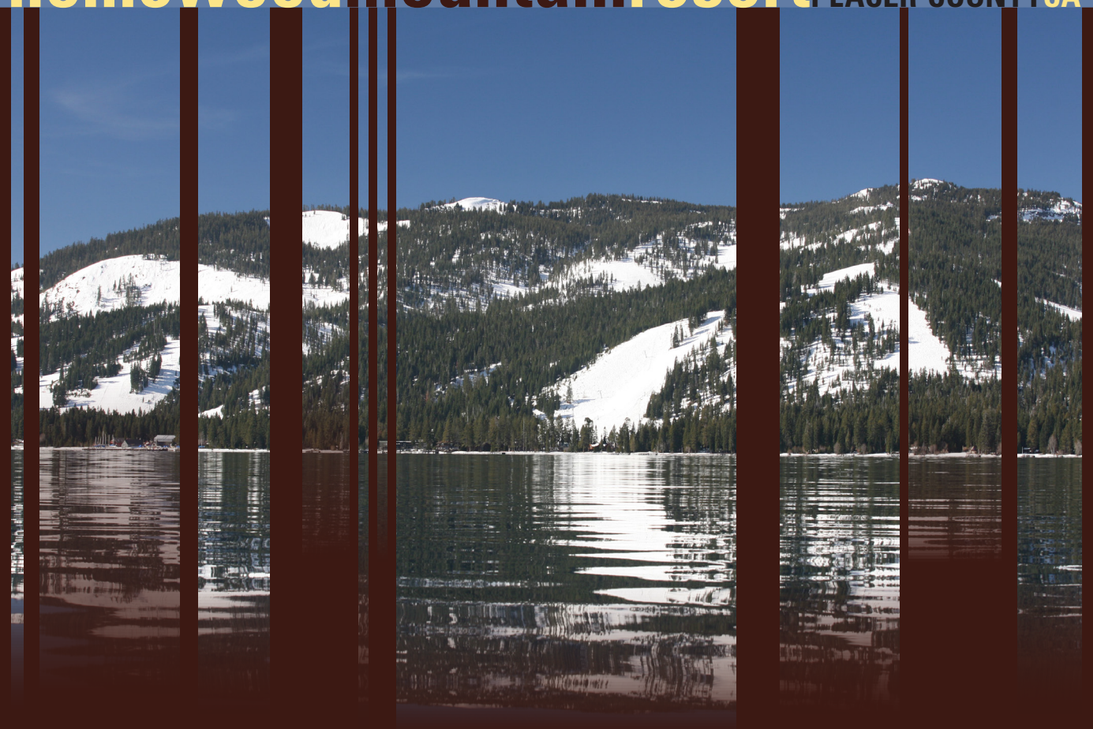
homewoodmountainresort PLACER COUNTY CA



Draft

Master Plan

Homewood Mountain Resort

Updated August 2011

HOMEWOOD Mountain Resort

JMA VENTURES

tableofcontents

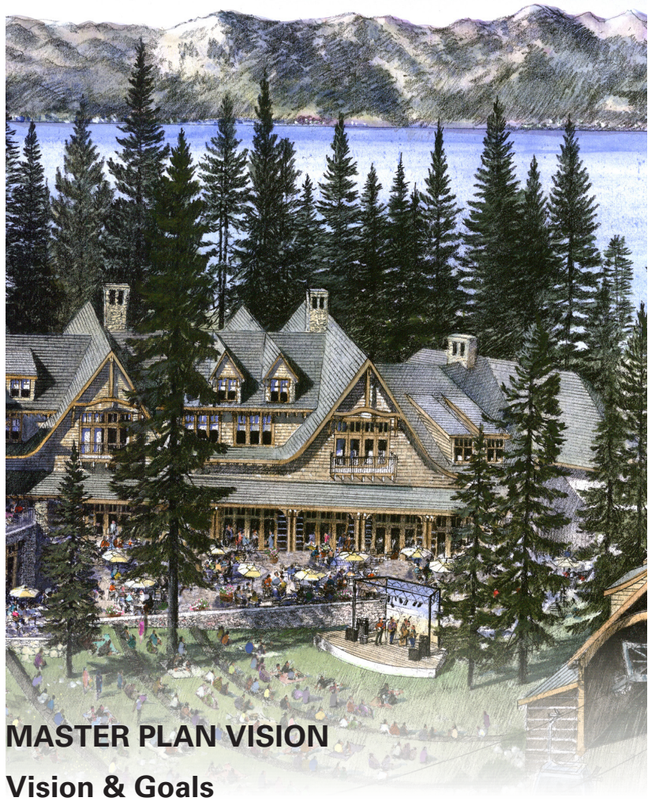
tableofcontents

LIST OF TABLES

APPENDICES (to be developed under separate cover)

prepared by: DESIGNWORKSHOP
128 Market Street
Stateline, Nevada 89449
775.588.5929

I. executive summary / introduction



MASTER PLAN VISION

Vision & Goals

The vision of the Homewood master plan is to raise the bar for responsible resort redevelopment in the Western United States and to do so by redeveloping Homewood into a four-season resort that will exemplify concepts of social, economic and environmental responsibility. Environmental, economic and social sustainability are important considerations in the design and redevelopment of Homewood Mountain Resort.

The overall vision includes improving the Homewood resort property by updating aging infrastructure and creating a bed base that does not exist today. The vision also includes preserving Homewood's basic personality as a small, un-crowded, family-friendly enclave for those who love winter sports and spending summers at Lake Tahoe. A central goal of that plan is to restore Homewood as a key gathering center for Lake Tahoe's West Shore and to maintain the heritage of a ski resort that can be enjoyed equally by local residents and visitors. A primary objective of the master plan is to minimize impacts to traffic on the West Shore – if necessary, by limiting the number of ski tickets that are sold on any given day.

The master plan includes a commitment to state-of-the-art programs of reforestation, hydrology, and energy conversion programs in excess of the requirements of existing environmental regulations. Watershed protection and water treatment improvements have already been implemented and installed to insure that sediment laden water runoff is prevented from draining into Lake Tahoe. New demonstration projects that focus on the re-vegetation of the mountain to control run-off have begun. Research and monitoring of these treatment areas are using simulated rainfall to directly measure the benefits of treatment as compared to background and to other types of treated and untreated areas. Many of the water quality treatment initiatives around the existing base areas will ultimately be dismantled as the new resort takes shape and replaced with newer, updated initiatives. A commitment to this type of ground-breaking research should provide the data necessary to reduce the environmental impact on the Homewood mountain, and, ultimately, to help keep Lake Tahoe blue.

Ski areas such as Homewood traditionally generate sufficient revenues to sustain themselves by attracting as many visitors as possible to ski at their facilities. This formula has not been working at Homewood. Homewood today is a commuter ski area. There is no bed base and virtually every ski visit to Homewood is by car, requiring a trip to and from the area daily. California State Highway 89 is already over-crowded on peak ski days and there is inadequate parking to accommodate large skier turnouts. The new master plan is designed to insure that Homewood remains a viable resort. The plan calls for a limitation of peak skier visits and calls for attracting visitors who will stay at the resort for several days at a time, thereby helping to reduce daily traffic. The overall density of the Homewood Master Plan has been guided by 3 specific objectives based on extensive community input:

1) Consistency with the scale and character of Homewood.

2) Enhance the lifestyle and property values of west shore residents.

3) Generation of sufficient revenues to support the proposed environmental and fire safety improvements and ensure the continued viability of the ski operations.

While Homewood Mountain Resort (HMR) is committed to improving the property, including updating its aging infrastructure and financial viability – and, in so doing, implementing a variety of environmental initiatives, HMR is equally committed to preserving Homewood's basic personality as a small, no-crowds-on-the slopes, family-friendly enclave for those who love skiing.

Along with conserving the attributes of HMR that make it unique, HMR also needs to look toward the future and identify opportunities that will sustain its operation. If Homewood is to remain as a viable public recreational amenity, a new plan must emerge that limits peak skier visits, attracts visitors who will stay at the resort for several days, thereby reducing daily traffic, and continues to offer a convenient and quality skiing experience to local, west shore residents. The purpose of the HMR Master Plan is to set the course for improvements at the resort necessary to support and achieve the goals for the future resort. The following goals shaped the current master planning efforts and will continue to guide HMR as it strives to become a model for responsible land use and community planning:

- Restore Homewood as the community center of the west shore of Lake Tahoe
- Preserve the character of Homewood by developing new facilities that reflect the existing architectural quality and scale of the community
- Preserve HMR reputation as a small, no-crowds-on-the-slopes, family friendly enclave that can be enjoyed equally by local residents and visitors alike

Summer Time View Above Quail Lake

- Update infrastructure to improve the overall skiing and recreation experience
- Create a financially viable amenity along the west shore that is compatible and complimentary to other commercial enterprises
- Become a leader in environmental consciousness with the HMR sustainable mountain plan
- Minimize impacts to traffic on the west shore.

Purpose and Need

In 1990 the Tahoe Regional Planning Agency's (TRPA) Governing Board adopted the Ski Area Master Plan Guidelines to assist those involved in ski area master planning. Generally, the provisions set forth in the guidelines outline the requirements for approval of a master plan, as well as the goals and policies which guide ski area development. The following criteria provide the TRPA's purpose for developing a master plan that guides the development of ski areas.

Criteria 1 - Expansion of existing ski areas to meet increased demand and needs is preferable to the development of new ski areas in the Tahoe Region.

Criteria 2 - The location and citing of expanded ski terrain and facilities shall be responsive to both environmental concerns and site amenities.

Criteria 3 - Expansion of existing ski areas is both targeted and limited during the twenty year life (1987-2007) of TRPA's Regional Plan to expansion which accommodate a total of 12,400 new Persons At One Time.

Criteria 4 - Expansion of ski areas shall be consistent with TRPA's Regional Plan.

Criteria 5 - Expansion of ski areas shall be consistent with the availability of accommodations and infrastructure necessary to support visitors attracted to such ski areas.

Criteria 6 - All Expansion of existing ski areas shall be implemented so as to not permit the expansion of existing day-use parking facilities at such ski areas.

Criteria 7 - All proposed expansions shall comply with the applicable requirements of other local, state, and federal laws.

Criteria 8 - The planning time frame for master plans is recommended to be at least ten years.

Criteria 9 - The master plan shall achieve a balanced facility as measured by the following criteria: A. Cumulative Watershed Effects; B. Skier density; C. Uphill lift capacity/ ski run capacity; and D. Skier support facilities.

Despite lift replacements (Quail triple chair in 2005 and Quad detachable in 2007) HMR is experiencing a "Catch-22" dilemma: the capital expenditures required cannot be supported by the current level of operations, and the resort's market sustainability is limited by its lack of modernization and a bedbase on site. Depreciation and repair costs are outpacing revenues. Stated otherwise, the resort needs to modernize to attract more skiers, and improved market performance is needed to finance the cost of the improvements. This situation is further exacerbated by the need to recoup acquisition costs in an expensive Tahoe real estate market.

Unfortunately, the costs of construction, and the capital cost of acquiring the resort requires substantial additional capitalization that sale of lift tickets alone cannot begin to cover. The only way modern ski resorts can hope to finance improvements to on-mountain facilities and lifts is through the development and sale of lodging and other improvements. In addition to land costs, the costs of entitlements for both on-mountain and base facilities, and the cost of related development must be recouped from the sale of base area real estate development.

Ski area projects in the Tahoe Basin are reviewed by the Tahoe Regional Planning Agency (TRPA), pursuant to provisions of the Tahoe Regional Planning Compact (Public Law 91¬148, 83 Statute 380, 1969; Public Law 96-551 94 Statute 3233, 1980; California Government Code Sections 66800, 66801. et.seq., 1980). Under this statute, TRPA must review each development project within the Tahoe Basin to identify and evaluate environmental impacts which may occur as a result of the project, and to determine whether or not the project complies with the Lake Tahoe Regional Plan and applicable ordinances, rules and regulations.

Placer County is the Responsible Agency for reviewing the project under California Environmental Quality Act (CEQA) and County requirements. Other agencies involved in the process include the California State Water Quality Control Board - Lahontan Region, the US Fish and Wildlife Service, and such local entities as the Tahoe City Public Utility District.

Existing North Base

MASTER PLAN PROCESS

Alternative Master Plan Process

The TRPA Code of Ordinance Chapter 16, Specific and Master Plans, outlines the process for preparing and adopting specific plans or project oriented master plans to augment plan area statements or community plans. The purpose of a specific or master plan is to provide more detailed planning to ensure that large projects and activities are consistent with the Regional Plan. Often projects that are subject to master planning requirements are phased over time because of their size and scale and master planning directs a more systematic environmental and project review process. A master plan takes a project through planning, permitting and implementation which includes the implementation of environmental control measures. A specific or master plan is not a project approval nor does its adoption guarantee approval of any level of development. All areas within the Tahoe Basin are eligible for a specific or master plan. Some areas like marinas, the South Lake Tahoe Airport and ski areas are required by the TRPA Goals and Policies, plan area statements, or the Code to have a TRPA approved specific or master plan.

The typical master plan process starts with the initiation of the process by the property owner (be it public or private). As part of initiating the master planning process a steering committee is formed to represent community interests. The Steering Committee establishes a planning team to prepare the specific or master plan. The planning team develops the work program that is then presented to the Steering Committee for its recommendation to the TRPA Executive Director. The following are the required process elements:

Prepare a complete assessment of environmental opportunities and limitations.

- Refine inventory and needs assessment.
- Identify applicable plan and ordinance standards and policies and development guidelines.
- Develop draft alternative plans, including a preferred alternative.
- Prepare draft environmental documents.
- Submit draft master plan and draft environmental documents to TRPA for circulation and public and agency review.
- Prepare recommended final plan and final environmental documents for TRPA and local government consideration.

Subsection 16.7.E of the TRPA Code identifies an alternative process that is different from the one outlined previously in a couple of ways. Specifically, the Code allows for alternatives to a steering committee, how the work program is developed, and who directs the drafting of the Master Plan. If TRPA finds that an alternate process would better facilitate the planning process while still meeting the objectives of Chapter 16, a modified or alternative process can be approved. The alternative approach does not amend any other section of the Code and it does not affect the required content elements of a Master Plan.

The alternative process elected by Homewood Mountain Resort Ski Area and agreed to by TRPA is one that substitutes a larger pubic engagement effort for the Steering Committee requirement and the public engagement process informs the development of the work program.

Homewood Mountain Resort is an important winter recreation amenity to the residents, second homeowners and visitors of the West Shore of Lake Tahoe. It has been considered the locals ski hill for several decades. A steering committee process for this master plan did not make sense because of the diversity of stakeholders and interests that exists beyond agencies and adjoining property owners. TRPA agreed to an alternative to the steering committee process that would serve a broader public base, engage the public through different means, and provide opportunities for the public to inform and affect outcomes.

Homewood Mountain Resort's public engagement strategy has included community workshops and open-forum town hall meetings, homeowner and property owner association presentations, newsletters (11 volumes, with the first newsletter distributed in December, 2006), a frequently updated website, and individual interviews and coffee talks. Based on the contributions of the public engagement process the project has evolved to address the communities' and agencies' concerns and issues. The original project proposed 432 over-night accommodations, which included 197 residential units at the North Base, 235 residential units at the South Base, parking for approximately 1,150 cars, between both North and South Base areas, and 10,000 square feet commercial space. The original maximum height for the development was proposed at 75 feet. Through the series of workshops, meetings and one on one communications the proposed master plan project is now proposing 155

Evolution of the Design

over-night accommodations, 184 residential units, parking for 950 cars, and 25,000 commercial square footage. The maximum height now proposed for the development is approximately 65 feet above grade.

Outline of the Public Engagement Process

Public Engagement: Website goes public and first newsletter On the Homefront is distributed

- Public Engagement: The first open-forum town hall meeting held
- Submittal of Community Enhancement Program pre-application package
- Present project at public meeting in Kings Beach, address questions and solicit feedback during break-out session
- Revise project scope
- Public Engagement: Homewood Community Workshop
- Submittal of Master Plan Application Package
- Identification and Executive Director approval of Master Plan Working Group (to include the assigned TRPA planner)
- Master Plan Kick-off meeting with Working Group (develop meeting schedule)
- Master Plan Preparation
- Preparation of Environmental Document
- Circulate Environmental Document for Public Comment
- Public Presentation
- Revise Master Plan as appropriate
- Submit Final Draft of Master Plan and Environmental Document to TRPA and Placer County for Board reviews

Public Input

The HMR's public engagement activities informed the master plan design and planning process. Based on the input provided by community members, neighbors, agencies, environmental groups and HMR's clients key revisions were made to the original design concepts. The project has continued to evolve in order to accommodate individuals and the communities concerns. The following provides a list of key revisions and a brief summary of what the concerns the public had to the Homewood Master Plan.

Key Revisions to the Homewood Master Plan based on Public Input:

- Reduction in Residential Unit Count at South Base (from initial 235 units to current 99 units)
    - o Density reductions made due to neighborhood concerns and desire to have fewer units at the south base; first reduction took residential count to 170 units, then to 120 units and then to the current 99 units. Input indicated a desire for less density at the South Base whereas OK with a transfer of South Base density to the North Base to the extent feasible.
- Removal of rubber tire maintenance facility from South Base
    - o Immediate neighbors of the South Base maintenance facility expressed concern over the plan to relocate this facility further to the south of the existing building (concerns about equipment noise, etc.). In response, it was decided to completely remove the planned "rubber tire" maintenance facility and contract maintenance out to existing local garage.
- Removal of snow-based maintenance equipment from South Base to mid-mountain location
    - o In response to neighborhood concerns about equipment noise, etc., the master plan relocates all snow-based equipment to a new mid-mountain snow-based maintenance equipment facility away from the residential area.
- Removal of day-skier parking and access at South Base
    - o The original 2006 master plan had both residential and day-skier parking located at the south base. Public input indicated a preference for removal of day-skier access and associated traffic and the creation of a more private, residential enclave. The proposed master plan has all day-skier parking and access located at the north base in response.

Homewood Original Master Plan Concepts

- Relocation of workforce housing units from fronting Sacramento Street to back side of parking facility.
    - o Immediate neighbors of the proposed day skier parking and workforce housing facility were concerned about potential noise emanating from the workforce housing apartments. The original scheme had housing fronting the street in order to give a more residential appearance from the street and to help mask/conceal the day skier parking structure behind the apartments. The scheme was changed in response to neighborhood comment and now the workforce housing apartments are on the back side of the day skier parking facility and do not front the street.
- 50% reduction in "wings" off of hotel that were positioned to step up the mountain
    - o Some concern was expressed about the hotel building "wings" climbing up the tow of the ski hill and the visual impact this would have on the Homewood community. These "wings" were reduced in size (cut-back) by about half with some of the displaced residential density being re-assigned to the townhome enclave to the southwest.
- Small, neighborhood services commercial as opposed to larger commercial area
    - o Early community input expressed a desire for smaller, neighborhood oriented retail as opposed to a larger commercial village such as those found at Squaw Valley and Northstar. In response, the master plan proposes up to 25,000 sf of commercial space including a small grocer, hardware store, and ice cream/coffee shop.
- Reduction in density at North Base from initial 400+ residential units to current count
    - o In response to community concern over density/ numbers of units, the current master plan reflects a reduction in density from the original 2006 concept master plan.
- Enhanced day skier amenities and services at the North Base
    - o Community input expressed a long-standing desire for upgraded and expanded skier facilities at the North Base, which is exactly what the proposed master plan includes.

PROJECT DESCRIPTION

The HMR Master Plan is a plan to redevelop an aging ski resort into a mixed-use north base area, a residential south base area, and a mid-mountain lodge with beginner ski area. The proposed project includes the following:

North Base Area:

Encompassing approximately 18-acres on the mountain side of Highway 89 and within the community of Homewood on the west shore of Lake Tahoe, the north base will be transformed into a base lodge and neighborhood village. Included in the proposed improvements for the north base area are:

An 8-passenger, detachable gondola with a capacity of 2,400 persons per hour is proposed to replace the existing Madden chair (the Madden chair currently has a capacity of 1,800 people per hour).

A base lodge consisting of a high-quality boutique style hotel with up to 75 "traditional" hotel rooms. An additional 40 two bedroom/condo/hotel units, 20 of which with lock-offs, are also planned within the building. The top floor of the base lodge will include up to 30 individually owned, penthouse units.

Up to 36 residential condominium units and up to 20 fractional ownership units will be spread between 2 and 3-story buildings carefully sited throughout the north base. A few of the total units will also be located in mixed-use buildings above the village retail space.

Up to 13 on-site workforce housing units will be attached to the exterior of the parking structure to both screen it and to provide housing for full-time employees of the resort.

Up to 25,000 square feet of retail space (commercial floor area) that will likely include a grocery store, hardware store and ice cream parlor.

A new, approximately 30,000 square foot base mountain facility, will replace the existing day skier services. The base facility will include food and beverage service, adult and children's ski school services, rental shop, locker facilities, rest rooms, first aid, and mountain administration and operations offices.

Approximately 730 total parking spaces will be provided at the North Base Area. This number includes approximately 270 day use parking spaces in a three-level parking structure, approximately 50 limited surface parking spaces at the retail and skier drop off area, and around 410 underground parking spaces directly below the building footprint of the base lodge and skier services facility.

South Base Area:

The approximately 6-acre south base will be transformed into a residential area that compliments the existing neighborhood. The proposed improvements for the south base area include:

Up to 99 (95 for Alt. 1A) residential condominiums will be spread throughout the south base area in three buildings that will not exceed three stories (in Alt. 1A, 1 main condo building and 48 chalets). The residential units will replace the current children's facilities, ski school and day lodge buildings. All existing South Base day-skier access will be relocated to the North Base to reinforce the sense of a neighborhood residential area.

Proposed North Base Rendering

Proposed South Base Rendering

Up to 150 underground parking spaces located directly below the residential footprints, which utilize the excavation required for the building foundations and allows for more pervious landscape surfaces around the buildings in lieu of surface parking.

Snow based maintenance equipment will move to a new mid-mountain located facility, whereas rubber tire vehicle maintenance will be moved off-site and contracted out to an existing third party garage.

The South Base will include access to 16 proposed townhomes located slightly above the North Base off of an extended Tahoe Ski Bowl Way.

Alternative 1A:

Alternative 1A was developed in response to public comment during the review period of the public draft environmental impact report. There were specific concerns expressed about the planned location of the day skier parking/employee housing facility at the north base and it's proximity to the existing residential neighborhood. At the south base, concerns centered on the size and scale of the proposed condominium buildings and compatibility with the existing neighborhood. Additional concerns focused on proximity of the condominium buildings to existing homes and removal of existing tree canopy. The following changes to the plan were designed to address these concerns.

North Base

Alternative 1A relocates the day skier parking structure and employee housing to the corner of Highway 89 and Sacramento Avenue providing a stronger relationship between parking and Village access. Retail is proposed on the ground floor. Up to 15 Residential units have been relocated to the previous parking structure location. These modifications have not changed the proposed Alternative 1 program with the exception of an additional 11 surface parking spaces.

Proposed Mid-Mountain Rendering

South Base

As a way of improving the site design and architectural character for the South Base area, Alternative 1A reduces the massing of the residential units by creating smaller buildings with fewer units. This has resulted in a reduction of proposed units from 99 to 95 in alternative 1A . All residential parking is either underground at the central condominium lodge building or self-contained within each of the chalet residences.

Mid-Mountain:

The new mid-mountain lodge replaces the white tent structure and the existing concrete foundation located near the mid-mountain. This new facility could serve as an activity hub for the resort during both the winter and summer seasons. The proposed plans for the mid-mountain facility include:

An approximately 15,000 square foot day-use lodge with a gondola terminal; a new learn to ski lift; a food & beverage facility with outdoor dining; small sundry outlet; and an outdoor swimming facility for use during the summer months.

The existing composting toilet/rest room will be replaced with a facility connected to the public sewer system as required by Placer County Health and Human Services Department.

Up to an approximately 15,000 square foot vehicle shop/maintenance facility (coverage relocated from the south base area) along with two water storage tanks that will be located above the vehicle shop/maintenance facility. There will also be two water storage tanks located to the west of the maintenance facility.

Accessory buildings:

Several small accessory buildings will be associated with improved snowmaking operations (e.g., new/updated pump houses) and micro-hydro generation. All buildings will be situated to minimize disturbance to existing grade, but in some areas retaining walls and slope stabilization will be required to minimize the impacts associated with new construction.

Roads:

On-site roads that are not decommissioned and restored will be used for mountain operations during the summer. The extension of Tahoe Ski Bowl Way will be available for year round private use. Off-site roads to be evaluated for potential improvements include SR 89, Silver, Fawn, Sacramento, and Tahoe Ski Bowl Way. Per Placer County standards, roadway plans shall include existing and proposed right-of-way extents, appropriate street improvements (e.g., existing pavement limits and proposed), and any necessary measures (e.g., drainage facilities, cut and fill slopes, street cross sections)

Linkages:

The project will integrate a Tahoe City Public Utility District (TCPUD) bike path into the north base area. A proposed 8-passenger gondola will bring guests up to the mid-mountain area from the north base. The existing TART stops will be furnished with shelters, and proposed dial-a-ride, shuttle, and water taxi services will expand alternative transportation options and reduce vehicle miles traveled (VMTs). Offsite improvements necessary to mitigate identified impacts, if any, will also be included in the environmental analysis.

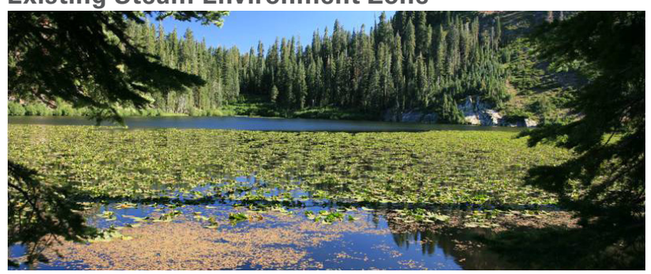
Additional Recreation:

A new outdoor earthen amphitheater is proposed for hosting outdoor concert events during the summer season. A cross-country ski connection, which is an extension of the old Olympic course, is proposed at the South Base. Existing downhill skiing and snowboarding, fishing, and five miles of hiking trails will continue to be available. Proposed recreation includes ice skating, a community swimming pool, biking, and a miniature golf course during the summer months where the ice pond is located.

Restoration and Water Quality:

Water quality improvements are planned to be coordinated with Caltrans water quality improvements and Placer County Homewood Erosion Control Project to treat runoff from SR 89, local streets, and HMR. HMR is exploring the potential for reuse of this treated water. Homewood creek, which is currently collected and piped under the north-south extension of Tahoe Ski Bowl Way will be day-lighted and the adjacent riparian habitat restored. The current conceptual plan includes removal of

Existing Steam Environment Zone



Quail Lake

the culvert, widening of the overall stream cross-section and increasing flow length through incorporation of additional meanders within the stream channel. A bridge will be used to cross the stream while allowing for maximum stream function. Native vegetation will be used exclusively and will mimic the species composition currently in place in the undisturbed portions of the creek. A minimum of 240,000 square feet of existing coverage is planned to receive Best Management Practices (BMP) retrofits and water quality improvements. To date, over 300,000 square feet of restoration and revegetation work has been completed.

Alternative Transportation Plan:

The Alternative Transportation Plan, one of a series of transportation strategies, is planned to include the year-round, winter and summer program elements. These elements are as follows:

- Year-Round Program
- Extension of West Shore Bike Trail
- Employee Shuttle Bus
- Employee Public Bus Transit Fares
- Scheduled Shuttle Service
- North Base-South Base Shuttle Service
- Electric/Hybrid Car Rental Service
- Free "Bicycle Share" Service
- Winter West shore Dial-a-Ride Service
- Skier Intercept Shuttle Service
- Water Taxi Service
- Summer West Shore Dial-A-Ride Service

Additional strategies:

- Intercept Existing Vehicle Trips
- Accommodate Summer Boat Trailer Parking on Skier Lots
- Day Skier Parking Control
- Transportation Information Exchange
- Partnering to Achieve Regional Transportation Solutions

Table 1. Summary of Existing and Proposed Project Elements

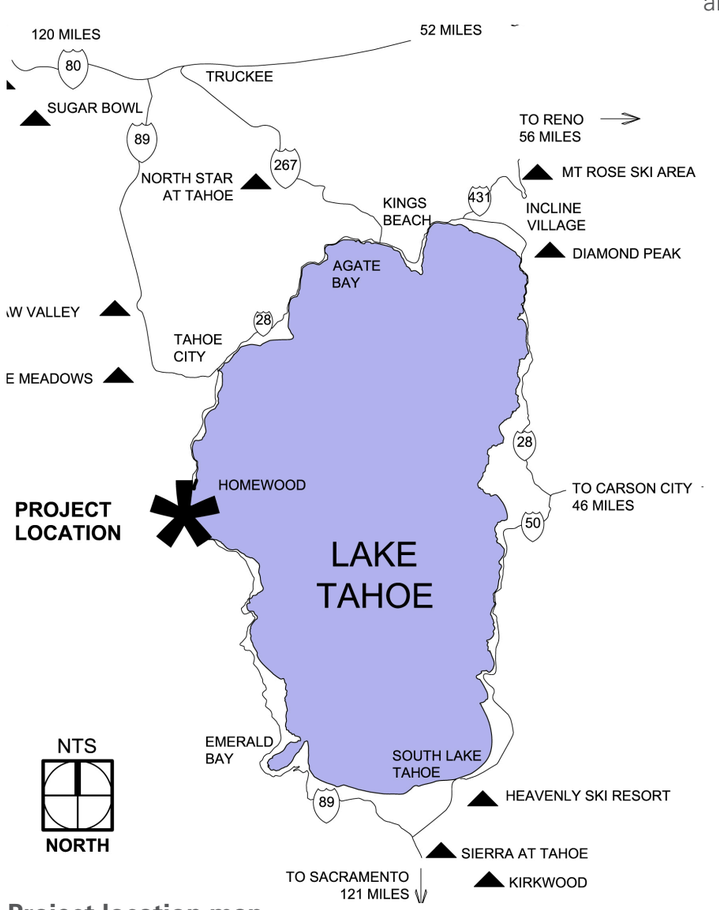
	Existing	Proposed
Project Area		
Land Coverage (sq. feet)		
Total Land Coverage	1,761,337	1,521,452
Parking		
North Base Area		
Garage #spaces	0	682
Surface #spaces	700	47
Townhomes		64
South Base Area		
Garage #spaces	0	117
Surface #spaces	242	
Total On-site Parking	942	910
Total Off-site Parking	280	0
Tourist Accommodation Units		
North Base Area		
Hotel rooms (# and/or) square footage	0	75
Condo/Hotel Units	0	40[1]
Fractional/Time-Share	0	20
South Base Area		
Hotel rooms (# and/or) square footage	0	0
Lock-off units for overnight rent	0	0
Fractional Ownership	0	0
Total Tourist Accommodation Units	0	135
Residential Units		
North Base Area		
Full-Ownership Condos	0	36
Full-Ownership Penthouse Units	0	30
Employee Housing	0	13
Townhouses	0	16
South Base Area		
Full-Ownership Condos	0	99 (up to 47 in Alt. 1A)
Townhouses	0	0 (Alt. 1A 48 chalets)
Single Family Dwellings	0	0
Total Residential Units	0	181[2]
Commercial Floor Area (sq. feet)	0	25,000
Accessory Uses		
North Base Day Lodge square footage	13,943	30,000
South Base Day Lodge square footage	7,300	2,000
Mid-Mountain Lodge	0	15,000
Vehicle shop/Maintenance Facility	3,884	8,000
Utilities underground	0	All
Site Amenities		
Ice rink	0	1
Gondola	0	1
Community Pool	0	1
Amphitheater (Earthen)	0	1

(1) 40 Condo/Hotel Units; 20 of which have "lock offs"

(2) Excludes Employee Housing

Land Coverage:

Homewood Mountain has over 1,780,000 square feet of TRPA verified existing land coverage. Over 400,000 square feet of this coverage is coverage associated with parking and ski facilities, lodges, etc., while the balance represents roads and trails on the mountain. To date, HMR has restored over 300,000 square feet of roads and trails on the mountain and plans to continue to restore unnecessary roads and trails once the master plan and Environmental Impact Report (EIR)/Environmental Impact Statement (EIS) have been approved. A significant percentage of this restored coverage will be permanently retired. The balance will be banked for possible use on the resort, or transfer to desirable uses as permitted by the TRPA Code of Ordinances.



Project location map

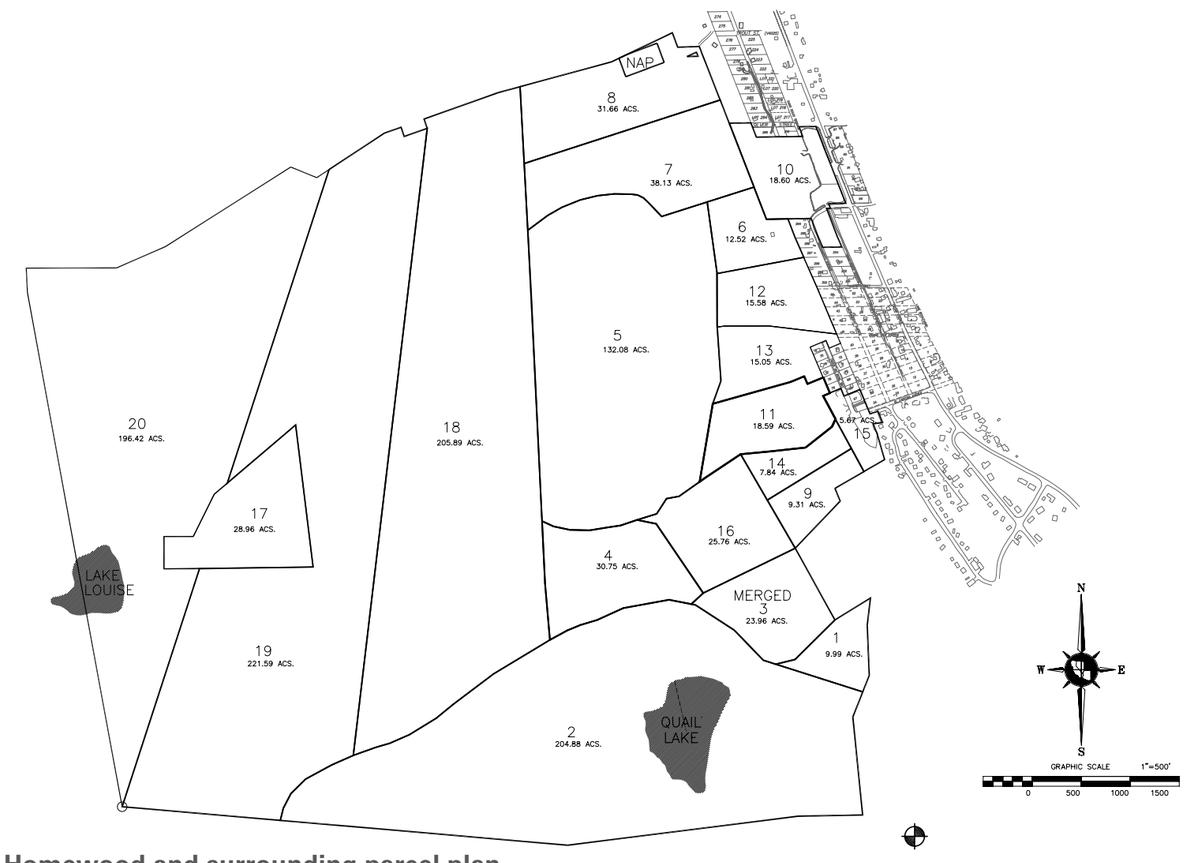
HISTORY

The ski resort was developed during the 1960s and expanded in the 1970s with the acquisition of Tahoe Ski Bowl, a small ski area located immediately south of what was then known as HOMEWOOD. In the 1980's Ski Homewood and Tahoe Ski Bowl were merged and began to operate as a single resort. Unfortunately, the economic viability of the resort was less than ideal due to the age and condition of the lifts, lodges and other facilities and the resort continued to lose money year after year. After a series of owners through the 1980's in mid-2006, the current owners, Homewood Village Resorts, LLC purchased the property and began evaluating the existing resort and its facilities with an eye to redevelopment of the resort to improve its economic viability.

Under new management, skier visitation has been steady in recent years. Nevertheless, struggling with the disrepair and aging equipment left from the prior undercapitalized operation, the owners of Homewood Mountain Resort (HMR) found that they were subsidizing the resort every year to keep it going. The owners believe they have made considerable progress in the improving the operations at HMR, but that this facility is desperately in need of capital improvements for lifts and skier service facilities.

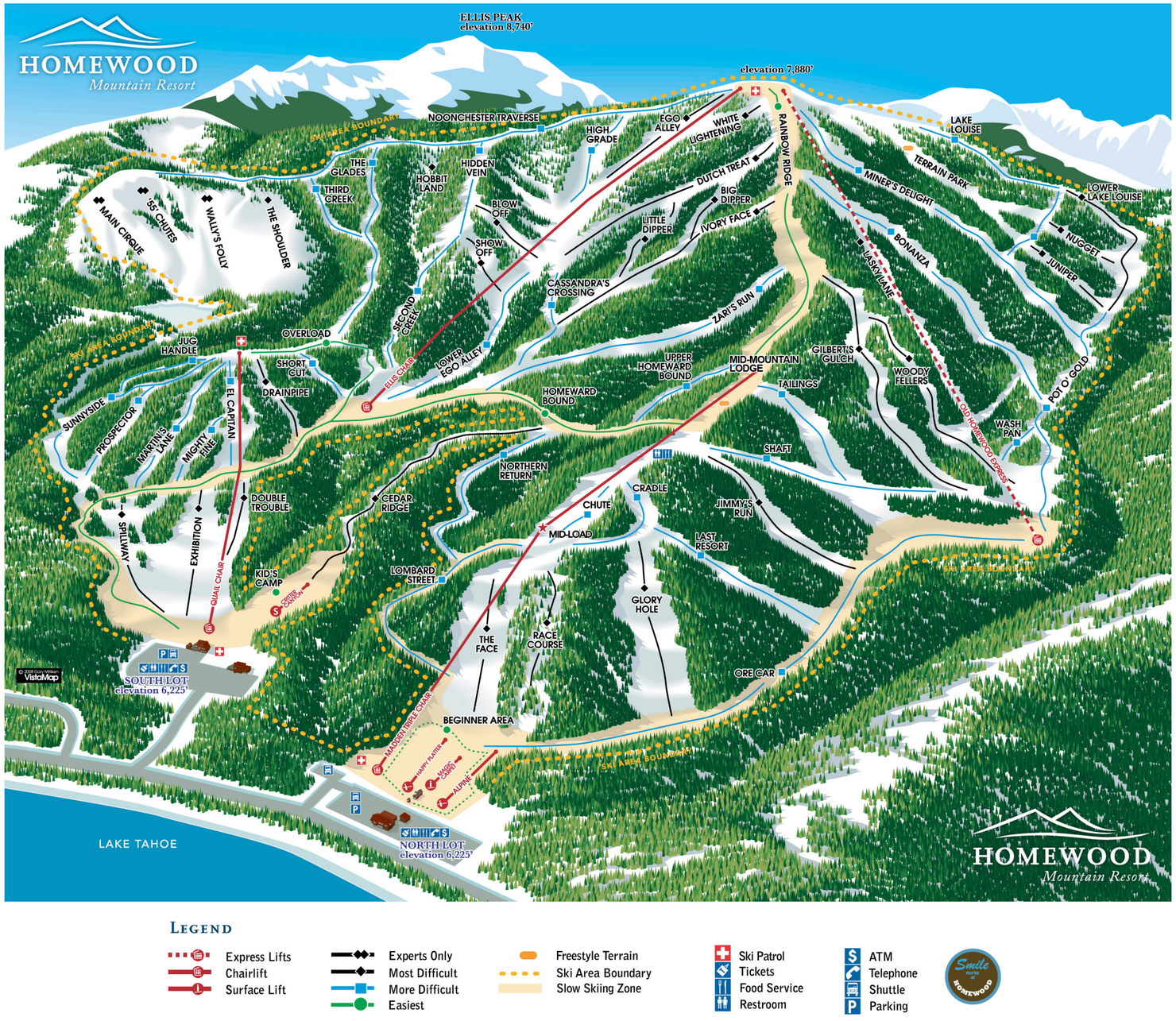
CONTEXT AND SETTING

Homewood Mountain Resort (HMR), on Lake Tahoe's western shore, encompasses approximately 1,000 acres of privately owned land in Placer County, California (see images below). The property is made up of twenty contiguous parcels surrounded on the east side by the community of Homewood, which consists of residences, a post office and several small businesses. The remainder of the surrounding property is undeveloped forestland administered by the U. S. Forest Service.



Homewood and surrounding parcel plan


Double Troubles
Cedar Ridge
Exhibition
Quail Chair
The Face
Gondola
Ore Car
Residential
Residential
Tahoe Ski Bowl Way
Townhomes
Earthen Amphitheatre
Skier Services / Residential
Hotel Lodge
Lagoon Road
Sacramento Ave
Sacramento Ave
Shuttle Stop
Shuttle Stop
Residential
Retail
Retail
Ice Skate Pond
Parking
Tahoe Ski Bowl Way
South Street
Museum
Employee Housing
Residential
Silver Street
Shuttle Stop
Hwy 89
Hwy 89
Homewood Marina
West Shore Cafe Marina
Obexers Marina
HKS
HILL GLAZIER STUDIO
DESIGNWORKSHOP



LEGEND

- Express Lifts
- Chairlift
- Surface Lift
- Experts Only
- Most Difficult
- More Difficult
- Easiest
- Freestyle Terrain
- Ski Area Boundary
- Slow Skiing Zone
- Ski Patrol
- Tickets
- Food Service
- Restroom
- ATM
- Telephone
- Shuttle
- Parking

Existing Mountain Plan
With a peak altitude of 7,880 feet and over 1,600 vertical feet of skiable terrain, HMR offers spectacular views of Lake Tahoe and the surrounding mountains.

EXISTING CONDITIONS

On Mountain

Lifts

HMR currently operates a total of eight ski lifts (Quail Chairlift, Quad Chairlift, Mighty Mite, Madden Chairlift, Ellis Chairlift, Happy Platter, and Alpine Platter) including one quadruple chair, three triple chairs, and four surface lifts (including one T-bar, two platters, and one handle tow). The eight lifts have a total rated capacity of 8,238 passengers per hour and generate a total of 6.4 million Vertical Transport Feet (VTF) per hour. The lifts are all fixed grip technology and range in age from practically new (in the instance of the Quail chair) to the Ellis chair, which has now been in service for over 30 years. Specifications for the existing lifts are shown in Table 2.

Existing Lift Structure

Table 2. Existing Lift Specifications

Name	Rated Capacity (pph)	V.T.F/Hr (000)	Top elev. (ft)	Bottom elev. (ft)	Horiz. Dist. (ft)	Vert. Rise (ft)
Madden Chair	1,800	1,872	7,286	6,246	3,659	1,040
Mighty Mite	360	15	6,335	6,300	197	35
Ellis Chair	1,500	1,526	7,881	6,783	4,377	1,098
Quad	2,028	1,951	7,882	6,918	4,059	964
Quail Chair	1,637	619	7,062	6,300	2,328	762
North Happy Platter	500	73	6,360	6,245	528	115
Alpine Platter	419	29	6,340	6,243	531	97
Lifts to be Removed Banked Capacity	1,723 (to be confirmed)					
TOTALS	10,653	6,437				

Trails (Ski and Hiking)

The current ski trail system includes 62 numbered ski trails covering 411 acres for beginner, intermediate, and advanced skiers (see Table 3). HMR's topography is organized with most of the beginner and novice terrain located on the upper portions of the mountain. This terrain is geographically separated from the base by fall line grades on the front of the mountain that average between 40 and 50 percent slope. There are no fall line beginner skiing routes on the front of the mountain to circulate skiers to the bottom either at lunch time or at the end of the day. A series of roadways have been constructed to serve as routes for beginning skiers to descend to the base of the mountain, but the routes are limited in width and in places exceed 25 percent grade (the upper limit for beginning skiers).

During the warmer months there are five miles of hiking trails at the resort.

The breakdown terrain acreage by ability is as follows (see Table 4):

- Beginner - 12.9%

Trail Name	Skill Class	Top Elev. (Ft.)	Bottom Elev. (Ft.)	Total Vert. (Ft.)	Slope Dist. (Ft.)	Average % Slope	Average Width (Ft.)	Slope Area (Ac.)	Skiers Density	Skiers Total
Madden Chair										
Rainbow Ridge/Chute	Low Intermediate	7,286	6,850	436	2,557	17%	158	9.3	24	220
Lombard Street	Low Intermediate	6,850	6,246	604	3,897	16%	57	5.08	24	120
The Nose	Expert	6,830	6,380	450	962	53%	251	5.53	12	70
The Face	Advanced	6,840	6,390	450	953	54%	208	4.56	9	40
Cradle	Low Intermediate	7,070	6,900	170	857	20%	123	2.42	24	60
Old Race Course	Advanced	6,890	6,370	520	1,437	39%	147	4.85	9	40
Glory Hole	Advanced	6,990	6,540	450	1,188	41%	256	6.99	9	60
Last Resort	Low Intermediate	7,010	6,730	280	1,125	26%	103	2.66	24	60
Ore Car	Low Intermediate	7,170	6,850	320	965	35%	228	5.05	24	120
Jimmy's Run	Intermediate	6,920	6,350	570	3,605	16%	44	3.65	24	90
Total Madden Chair					17,547			50.09		880
Ellis Chair										
Rainbow Ridge	Novice	7,880	7,290	590	3,766	16%	122	5.28	30	160
Homeward Bound	Novice	7,200	6,785	415	3,554	12%	83	6.78	30	300
Homeward Bound	Low Intermediate	7,280	7,140	140	823	17%	139	2.65	24	60
Upper Homeward Bound	Intermediate	7,450	6,980	470	1,477	34%	108	3.65	24	90
Smooth Cruise	Intermediate	7,470	6,900	570	2,292	26%	137	7.19	24	170
Ivory Face	Advanced	7,580	6,900	680	2,533	28%	120	6.97	9	60
Big Dipper	Advanced	7,740	7,440	300	987	32%	68	1.53	9	10
Cassandra's Crossing	Intermediate	7,000	6,870	130	870	15%	69	1.38	24	30
Dutch Treat	Advanced	7,760	7,050	710	2,005	38%	123	5.67	9	50
White Lightning	High Intermediate	7,810	7,480	330	902	39%	176	3.65	18	70
Upper Ego Alley	Advanced	7,850	7,620	230	832	29%	218	4.17	9	40
High Grade/Ego Alley	Intermediate	7,880	6,820	1,060	4,672	23%	166	17.76	24	430
Hidden Vein/Second Chance	Intermediate	7,890	6,850	1,040	4,570	23%	148	15.51	24	370
The Glades	Intermediate	7,760	7,000	760	4,190	18%	149	14.29	24	340
The Shoulder	Advanced	7,545	7,000	545	2,364	24%	112	3.75	9	30
Wally's Folly	Expert	7,400	6,840	560	1,137	57%	589	9.08	12	110
55' Chutes	Expert	7,540	6,920	620	1,118	67%	376	5.69	12	70
Noonchester Traverse	Advanced	7,610	7,550	60	2,601	2%	41	1.43	9	10
Show Off	Advanced	7,480	7,130	350	966	39%	336	440	9	40
Main Cirque	Expert	7,550	6,800	750	3,805	20%	97	4.89	12	60
Glade 1	High Intermediate	7,790	7,100	690	1,816	41%	658	27.44	4	100
Glade 2	Advanced	7,720	7,500	220	611	39%	206	2.88	2	10
Glade 3	Advanced	7,650	7,050	600	1,616	40%	446	16.53	2	30
Glade 4	Intermediate	7,550	6,950	600	1,935	33%	460	20.45	5	100
Hobbit Land Glade 5	Advanced	7,580	7,260	320	788	44%	300	5.43	2	10
Total Ellis Chair					52,238			198.37		2,650

Table 3. Existing Trail Inventory

Trail Name	Skill Class	Top Elev. (Ft.)	Bottom Elev. (Ft.)	Total Vert. (Ft.)	Slope Dist. (Ft.)	Average % Slope	Average Width (Ft.)	Slope Area (Ac.)	Skiers Density	Skiers at Area
Old Homewood Express										
Upper Lake Louise/Sluice B	Low Intermediate	7,880	6,940	940	5,314	18%	83	10.18	24	240
Lower Lake Louise	High Intermediate	7,680	7,280	400	1,408	30%	206	6.65	18	120
Upper Juniper/Upper Nugget	Low Intermediate	7,860	7,580	280	1,261	23%	235	6.81	24	160
Lower Nugget	Advanced	7,550	7,180	370	1,208	32%	150	4.17	9	40
Lower Juniper	Intermediate	7,500	7,130	370	1,574	24%	162	5.84	24	140
Miner's Delight	Low Intermediate	7,840	7,100	740	2,993	26%	171	11.75	24	280
Bonanza	Low Intermediate	7,760	6,920	840	3,580	24%	121	9.95	24	240
Bonanza	Low Intermediate	7,130	6,940	190	1,274	15%	58	1.70	24	40
Gilbert's Gulch	Intermediate	7,450	7,020	430	1,331	34%	154	4.71	24	110
Woody Fellers	High Intermediate	7,480	7,060	420	1,347	33%	300	9.28	4	30
Rainbow Ridge	Low Intermediate	7,880	7,290	590	3,766	16%	122	5.28	24	130
Total Quad Chair					21,291			76.32		1,530
Quail Chair										
Overload	Novice	7,060	6,820	240	1,890	13%	75	3.27	30	100
Short Cut	Low Intermediate	6,980	6,860	120	475	26%	136	1.49	24	40
Lower Homeward Bound	Novice	6,780	6,300	480	4,625	10%	53%	5.67	30	170
Drain Pipeline	Intermediate	7,040	6,770	270	807	36%	253	4.68	24	110
El Capitan	Intermediate	6,930	6,780	150	696	22%	122	1.96	24	50
Mighty Fine	Intermediate	7,060	6,680	380	1,422	28%	155	5.06	24	120
Martin Lane	Low Intermediate	7,040	6,660	380	1,259	32%	160	4.62	24	110
Prospector	Intermediate	6,960	6,710	250	706	38%	114	1.85	24	40
Sunny Side	Low Intermediate	7,060	6,620	440	2,136	21%	99	4.87	24	120
Spillway	Intermediate	6,640	6,330	310	952	34%	188	4.11	24	100
Exhibition	Advanced	6,670	6,320	350	947	40%	252	5.48	9	50
Double Trouble	Advanced	6,680	6,320	360	979	40%	123	2.77	9	20
The Shoulder	Advanced	7,545	7,00	545	2,364	24%	112	2.48	9	20
Wally's Folly	Expert	7,400	6,840	560	1,137	57%	589	6.30	12	80
55'Chutes	Expert	7,540	6,920	620	1,118	67%	376	3.95	12	50
Noonchester Traverse	Advanced	7,610	7,550	60	2,601	2%	41	1.00	9	10
Show Off	Advanced	7,480	7,130	350	966	39%	336	3.06	9	10
Main Cirque	Expert	7,550	6,800	750	3,805	20%	97	3.46	12	40
Total Quail Chair					16,893			66.07		1,260
Happy Platter	Novice	6,360	6,245	115	562	21%	144	1.86	30	60
Total Happy Platter					562			1.86		60
Alpine Platter	Novice	6,340	6,245	95	588	16%	119	1.6	30	50
Total Alpine Platter					588			1.6		50
Total all Lifts					21.1 Miles			411.5 Acres		6.870

Table 3. Continued. Existing Trail Inventory

Existing Three Person Lift

Existing Ellis Lift

View of Run From Ellis Lift

- Intermediate - 70.2%
- Advanced - 16.9%

Table 4. Existing Terrain by Ability Level

Area	Acres Served	Terrain Beg.	Int.	Adv.
Madden	50.09	0%	76%	24%
Ellis	198.37	14%	66%	20%
Old Homewood Express	76.32	0%	97%	3%
Quail	66.07	22%	55%	24%
Happy Platter	1.86	100%	0%	0%
Alpine Platter	1.6	100%	0%	0%
TOTAL	411.51	12.9%	70.2%	16.9%

Mountain Capacity Analysis

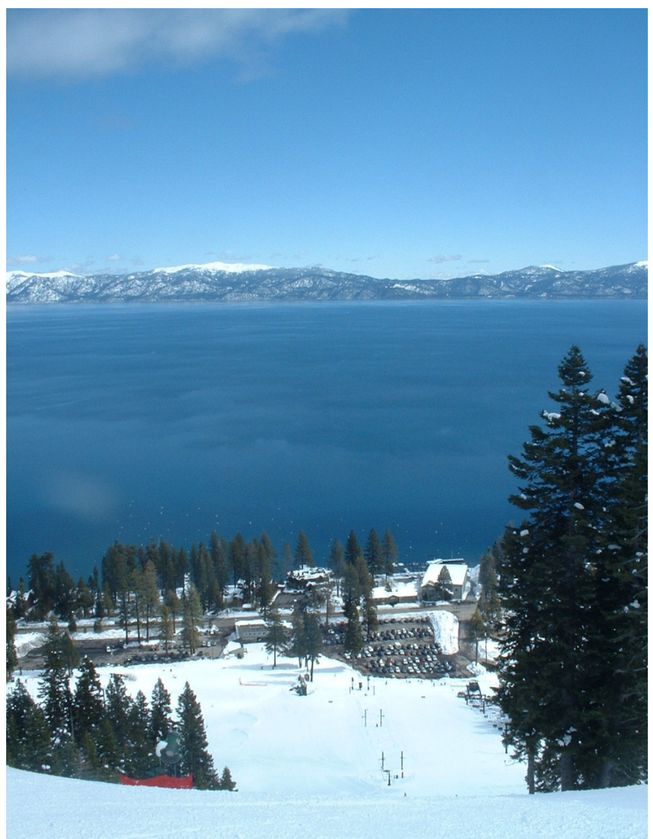
The determination of an area's Skier Carrying Capacity (SCC) is perhaps the most critical step in ski area planning. Often referred to as the "Comfortable Carrying Capacity" or "Skiers at One Time", this figure represents the number of skiers that can be safely supported by an area's lift and ski trail system, while providing a quality experience to each skier ability level. Skier Carrying Capacity is determined via the integration of lift capacity, operating hours, acceptable slope densities, slope gradients, skier skill classifications and vertical feet of lift-serviced terrain.

Each skier ability level places different demands upon an area's lift and ski trail system. Empirical observations have determined that each skier ability level will ski a relative constant number of vertical feet per day. As the proficiency of the skier increases, the demand for vertical feet also increases.

The ski trail densities used for evaluating Homewood are listed in Table 5. Acceptable skier slope densities tend to decrease as the proficiency of the skier increases. As listed, slope densities increase slightly on expert terrain since these steep, ungroomed slopes dictate controlled,

Snowy Run Above Quail Lake

South Base View From Mountain



North Base View From Mountain

short radius turns. Under these conditions, expert skiers have slower speeds and require less space for safe skiing.

Table 5. HMR Planning Parameters

Skill Classification	Skill Mix	Acceptable Terrain Gradients	Skier Demand VTF/Day	Skier Density On Trail	Skier Density At Area
Beginner	5%	8-15%	2,320	12	30
Novice	10%	15-25%	5,225	12	30
Low Intermediate	20%	25-35%	6,970	9	24
Intermediate	30%	30-40%	9,290	9	24
High Intermediate	20%	35-45%	12,540	7.5	18
Advanced	10%	45-60%	14,628	4.5	9
Expert	5%	60%+	20,904	6	12

To accurately portray the terrain balance of the mountain complex, HMR calculated the terrain available to each of the seven skier skill classifications and then multiplied by the skier densities exhibited in Table 5. This illustrates the distribution of Homewood's skiing terrain available to each skier skill level. This exercise is often referred to as "area balancing" and provides management and the planning team with the data necessary to compare the mountain ski trail development with the apparent proportions of the skier market, also illustrated in Table 5.

Snow Making Facilities

The current snowmaking operations at HMR consist of a state-of-the-art system using airless, tower mounted SMI guns. The system has the capability to cover 23.8 acres and utilizes about 17,500,000 gallons of water per year. The existing water supplies available for Homewood snowmaking are:

- McKinney well – This well has been flow tested has potential for 1000 gpm
- South Base Area - Domestic water of 300 gpm available from 6 p.m. to 6 a.m. only and the water is around 44˚F which needs a cooling tower installed to be more effective.
- North Base Area - Domestic water of 300 gpm available from 6 p.m. to 6 a.m. Plus the existing well in the gravel parking lot, when operational, will flow up to 800gpm. At the moment this is restricted to 500gpm by the size of the pipe on the discharge side of the well pump and the tank in the pump house. A new pumphouse with another pump is planned.

Table 6. North Side Snowmaking Capability

Trails covered include:	North Side				
Lower Rainbow/ Chute	1500 ft	100ft	8"	9 Hydrants	3.4 Acres
Happy platter	500 ft	150ft	6"	3 Hydrants	1.7 Acres
Alpine Platter	500 ft	150ft	6"	5 Hydrants	1.7 Acres
Lombard street	2000 ft	40ft	6"	8 Hydrants	1.8 Acres
The Face	600 ft	100ft	6"	4 Hydrants	1.3 Acres
Pump House				1 Hydrant	

Table 7. South Side Snowmaking Capability

Trails covered include:	South Side				
South side base area	500ft	200ft	6"	3 Hydrants	2.3 Acres
Lower Homewood bound	600ft	80ft	6"	3 Hydrants	1.1 Acres

The existing pumping at Homewood includes:

- 500gpm North side Base Area
- 500gpm Water cooling
- 300gpm South side Base Area

Table 8. Existing snow gun summary:

2	Wizz Kid	Carriage	Manual
1	Wizz Kid	Carriage	Auto
2	Wizz Kid	Tower	Auto
3	Super Polecat	Tower	Manual/auto Valve
2	Super Pole Cat	Tower	Auto
1	Super Wizard	Tower	Auto
1	Super Wizard	Carriage	Manual
5	Super Polecat	Carriage	Auto
3	Polecat	Carriage	Manual
1	Pole Kid	Carriage	Auto
21	Existing Snow Guns		

Reservoirs and Water Tanks

Currently there are no reservoirs or water tanks that directly service mountain operations.

Buildings and Structures

In the early 2000s an on-mountain warming shelter began construction and the building foundation was completed prior to the decision to put the project on hold. The foundation components remain in place at the existing mid-mountain facility. A temporary white tent structure is also located in the same area and serves as a warming shelter.

Existing Capacity in PAOTs and Uphill Lift Capacity

The baseline measurement of area capacity is determined by three separate indices: delivery capacity, lift capacity, and terrain capacity. Each of these components of resort operations is necessary to provide adequate capacity to absorb skiers. Traditionally, resort capacity is discussed in terms of Skiers At One Time (SAOT). This capacity measurement indicates the number of skiers that can be comfortably accommodated by the resort's facilities at any one time.

In the Tahoe Basin, TRPA uses a capacity measure tool called Persons At One Time or PAOTs. PAOTs are both a target to be achieved and a limitation. This capacity measurement balances environmental goals with recreation goals. HMR's current PAOT is 1,704 persons. The assigned future winter day-use PAOTs for Homewood is 1,100.

Homewood's proposed Master Plan will not require any additional PAOT's.

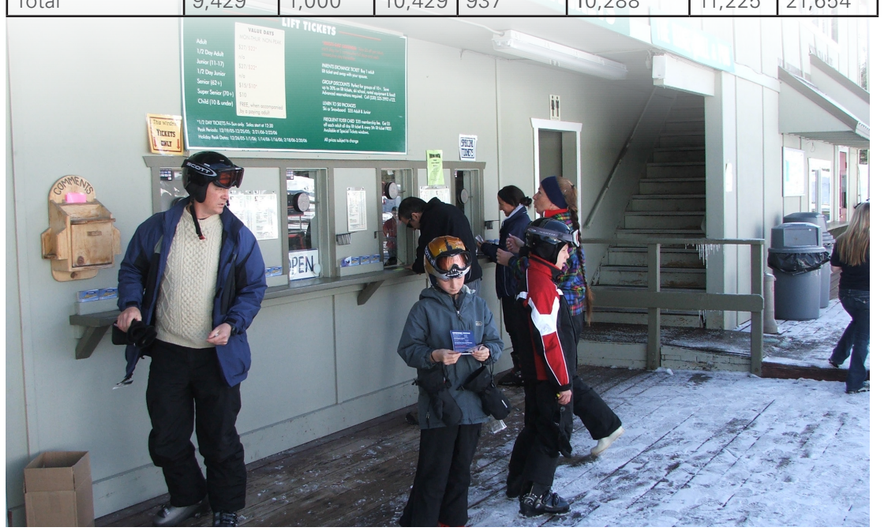
Temporary Tent Structure at Mid-Mountain

Quails Nest

Maintenance Building Adjacent to the South Base Parking Area

Table 9. Existing Skier Service Building Inventory

	North			South			
Service Functions	**Admin. Bldg**	**Skier Service**	**Sub Total**	**Admin. Bldg**	**Skier Service**	**Sub Total**	**Total**
Food Service Seating	1,734	0	1,734	0	1,455	1,455	3,189
Kitchen and Scramble	850	0	850	0	794	794	1,644
Bar/ Lounge	461	0	461	0	1,751	1,751	2,212
Rest Rooms	563	0	563	0	349	349	912
Ski School	0	68	68	0	0	0	68
Rental and Repair	1,678	0	1,678	0	0	0	1,678
Retail Sales	174	0	174	108	0	108	282
Ski Patrol/First Aid	0	558	558	0	556	556	1,114
Public Lockers	0	0	0	0	0	0	0
Nursery/ Daycare	0	0	0	0	2,093	2,093	2,093
Ticket Sales	340	0	340	0	136	136	476
Admin.	610	194	804	611	238	849	1,653
Employee Lockers	102	180	282	0	753	753	1,035
Storage/ Mechanical	667	0	667	138	923	1,061	1,728
Circulation/ Walls/Waste	2,250	0	2,250	80	1,240	1,320	3,570
Total	9,429	1,000	10,429	937	10,288	11,225	21,654



North Base Lift Ticket Office

Base Area

Parking facilities, transit, and shuttle stops

HMR currently offers parking at the North Base and South Base to accommodate over 3000 skiers, based on an average of 2.8 persons per car in a total of approximately 942 on-site parking spaces. Table 10 summarizes the existing parking available in Homewood's seven parking lots, as well as parking available on Highway 89 and the neighboring subdivision roads.

Table 10. Existing Parking Summary

Parking Lots	Area (sq.ft.)	Spaces	Skiers 2.5/Car	Skiers 2.8/Car	Skiers 3.0/Car
Lot Totals	319,500	942	2,355	2,637	2,826

On-Street Parking Locations	Spaces	Skiers 2.5/Car	Skiers 2.8/Car	Skiers 3.0/Car
Hwy. 89-Silver to Trout	30	75	84	90
Hwy. 89-Silver to Mckinney (both sides)	53	133	148	159
Fawn Street	15	38	42	45
Tahoe Ski Bowl Way	22	55	62	66
Capitan Ave. (both sides)	30	75	84	90
Sacramento, Lagoon & Meadow	80	200	224	240
Satellite Spaces	50	125	140	150
On-Street Totals	280	700	784	840
Total Parking All Locations	1,222	3,055	3,421	3,666

Traffic conditions in the immediate Homewood area are relatively good, with only minimal delays for drivers. In addition, traffic volumes in the Homewood area have been declining in recent years – Caltrans counts of the average daily traffic volume in the month of August for SR 89 in Homewood peaked at 13,700 vehicles per day in 1999. In comparison, the 2005 value was 10,900, a 20 percent reduction.

The summer traffic problem on SR 89 at Fanny Bridge, however, is very serious. Due to a combination of high traffic volumes, pedestrians crossing the road and all those "fannies" on Fanny Bridge, northbound traffic queues form during the middle of busy summer days that can stretch back a mile or more, and result in delays of 30 minutes or more. Traffic levels at Fanny Bridge, moreover, have increased from a 1999 peak month average daily traffic volume of 26,500 to a 2005 volume of 27,500.

North Base Parking Lot

Surface Parking Lot at the North Base

Rental Center

North Base Ski School House

Parking along the shoulder of SR 89 is an issue in both summer and winter. In summer, boat trailers and their towing vehicles park along the shoulders, while on peak winter ski days skiers park along both highway shoulders as well as on local streets.

Public transit services in Homewood are limited, particularly in comparison with services provided in other resort areas. The TART service provided by Placer County is limited to hourly service (daytime only) seven days a week year-round between Sugar Pine Point State Park (Meeks Bay in Summer) and Tahoe City. Approximately 21,500 passengers are carried by TART services each year, and ridership has been growing over recent years. In the summer of 1997, the U.S. Forest Service also operated a free transit service between Tahoe City and Emerald Bay every two hours, which carried 4,400 passengers over the season. Limited winter evening service has also been initiated in the winter season under a program administered by the Truckee – North Tahoe Transportation Management Association.

Non-motorized facilities in the area consist of the paved multi-use West Shore Trail. This facility, maintained by the Tahoe City Public Utility District, connects Tahoe City with Sugar Pine Point State Park, but there is a substantial gap in the Homewood area. There is also a short section of sidewalk along SR 89 opposite the North Lodge area.

Building and Structures

A detailed inventory of the skier service buildings and structures at Homewood was performed in 1995. Table 9 summarizes the square footage by service function for each of Homewood's major buildings. These buildings provide a total of 21,654 square feet of indoor skier service commercial space, of which 10,429 square feet is located in the North Base and the remaining 11,225 square feet in the South Base.

The South Lodge is a wooden, three-story building that contains a restaurant, offices, restrooms, and a food storage area. Immediately south of the Sough Lodge are two smaller, two-story wood buildings used for offices, lift ticket sales, and a children's ski school. The base of the Quail ski lift is located west of the office building. The main HMR maintenance building is located southeast of the South Lodge. It is a single story steel frame building. Gasoline and diesel fuels are stored in a nearby, above-ground state of the art tank.

The North Lodge area contains the main ski lodge, which is a two-story wood frame building. The lodge building contains a restaurant/snack bar, ski rental area, offices, restrooms, and storage areas. A single story wood frame building used for snowboard rental and retail sales is located immediately west of the North Lodge. A small maintenance building is located northwest of the lodge.

Utilities

Existing site is served by water, electric, telecommunications, gas and sewer.

Employee Housing

HMR does not currently offer employee housing.