

## BLUE MOUNTAIN RESORTS LIMITED: THE NIGHT SKIING DECISION

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*Susan Burke prepared this case under the supervision of Professor Terry Deutscher solely to provide material for class discussion. The authors do not intend to illustrate either effective or ineffective handling of a managerial situation. The authors may have disguised certain names and other identifying information to protect confidentiality.*

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In mid-June 1979, Mr. Gordon Canning, president and chief executive officer of Blue Mountain Resorts, was facing a major decision. He had to determine whether or not facilities for night skiing in the upcoming 1979–1980 winter skiing season should be installed on the Blue Mountain slopes. If he chose to do so, he would have to determine an appropriate pricing strategy for lift tickets and season passes. Since any promotions on night skiing would have to be included in the fall brochures, the decision had to be made by July 1st.

Blue Mountain, located 136 kilometres (85 miles) north of Toronto near Georgian Bay, is Ontario's most prosperous ski resort. It is located a few miles from Collingwood, a city of 11,500 people with 40,000 living in a 20 mile radius. It was started by Jozo Weider in 1941, and he continued to run the resort until his death in 1971. Since that time, his family has operated the business, making Blue Mountain the largest family-operated ski resort in Canada.

During the 1978–1979 season, Blue Mountain had 250 acres of ski trails in service. There were 27 different trails serviced by eight chair-lifts and 10 other tows. Three quarters of the trails were covered with snow.

Blue Mountain's skier market is primarily from South and Southwestern Ontario, with a small proportion coming from the U.S. Midwest. There are basically three types of skiers at the resort. The largest group is the day skier, who represents 38.4

per cent of the skiers who visit Blue Mountain once or more during a year. Major markets for this skier are Toronto/Mississauga, the Collingwood area itself, and Hamilton/Burlington. The multi-day skier, who stays two to three days, accounts for 35.5 per cent of Blue Mountain's skiers. Most of these people also come from South and Southwestern Ontario. The final category, vacationers (who stay four days or longer), represents the remaining 26.1 per cent of Blue Mountain's skiers. In a typical week, 65 per cent of skiers at the resort ski on the weekend (Friday, Saturday, and Sunday). On average, Blue Mountain's skiers visit the resort about 10 times a season.

Mr. Gordon Canning, Jozo's son-in-law, joined Blue Mountain Resorts in 1971 after completing his MBA studies at York University. Canning became marketing manager in 1972 and General Manager in 1975. In 1978, at the age of 35, Gordon Canning advanced to president and chief executive officer of Blue Mountain Resorts Limited. He was also serving as vice president of the Ontario Ski Resorts Association, vice president of the Ontario Ski Council, and Chairman of the Tourism Development and Promotion Committee of Tourism Ontario. For an organizational chart of Blue Mountain Resorts, introducing the key people involved in the night skiing decision, see Exhibit 1.

#### **PREVIOUS INVESTMENTS (1970s)**

Gord Canning and the rest of the management were determined to maintain Blue Mountain's reputation for being innovative and successful. The organization's corporate strategy statement dictates that any proposed project must fit at least one of the following conditions before it can be undertaken:

1. A project which protects current earning power and minimizes any risks inherent to the business (e.g., weather conditions).
2. A project which expands primary earning power.
3. A project which helps to attain off-season use of facilities.
4. A project which offers new opportunities in:
  - a) other ski areas,
  - b) other recreational areas.

In addition, it was very important to the business to maintain a "comfortable capacity" at the ski resort. Capacity at a ski resort roughly translates into the number of skiers per acre who can ski the hill in reasonable comfort; it depends on hill size, hill development and lift facilities. As this skier per acre population rises, skiers become disgruntled over increasing line-ups and waiting times. Blue Mountain had managed to keep this capacity at a comfortable level by increasing

the number of lifts in 1974, 1977 and 1978 at a total cost of over \$1 million. At the same time, they developed additional areas on the mountain to offer an increasing variety of ski runs.

In 1973, a \$500,000 snowmaking system was installed; since then, a further \$1.75 million had been invested to upgrade snowmaking and grooming facilities. This investment reduced the risk to Blue Mountain of insufficient natural snowfall forcing closure of the facilities. As long as the temperature was low enough, the hill could be covered in artificial snow. Early in 1979, Blue Mountain installed the world's first computerized snowmaking system to boost the efficiency and output of its snowmaking plant. This computerized system was expected to increase the efficiency of the system for 1979–1980 by up to 30 per cent over that of the previous season. With this snowmaking facility, Blue Mountain's management felt that they could usually count on a skiing season from Christmas to mid-March.

In 1975, Blue Mountain installed “Get Moving Boards” — electronic boards to indicate which lifts were operating, the current waiting times and which of the major restaurants were open. The next year, a ski shop complex was constructed at the central base lodge to house the ski repair and rental shops.

The first major diversification away from skiing occurred in 1977 when Blue Mountain introduced “The Great Slide Ride” at a cost of \$500,000. A chairlift ride to the top of the mountain in combination with a 3,000 foot descent on a plastic sled opened the way to the development of summer tourism for Ontario ski resorts.

### **THE NIGHT SKIING OPPORTUNITY**

In the fall of 1978, Gord Canning began to inquire into ways to increase utilization of the facilities in the off-hours of the winter skiing season. Night skiing, which involves lighting up the hill with artificial lighting, allows skiers to remain on the hill until late into the evening. However, the majority of night skiing facilities were located in private resorts near large urban centers. Since the nearest large city was 85 miles away, Canning and Bev Philp (who was in charge of the Marketing Division of Blue Mountain Resorts), were uncertain about whether skiers would be interest in night skiing at Blue Mountain.

Blue Mountain's management felt a responsibility and a commitment to offering skiers the highest quality and best value for their money. Canning felt, therefore, that if Blue Mountain were to introduce night skiing, their facilities would have to be better than any of their competitors'. By lighting an entire slope, Blue Mountain could offer the longest run, the highest vertical<sup>1</sup> and the best snow conditions for night skiing in Southern Ontario.

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<sup>1</sup>A “vertical” is defined as the difference in elevation between the top of the ski trails and the base of the mountain.

Gord Canning's first move was to approach Harold Abbotts, Blue Mountain's controller, to determine the incremental investment costs of this proposal. Abbotts and Bill Skelton, who was responsible for running the operations of the resort, agreed that \$135,500 would be needed to install the necessary equipment (mostly lighting) on one area at Blue Mountain. If the decision were made to go ahead with the proposal, one of four separate areas would likely be chosen. Each of the areas was roughly similar in size; skier capacity would be easily adequate even if demand for night-skiing was much higher than expected. Two of the possible choices were ski slopes at the intermediate level of difficulty, one (the North area) was advanced, and one (Big Baby/O-Hill) was beginner and intermediate. Canning was comfortable that the \$135,000 estimate was an accurate one because all construction would be done by the Blue Mountain staff themselves.

In addition, there would be operating costs involved in maintaining the facilities for the evening hours. The costs would involve payroll for cashiers and ski patrol, repair and maintenance costs for equipment and trails, printing costs for tickets and an additional cost for utilities (lights and lifts). The total additional operating costs would be approximately \$1,000 per night plus a seasonal allocation of \$20,000 for fixed costs which would be shared with day skiing. These figures did not include the costs of additional liability insurance, which would depend on the number of skiers, or the cost of promoting night skiing. Current rates for liability insurance were \$7.75 per thousand skiers. Incremental promotional costs for supporting night skiing were estimated at no more than \$5,000.

With this information, Gord Canning approached Bev Philp and Bob Boggs (who designed and executed Blue Mountain's marketing research) and asked them to determine the market potential for night skiing. Blue Mountain already had an extensive marketing research program which enables the management to keep up to date with the changing characteristics and needs of the approximately 30,000 different skiers who visited Blue Mountain annually.<sup>2</sup> Hill Hosts and Hostesses had been hired each winter since 1975 to aid in the distribution of surveys. After working approximately two hours per day, the employee was permitted to ski the rest of the day for free.

During each winter season, 4,000 profile questionnaires are distributed. On designated sampling days (balanced according to skier frequency), the Hill Host or Hostess approaches every third person in the ticket lineup and asks how many are in the skier's party, and the age, sex and residence of each member. There are four ticket wickets at Blue Mountain and the profiles are divided in proportion to the number of tickets bought at each wicket.

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<sup>2</sup>*Exhibit 7, which is discussed subsequently in the case, shows a distribution of average number of days skied during the 1977-1978 season. It had been obtained from a survey of skiers during the following season.*

Also, during each winter season, a detailed seven-page “overall” skier survey is distributed to approximately 700 skiers. These questionnaires are distributed throughout the season in proportion to the number of skiers using the facilities during any one time period. In practice, this sampling plan means that more questionnaires are given out on weekends than during the week, and more are distributed in January and February than November and December. The questionnaires are given out by the Hill Hostesses in the various cafeterias. The number distributed in each cafeteria is determined by the proportion of dollar sales across the food outlets. Hostesses are given specified quotas by age and sex to use in requesting skiers to participate in the survey. Their quotas are developed from the results of the profiles. This plan ensures that the survey results are as demographically representative as possible.

The overall skier survey which had been conducted during the 1978-1979 skiing season already contained two questions on night skiing (see Exhibit 2 for the results), but Blue Mountain management had felt that these data were not sufficient for an accurate determination of market potential for night skiing. Therefore, Bob Boggs subsequently developed a three-page questionnaire which focused exclusively on night skiing and distributed it to just under 200 people (see Exhibit 3). This survey was conducted in an identical manner to the overall survey, except the interviews were all done near the end of the season, in February and March. Consequently, it was expected that skier profiles would be somewhat different in the night skiing survey than the overall one. Exhibit 4 contains data on several demographics for the overall survey. Data from the entire night skiing survey was also available for analysis (see Exhibits 3, 3A and Appendix 1). Refusal rates for the night skiing questionnaire were less than five per cent, since, as in the past, most skiers were very cooperative and supportive of the questionnaires.

Gord Canning felt that from this questionnaire he could get a good idea of the price sensitivity of the different consumers (planned prices for daytime skiing are shown in Exhibit 5). If he went ahead with night skiing, he knew he would have to make pricing decisions on both single-night lift tickets and on season passes. He wondered whether he should offer a special night skiing season pass or combine it with the season pass for the 1979–1980 winter season at the planned \$250 cost. He knew he had the alternative of increasing the pass price and making it a day and night pass. On the other hand, he could offer three different passes — a night season pass, a combined night and day season pass, and the traditional day season pass. He would, of course, have to set appropriate prices for all passes.

Besides the pricing decision, Canning wanted to get a good idea of the profile of the potential frequent night skiers — age, marital status, place of residence, etc. If he decided to go ahead with the project, he felt that he needed this information for planning a successful introduction — both from a promotional standpoint (e.g., what sort of message should he try to communicate to what people living where?)

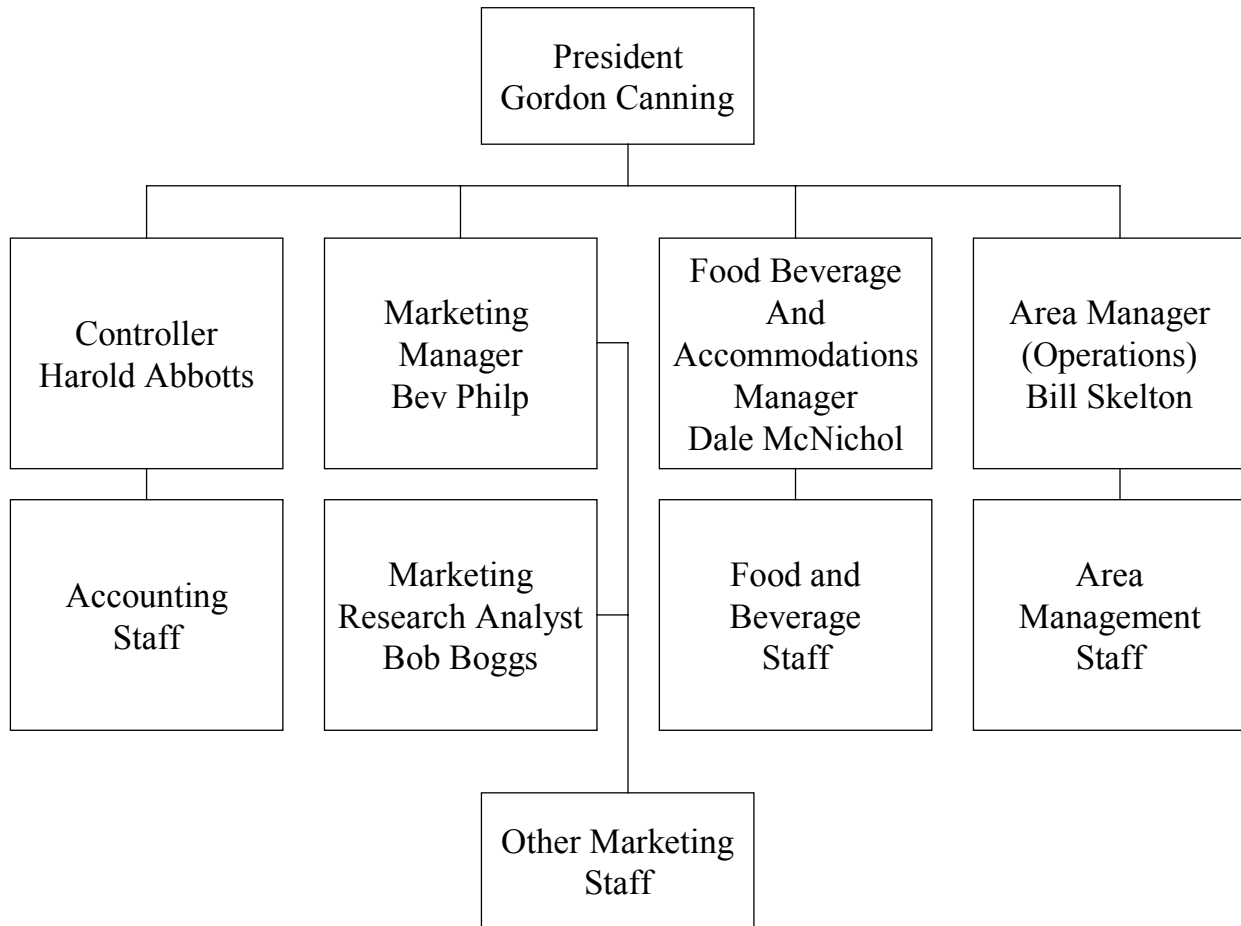
and from a product line standpoint (e.g., how important was it to have après-ski activities?).

In making his decision, Gord Canning also thought that it might be worthwhile to review some information he had about day skiers, because this data could potentially offer him some insights about patterns of behavior which would emerge for night skiers. First, he was interested in skiers' spending patterns. Exhibit 6 presents a summary of the expenditures of the typical skier for a day on the slopes during the 1978–1979 season. It also contains rough estimates of the estimated gross margins for evening operations of service (food and beverage, ski rentals, etc.). Also, Canning wanted to review the data on frequency of skier visits during a year. His marketing staff told him that the last accurate data which were available had been obtained from the recent overall survey, only it was data for the 1977–1978 season (Exhibit 7).

Blue Mountain's management had observed a marked divergence between data obtained when skiers were asked to recall how much they skied last year and information given when they were asked to forecast how much they were going to ski in the future. On average, people seemed to think that they would ski considerably more in the future than they had in the past. What Gord Canning had to decide was to what extent any forecasts for the future reflected plans that would actually be realized rather than inaccurate optimism. With these reservations in mind, he sat down to begin his analysis of the night skiing decision.

Exhibit 1

ABBREVIATED ORGANIZATION CHART<sup>1</sup>



<sup>1</sup>This chart contains only the people who would be involved to some extent in the Night Skiing Decision.

## Exhibit 2

## NIGHT SKIING QUESTIONS ON THE OVERALL SURVEY

How likely would you be to use night skiing facilities on a regular basis?

Definitely would use	14.1%
Probably would use	15.9
Might/might not use	20.1
Probably would not use	30.9
Definitely would not use	19.0

How often over the season would you use night skiing facilities?

(Asked of those respondents who at least might use the night skiing facilities at Blue Mountain.)

One time	17.0%
Two times	18.5
Three times	11.8
Four times	5.8
Five times	8.8
6–10 times	15.5
11–15 times	3.5
16–20 times	2.8
Once every weekend	5.5
Occasionally	7.3
Weekends and holidays	3.0



## Exhibit 3 (continued)

4. How many times a year would you ski at night?
- |    |            |        |
|----|------------|--------|
| 1. | 1-5        | 33.7%* |
| 2. | 6-10       | 33.7%  |
| 3. | 11-15      | 15.7%  |
| 4. | 16-20      | 7.2%   |
| 5. | 20-30      | 4.8%   |
| 6. | 30 or more | 4.8%   |
5. What night of the week would you prefer to ski?
- |    |           |       |    |          |       |
|----|-----------|-------|----|----------|-------|
| 1. | Monday    | 4.9%  | 5. | Friday   | 28.0% |
| 2. | Tuesday   | 7.3%  | 6. | Saturday | 25.6% |
| 3. | Wednesday | 9.8%  | 7. | Sunday   | 13.4% |
| 4. | Thursday  | 11.0% |    |          |       |
6. How far would you drive to go night skiing?
- |    |                      |       |
|----|----------------------|-------|
| 1. | less than five miles | 7.3%  |
| 2. | 6-10 miles           | 11.0% |
| 3. | 10-25 miles          | 17.1% |
| 4. | 25-35 miles          | 13.4% |
| 5. | 35-75 miles          | 29.3% |
| 6. | more than 75 miles   | 22.0% |
7. Would your trips be mainly:
- |    |  |         |
|----|--|---------|
| 1. | Skiing at Blue Mountain for the night and returning home the same night              | (16.0%) |
| 2. | Skiing at Blue Mountain for one day and one night                                    | (14.8%) |
| 3. | Skiing at Blue Mountain for two or more days combined with a night or more of skiing | (55.6%) |
| 4. | Other, please specify _____  | (13.6%) |
8. At what hour would you usually begin night skiing at Blue Mountain?
- |    |        |       |    |             |       |
|----|--------|-------|----|-------------|-------|
| 1. | 3 p.m. | 4.8%  | 5. | 7 p.m.      | 38.6% |
| 2. | 4 p.m. | 3.6%  | 6. | 8 p.m.      | 7.2%  |
| 3. | 5 p.m. | 15.7% | 7. | 9 p.m.      | 4.8%  |
| 4. | 6 p.m. | 25.3% | 8. | other _____ |       |

\*Tabulation for Questions 4-22 are all based on the 83 respondents (44.4 per cent) who replied "yes" to Question 3.

## Exhibit 3 (continued)

9. At what hour would you usually finish night skiing at Blue Mountain?
- |    |        |   |    |         |       |
|----|--------|---|----|---------|-------|
| 1. | 5 p.m. | — | 5. | 9 p.m.  | 4.9%  |
| 2. | 6 p.m. | — | 6. | 10 p.m. | 40.7% |
| 3. | 7 p.m. | — | 7. | 11 p.m. | 54.3% |
| 4. | 8 p.m. | — |    |         |       |
10. a) Midweek skiing for the day costs \$9.00. What do you think is a fair ticket price for midweek night skiing?  
\_\_\_\_\_ (See Exhibit 3A for tabulation)
- b) Weekend skiing for the day costs \$12.00. What do you feel is a fair ticket price for weekend night skiing?  
\_\_\_\_\_ (See Exhibit 3A for tabulation)
11. Would après-ski entertainment be a factor in your decision to go night skiing?
- |    |     |       |    |    |       |
|----|-----|-------|----|----|-------|
| 1. | yes | 67.5% | 2. | no | 31.3% |
|----|-----|-------|----|----|-------|
12. At which area would you like to see night skiing at Blue Mountain?
- |    |                         |       |
|----|-------------------------|-------|
| 1. | North                   | 11.4% |
| 2. | Happy Valley/Apple Bowl | 38.0% |
| 3. | Tranquility/Smart Alec  | 38.0% |
| 4. | Big Baby/O-Hill         | 12.7% |
13. Would you be interested in ski lessons at night?
- |    |     |       |    |    |       |
|----|-----|-------|----|----|-------|
| 1. | yes | 24.1% | 2. | no | 75.9% |
|----|-----|-------|----|----|-------|
14. Would you require rentals at night?
- |    |     |       |    |    |       |
|----|-----|-------|----|----|-------|
| 1. | yes | 10.8% | 2. | no | 89.2% |
|----|-----|-------|----|----|-------|
15. How many times will you ski at Blue Mountain this year?  
\_\_\_\_\_ (See Exhibit 3A for tabulation)

## Exhibit 3 (continued)

16.	Are you a season's pass holder?		
	1. yes	20.5%*	15.6%**
	2. no	78.3%	84.4%

## ABOUT YOURSELF

Finally, to help us classify the answers, could you please answer these last few questions?

17.	What is your age?		
	1. under 15	4.8%*	4.3%**
	2. 16-17	7.2%	4.8%
	3. 18-24	54.2%	52.7%
	4. 25-34	25.3%	29.3%
	5. 35-49	8.4%	8.5%
	6. 50 and over	—	0.5%
18.	Your sex?		
	1. Male	69.5%*	67.7%**
	2. Female	29.3%	32.3%
19.	Where do you live? (See Exhibit 3A for a Summary)		
	1. Toronto		11. Windsor
	2. Hamilton/Burlington		12. Barrie
	3. Oakville		13. Collingwood and area
	4. Mississauga		14. Owen Sound
	5. London		15. Detroit area
	6. Guelph		16. Other Michigan
	7. Cambridge		17. Ohio
	8. Kitchener/Waterloo		18. New York
	9. Oshawa		19. Other
	10. Sarnia		

\*Percentages are based on night skiers at Blue Mountain (Q.3).

\*\*Percentages are based on all respondents to the survey.

**Exhibit 3 (continued)**

20. What is your occupation?
- |     |                            |       |
|-----|----------------------------|-------|
| 1.  | Professional/Managerial    | 35.8% |
| 2.  | Owner                      | 1.2%  |
| 3.  | Sales                      | 8.6%  |
| 4.  | Clerical                   | 4.9%  |
| 5.  | Skilled Labour             | 12.3% |
| 6.  | University/College Student | 9.9%  |
| 7.  | High School                | 25.9% |
| 8.  | Elementary Student         |       |
| 9.  | Housewife                  | 1.2%  |
| 10. | Unemployed                 |       |
| 11. | Retired                    |       |
21. What is your marital status?
- |    |         |       |
|----|---------|-------|
| 1. | Single  | 80.5% |
| 2. | Married | 18.3% |
22. What is your total family income, before taxes?
- |    |                 |       |
|----|-----------------|-------|
| 1. | under \$12,000  | 8.8%  |
| 2. | \$12,000-14,000 | 14.7% |
| 3. | \$15,000-19,000 | 25.0% |
| 4. | \$20,000-24,999 | 14.7% |
| 5. | \$25,000-29,000 | 11.8% |
| 6. | \$30,000-35,000 | 5.9%  |
| 7. | over \$35,000   | 19.1% |
23. Do you have any general comments about night skiing at Blue Mountain?
- 
- 

**THANK YOU!!**

## Exhibit 3A

## SELECTED FREQUENCY COUNTS FROM THE NIGHT SKIING SURVEY

## Question 10

**%\* Judging the Price as "Fair" for Skiing**

Price	%* Judging the Price as "Fair" for Skiing	
	a) Midweek Nights	b) Weekend Nights
Less than \$4	13.2%	—
\$4	19.7%	5.1%
\$5	31.6%	16.7%
\$6	17.1%	21.8%
\$7	9.2%	15.4%
\$8	5.3%	16.7%
\$9	2.6%	6.4%
\$10	—	11.5%
More than \$10	—	5.1%

## Question 15

Anticipated Skiing Days this year at Blue Mountain	Night Skier Respondents*		All Respondents
	Night Skier Respondents*	All Respondents	
0	1.3%	1.7%	
1-5	29.9%	34.5%	
6-10	15.6%	17.2%	
11-15	9.1%	9.8%	
16-20	16.9%	10.9%	
More than 20	27.3%	25.9%	

## Question 19

Location of Home	Codes from Q.19	Per Cent of:	
		Blue Mountain Night Skiers	All Respondents
Toronto	1	48.8%	42.8%
Near Toronto	2,3,4,9	22.0%	20.3%
Southwestern Ontario	5,6,7,8,10,11	8.5%	11.2%
Collingwood Area	12,13,14	8.4%	13.4%
United States	15,16,17,18	12.2%	11.8%

\*Tabulation based on the 83 respondents (44.4 per cent) who replied "Yes" to Question 3.

**Exhibit 4****DEMOGRAPHIC DATA FROM THE OVERALL SURVEY****AGE**

<b>Category</b>	<b>Percentage of Respondents</b>
Under 15	6.1%
16 and 17	8.8%
18 to 24	41.6%
25 to 34	30.6%
35 to 49	11.6%
50 and over	1.3%

**SEX**

<b>Category</b>	<b>Percentage of Respondents</b>
Male	60.8%
Female	38.9%

**MARITAL STATUS**

<b>Category</b>	<b>Percentage of Respondents</b>
Single	67.2%
Married	25.1%
Separated/Divorced	7.6%

**SEASON'S PASS HOLDER**

<b>Category</b>	<b>Percentage of Respondents</b>
Yes	17.8%
No	82.2%

## Exhibit 5

## PLANNED LIFT RATES FOR THE 1979-1980 SEASON

	Weekend & Holidays	Midweek
All-Day Ticket	\$13.00	\$11.00
Red Lift*	\$10.00	\$ 8.00
Afternoon Ticket**	\$10.00	\$ 8.00
Rope Tow	\$ 3.00	\$ 3.00
Monday to Friday Ticket	N/A	\$45.00
Season Ticket		\$250.00

\*Surface lifts which go way up the mountain.

\*\*Good for the period 1:00 p.m. to 4:30 p.m. All other tickets are usable between 9:00 a.m. and 4:30 p.m.

## Exhibit 6

DOLLAR REVENUE PER SKIER VISIT<sup>1</sup>

	Dollar Revenue	Estimated Gross Margins for Night Skiing <sup>2</sup>
Lifts	\$10.15	—
Food and Beverage	3.82	20%
Blue Mountain Inn <sup>3</sup>	0.27	—
Ski School	0.39	10%
Rental and Repairs	1.15	40%
Ski Shop	<u>1.06</u>	30%
	\$16.84	

<sup>1</sup>Season pass holders are excluded.

<sup>2</sup>These figures are very rough estimates. They were obtained by taking the margins from daytime operations and adjusting them to reflect costs at projected service levels for night skiers.

<sup>3</sup>During the ski season, the Inn operates at or near capacity.

## Exhibit 7

AVERAGE NUMBER DAYS SKIED 1977–1978<sup>1</sup>

<u>Number of Times Skied</u>	<u>Percentage of Skier Population</u>
0	13.4%
1–5	20.3%
6–10	15.7%
11–15	12.2%
16–20	10.3%
21+ (avg. 26)	28.1%

<sup>1</sup>This data was collected in the “overall” survey during the 1978–1979 skiing season, so these figures include a substantial fraction who had not skied at all during the previous year.

**Appendix 1**  
**CROSS TABULATIONS**

**Table 1**

**CROSS TABULATION OF PASS HOLDER STATUS (QUESTION #16)  
BY NIGHT SKIING INTEREST (QUESTION #3)**

		Interested in Night Skiing at Blue Mountain? (Question 3)		
		Yes	No	Total
Pass holder (Question #16)	Yes	17* (60.7%)	11 (39.3%)	28 (100%)
	No	65 (41.4%)	92 (58.6%)	157 (100%)
Column Total		82 (44.3%)	103 (55.7%)	185 (100%)

*\*For example, the numbers in this cell of the table indicate that there were 17 pass holders in the survey who were interested in night skiing at Blue Mountain. These 17 respondents represented 60.7 per cent of the pass holders in the survey. (All percentages are taken along a row in the tables.)*

## Appendix 1 (continued)

Table 2

**CROSS TABULATION OF PASS HOLDER STATUS (QUESTION #16)  
BY FREQUENCY OF NIGHT SKIING (QUESTION #4)\***

		Frequency of Night Skiing (Times per year)						Row Total
		1-5	6-10	11-15	16-20	20-30	30 or more	
Pass holder (Question #16)	Yes	3 (17.6%)	6 (35.3%)	2 (11.8%)	3 (17.6%)	2 (11.8%)	1 (5.9%)	17 (100%)
	No	25 (38.5%)	22 (33.8%)	11 (16.9%)	3 (4.6%)	1 (1.5%)	3 (4.6%)	65 (100%)
Column Total		28 (34.1%)	28 (34.1%)	13 (15.9%)	6 (7.3%)	3 (3.7%)	4 (4.9%)	82 (100%)

\*This table contains only the respondents who were interested in night skiing at Blue Mountain (i.e., "yes" on Question #3).

Table 3

**PASS HOLDER STATUS (QUESTION #16)  
BY TYPE OF TRIP (QUESTION #7)\***

		Type of Trip (Question #7)				Row Total
		Night	Day and Night	Two or More Days	Other	
Pass holder (Question #16)	Yes	5 (31.3%)	0 (0.0%)	7 (43.8%)	4 (25.0%)	16 (100%)
	No	8 (12.5%)	12 (18.8%)	37 (57.8%)	7 (10.9%)	64 (100%)
Column Total		13 (16.3%)	12 (15.0%)	44 (55.0%)	11 (13.8%)	80 (100%)

\*This table contains only the respondents who were interested in night skiing at Blue Mountain (i.e., "yes" on Question #3).

## Appendix 1 (continued)

Table 4

**CROSS TABULATION OF PASS HOLDER STATUS (QUESTION #16)  
BY JUDGMENT OF A FAIR TICKET PRICE — MIDWEEK NIGHTS (QUESTION #10A)\***

		Fair Ticket Price — Midweek Nights (Question #10A)							Row Total
		Below \$4	\$4	\$5	\$6	\$7	\$8	\$9 or more	
Pass holder (Question #16)	Yes	4 (25.0%)	3 (18.8%)	5 (31.3%)	3 (18.8%)	0 (0.0%)	0 (0.0%)	1 (6.3%)	16 (100%)
	No	6 (10.2%)	12 (20.3%)	19 (32.2%)	10 (16.9%)	6 (10.2%)	4 (6.8%)	3 (3.4%)	59 (100%)
Column Total		10 (13.3%)	15 (20.0%)	24 (32.0%)	13 (17.3%)	6 (8.0%)	4 (5.3%)	3 (4.0%)	75 (100%)

Table 5

**CROSS TABULATION OF PASS HOLDER STATUS (QUESTION #16)  
BY JUDGMENT OF A FAIR TICKET PRICE — WEEKEND NIGHTS (QUESTION #10B)\***

		Fair Ticket Price — Weekend Nights (Question #10B)								Row Total
		Below \$5	\$5	\$6	\$7	\$8	\$9	\$10	\$12	
Pass holder (Question #16)	Yes	3 (18.8%)	2 (12.5%)	4 (25.0%)	4 (25.0%)	0 (0.0%)	1 (6.3%)	1 (6.3%)	1 (6.3%)	16 (100%)
	No	1 (1.6%)	11 (18.0%)	13 (21.3%)	8 (13.1%)	13 (21.3%)	4 (6.6%)	7 (11.5%)	4 (6.5%)	61 (100%)
Column Total		4 (5.2%)	13 (16.9%)	17 (22.1%)	12 (15.6%)	13 (16.9%)	5 (6.5%)	8 (10.4%)	5 (6.5%)	77 (100%)

\*These tables contain only the respondents who were interested in night skiing at Blue Mountain (i.e., "yes" on Question #3).