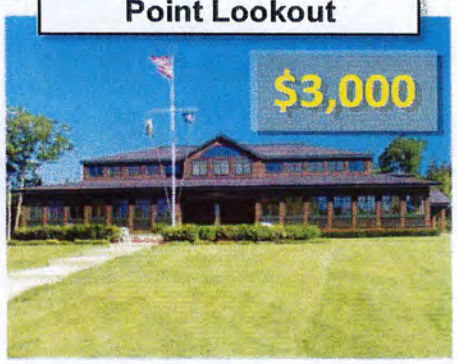


Camden Yacht Club

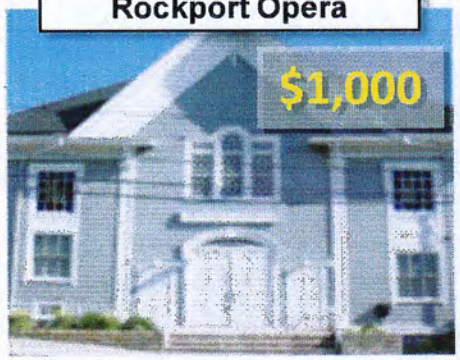
Samoset Resort



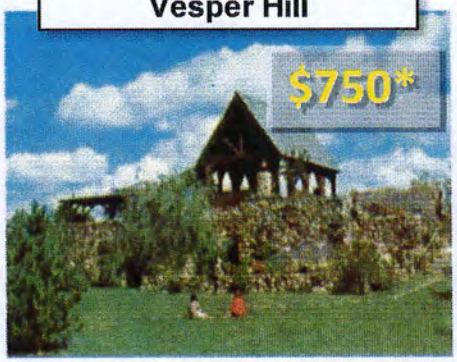
Point Lookout



Rockport Opera



Vesper Hill



The Blue Goose

Rockland Elks

Snow Bowl

Camden Amphitheatre

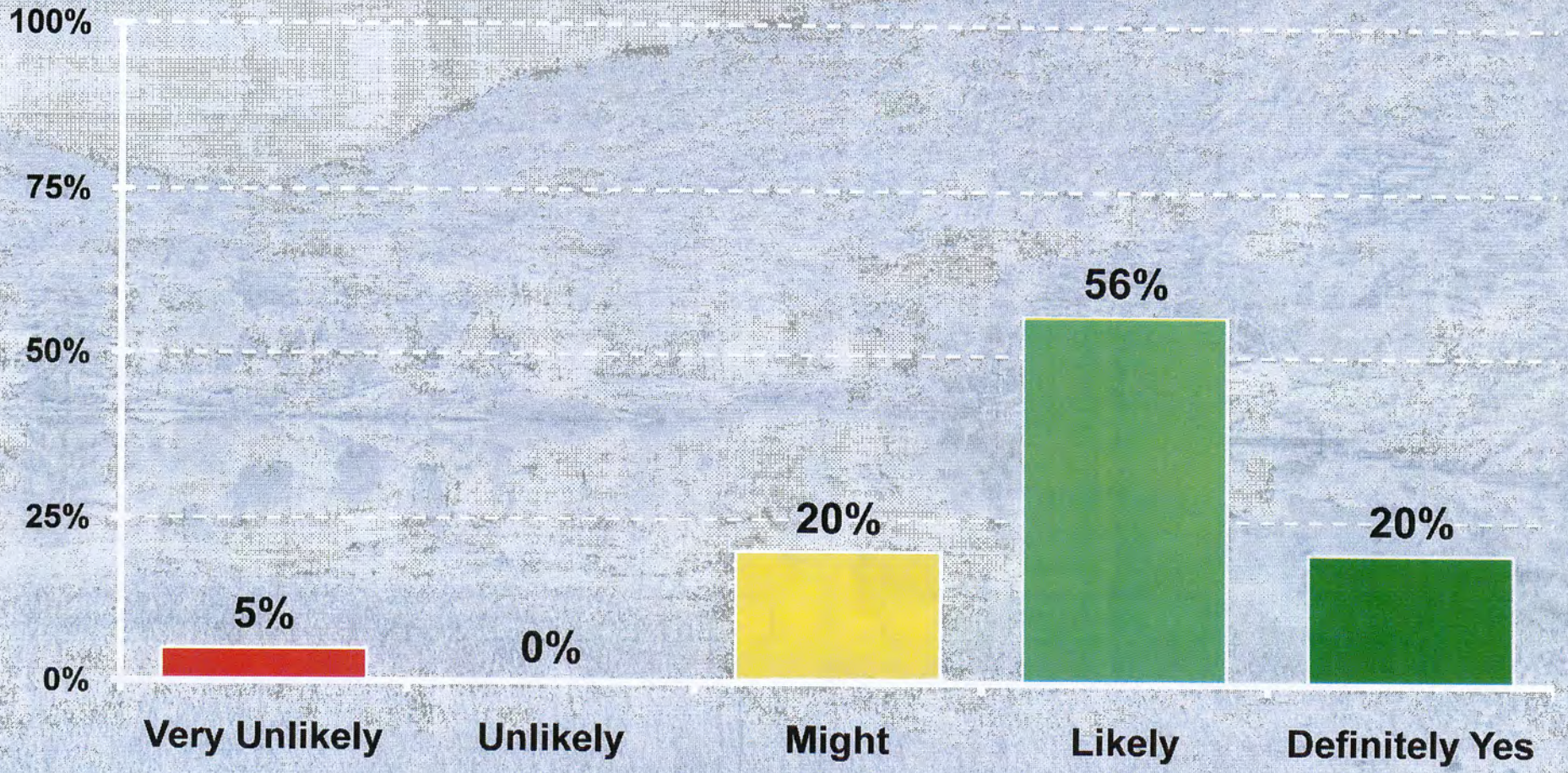
Beaver Lodge

Source: Individual Facilities

**Based on 6-hour Rental*

Will They Come?

"If the new Snow Bowl had already been built and was offered at a rate that met your budget, how likely would you be to select the facility?"



Other Comments

- Enough space for dinner, dancing, bar (and adequate bathrooms on same level as hall) for 150 to 200 people.
- The facility must just be able to accommodate the laid back atmosphere I want for my wedding.
- Nice kitchen or bar area for catering. Ability to host live music. Work with local vendors for packages that include the rental, catering, bartenders, music, photography to reduce some of the work on the bride. This could come at a high price but would still seem like a great deal for the bride to not have to do so much work.
- Too many facilities in the area are too limited in space (less than 100 guests) or require the music to be turned off too early (10:00 is too early for an evening wedding).
- We like the "lodge" look, high ceiling and interior wood finish; rustic.
- Paved parking area
- Clean grounds and less potholes
- Better restroom facilities and paved parking area
- If the facility were decorated in a way that would eliminate the amount that the bride and her family would have to spend would be a great addition. Also, the option of a caterer offered by the Camden Snow Bowl, at a higher price than the initial rental cost, may help the bride and groom in their search. An onsite associate that would be willing to help the day of the wedding would also take some of the pressures of the bride and the groom.
- Sound system, high end restrooms for guests, state of the art kitchen to prepare dinner. natural light to allow for great pictures.
- Brighten up the facility- the old Lodge is so dark. If it was brighter I would consider it for my wedding.
- Easy parking, nice atmosphere
- Not having a police officer at my event and not having a noise ordinance
- Fire Place Lighting
- Bar, good view, good space, naturally attractive even with out decorations.
- I have had trouble finding a nice space that is not a formal, corporate-feeling 'event center' for my wedding. I'd like a place with character, nice floors, high ceilings. The views are nice but realistically people are going to be spending time in the actual room where the party is.
- Improved bathroom and kitchen facilities, updated decor
- Quality lighting, chairs, etc. An on-site coordinator who would say yes to new ideas. Ability to choose caterer and florist.
- Clean, with attractive, well-kept grounds, and scenic spots for wedding photographs
- Handicapped accessible
- Option of Snowbowl catering/providing menu set up/clean up crew bar area place inside to take wedding pictures
- Bar, AIR CONDITIONING, GOOD healthy FOOD,
- Access to kitchen facility to provide you own food.
- Landscaping
- Make sure the kitchen is a "catering kitchen" otherwise when a caterer is hired it will cost more for catering rentals. This is why the Ducktrap retreat is not an option for us.

Conclusions & Recommendations

Conclusions

- Private rental of Snow Bowl lodge fits well with mission
- Existing Snow Bowl generated ~ $16,000 in revenue with minimal marketing budget and reactionary policies
  - High demand on Saturday and weekends
- Camden has strong destination appeal for weddings
- "Affordability" and "Outdoor Patio with View" are most critical facility elements
- At the right price, about 75% of brides-to-be reported a preference to use the proposed new Snow Bowl Lodge
  - Potential to book facility with as much as 95% of respondents

Recommendations

- Facility design should maximize the view of Hosmer Pond and Ragged Mountain via outdoor area and patios
- Allow use of preferred caterers, but offer choice
- In an effort to fill space more consistently, consider a variable pricing strategy for the new Snow Bowl Lodge:
  - Standard rate on Saturday nights
  - Lower cost rental fees on off-peak periods
  - Variable discounts for non-profits depending on day/season of use
- Initiate a reserve fund for repairs and replacements funded by ~ 10%-15% of all rental income
- Establish a marketing budget for advertising and consider part-time marketing staff

A Special Thanks

The Camden Parks & Recreation Department and the Ragged Mountain Recreation Area Redevelopment Committee would like to thank Tony Peterman of Strategic Advisory Group for many hours of pro-bono work on this marketing analysis. Tony's years of experience in event center and hospitality planning and marketing were invaluable in the design, completion and analysis of this report.

www.StrategicAdvisoryGroup.net

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