

Questions:

What is a village?

What is a community, and how do we influence the soul and "goodness" of that community?

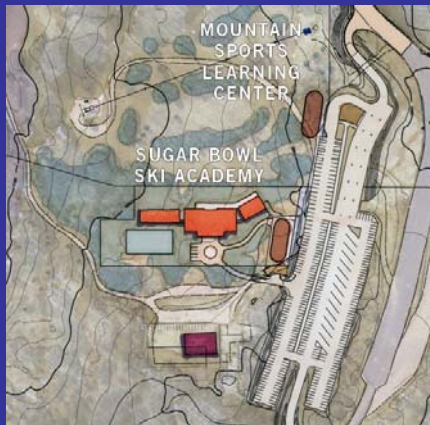
What makes a village special?

How will our Sugar Bowl Village thrive in years to come?

How will we maintain Sugar Bowl's unique traditions (love of skiing, nature, family) in a world of ski resort buyouts by publicly-traded corporations?

What role does a youth organization like the Sugar Bowl Ski Team play in the life of the village?

How does a school fit in?



Sugar Bowl Resort Master Plan 2005

We have had something really special at Sugar Bowl for the past 60 years. A thriving school would extend and enhance the unique community created at Sugar Bowl by its founding families, and is an essential component of a ski resort Village that will survive and flourish in an uncertain ski industry future.

Patricia Hellman Gibbs, MD, Board Chair

We could use your help!

Our current annual budget is roughly \$2 Million; we expect to raise 75% from dues and tuition and the remaining 25% (or \$500,000) from contributions (events and individual contributions). Both Ski Team and Academy programs require contribution income, as neither can support itself on operating income (dues/tuition) alone.

Income

- \$120,000 from events
• \$130,000 from existing Gold Medal Council mbrs.
• \$140,000 from our Annual Fund
• \$80,000 from individual and Foundation donations
• This leaves \$30,000 remaining just to break even. We currently have minimal reserve funds and no endowment. Our goal is to raise a reserve of at least 1 month's operating expense, or approximately an additional \$165,000 for a total of \$195,000

How does this translate?

- Break even: we need 3 more GMC* members
• Raise reserve fund: we need 8 more GMC members and additional contributions income of \$115,000

Capital Improvements - short term

- Replacement of snowguns necessary in next 6 mo.
• Install Sprung structure purchased from Sugar Bowl, will act as gymnasium for academy and ski team

Capital Improvements - long term

- Ultimately, to exist with the type of quality expected by SB villagers in schools for their children, and to compete with other snowsports academies, we will need to build a better school facility - will you talk with us about building it?

*GMC membership donation is \$10,000/yr for 3 years

Can you help? Or do you want more info? Please contact one of our campaign volunteers: John Hommeyer 510-499-4567 john.hommeyer@clorox.com Tricia Gibbs 415-309-1772 pgibbs@sbst.org Bill Hudson 530-426-6727 bhudson@sbst.org Don Wood 916-781-3242 don@cookscollision.com

OUR SKI TEAM

OUR ACADEMY

OUR VILLAGE

Case Statement Sugar Bowl Ski Team Foundation



To: All those who have a vital interest in the past, present, and future of Sugar Bowl

Sugar Bowl—Our Village

In the late 1930's, the founders of Sugar Bowl were drawn to the mountain by their love of skiing and their vision of a resort cradled within a pristine basin graced in winter months with a bounty of nature's snowfall. The first settlers of the resort pursued the dual ideal of achieving the best in facilities for avid skiers and creating a cozy, European-style village for after-ski, domestic life.



Sugar Bowl Ski Team outside Village Hall spring 2005

Throughout the next 4 decades, the village thrived as a relatively small group of chalet ski homes populated by avid skiers and their gifted and passionate ski instructors and coaches. Village life was enhanced by the visits of eminent guests who stayed at the charming lodge at the base of the mountain. These guests included both famous movie stars and international ski racing icons. During this time, the ski resort industry showed steady growth and both the number and size of ski resorts increased dramatically.

This trend began to shift, however, in the last two decades of the 20th century. Due to population factors, the number of new skiers and snowboarders leveled off. American ski resorts began to compete with each other for this limited number of skiers. The way they competed was to offer greater luxuries, amenities, non-skiing activities, high-end real-estate, "guaranteed" snow preparation, and increased uphill capacity. There emerged a small number of publicly-traded corporations that bought up the independent, privately-owned resorts. Each of these corporations has their own particular "brand" which they place upon the resorts they purchase. For each, the "brand" includes a special type of

base "village" whose main purpose is to provide entertainment (for the skier) and income (for the corporation).

In his book, *Downhill Slide*, Hal Clifford describes this phenomenon as follows: "Everyone involved in their development, operation, and promotion calls these creations "villages", but saying it doesn't make it so. Sure, the place is bustling, the beds are hot. But nobody here knows anybody else—*what sort of a village is that?*"*

What sort of Village Are WE?

Sugar Bowl has felt the effect of these changes, and has fought to maintain its unique identity while preserving those things that make it special, the most precious of which is our village.

In order to preserve our resort and our village in future, it is critical that we attend to how we will exist as a *real village*, not a *false village*. What distinguishes these two things? A false village, as it exists in the modern ski resort, is a "grafted on" community, disconnected from the needs of the people who live there and the environment in which it is situated, with detrimental effect upon both. Its ethic is about facilitating the spending of money and the immediate gratification of creature comforts.

A *real* village, on the other hand, is sustainable by virtue of its being composed of people who know each other and care both about the local community and the natural environment in which it is situated. A real village has things like homes, communal gathering places to share meals and celebrations, people who take care of each other and the environment, and services like *clinics and schools*.

Sugar Bowl is a unique and wonderful place, founded upon the principal of "Idraet", that is, the ideal that skiing is a "pastime that produces healthy, well-rounded, and moral citizens"*. A vibrant ski team and school at Sugar Bowl will add further power and longevity to this ideal by instilling a love of skiing in our children and helping them to be a part of the resort's future in a manner that is both passionate and responsible. And this is a good thing for the Sugar Bowl resort..

**Downhill Slide*. Hal Clifford, Sierra Club Books, SF 2002

Really, we're expanding the village for two reasons. One, the profits will be reinvested into our mountain. And two, we want to have a bigger village than we have here to support the restaurants, the recreation facilities, the ski team and all those other things that create a vibrant village. Rob Kautz, *Sugar Bowl Resort President, Sierra Sun, February 2005.*

WHY DOES A SKI TEAM NEED AN ACADEMY?

Without a ski academy:

A development program with younger children competing mostly locally and quitting or leaving to attend another program (such as a ski academy) at the age of 12 or 13

A fun weekend program for young children and early adolescents that grow disinterested in skiing and the Sugar Bowl community at the age of 13 or 14

A local program whose context is the Truckee/North Tahoe and Northern California community, with little opportunity for cross-cultural experiences through exposure to those from other cultures or ethnic backgrounds

A program that challenges youth only within a certain comfort range.

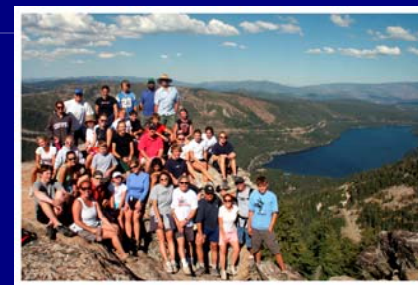
With a ski academy:

A program where children can dream the biggest dreams and then make them happen: attend their "reach" college, race for an NCAA division 1 ski team, make the U.S. Ski Team or even race in the Olympic Games.

A vital year-round program addressing the development of the whole child and the full realization of their potential as athletes, scholars, and individuals

A program that begins in context of a local community but expands outward to encompass, through sports and the Olympic ideal, the global community and each individual's responsibility and place within that community

A program that progresses through age-appropriate steps from a fun and friend-oriented approach in the younger years to a training program teaching the value of real, dedicated hard work applied with persistence and concentration.



Sugar Bowl Academy Students and Staff, 2005