DOWNHILL SKI LODGE STUDY for Tahoe Donner Association

Task Force Meeting – April 6, 2020

Introductions

Scope of Services

Ward-Young will provide architecture and planning services necessary for the study including:

- Step 1 - Conduct an independent review of the appropriate ccc and compare to the task force recommendation of 1,000 ccc. Discuss findings with TD Staff/DHS Task Force and decide best capacity to use in Study.

- Step 2 - Prepare a detailed programming analysis based on findings in Step 1. Use independent judgement, staff needs analysis, and industry standards to develop appropriates space needs and relationship of spaces. Include building level recommendations and two- and three-story options, if appropriate based on findings.

- Step 3 - Program an "In-Kind" 15,000 sq. ft. facility utilizing the existing functional needs and space necessary to meet current building code requirements. Identify what this equates to in CCC. Provide programmed space comparison to existing ski lodge.

- Step 4 - Refine Ecosign analysis of 25,000 sq. ft. based on Ward-Young criteria used in Step 2. Identify what the equates to in CCC.

- Step 5 - Reconcile the various programming efforts addressing comparative analysis of square footage, refining the ski lodge building program, provide recommendations for the building program and configuration of spaces.

Step 1 – Conduct an independent review of the appropriate CCC and compare to the Task Force recommendation of 1,000 CCC. Discuss findings with staff/DHS Task Force and decide best capacity to move forward with.

Background information has been reviewed, including:

- "DHS Subcommittee New Lodge Information/work Complete Summary January 2018 to January 2020", along with the referenced "attached" documents.
- Ecosign 2018 report
- Task Force Meeting Notes 1-17-20, 2-3-20, 3-2-20, and Lodge Sizing Task Force Decision Criteria Consolidation 3-19-20.

Initial thoughts on CCC

Much analysis and consideration has been given to the appropriate CCC to be used in planning for a new lodge. Many factors influence the actual CCC that a lodge may be able to accommodate when constructed. At this early stage of planning for a new lodge, the desired CCC should be considered one of the space programming criteria providing guidance to the design team. Determining the appropriate estimate of "SF/skier" is necessary in order to estimate the approximate lodge size to be designed.

As important, perhaps more important, is the specific needs analysis and resulting building program developed for the intended users and uses. The CCC and SF/Skier factors are tools to be utilized to provide general parameters/direction for developing the building program. Several other factors will need to be addressed in the development of the building program (e.g. budget, functional and operational considerations unique to TD, effect of two-story vs. three-story configuration).

The Ecosign 2018 report indicates TD Management considers the the existing CCC of the Downhill Resort to be approximately 1000, due to limitations of the Lodge and parking. Although, there is anecdotal information that the Lodge is packed full of users, with guests sitting in the stairwells, with under 500 skiers.

Based on the data, planning a new Lodge for CCC of 1000 does not seem to be sufficient for long-term planning for the facility. If the CCC to be planned for is 75% of Peak Day, that would indicate the intended Peak Day to be 1300 users/skiers. While Peak Days most frequently occur with sunny weather, when outdoor seating can assist with accommodating the seating demand, there is no such "overflow" accommodation for all the other skier services required to provide a positive user and employee experience.

It seems that basing the planning parameters on 1000 CCC would not anticipate any growth in skiers or users over the lifetime of the Lodge. Our preliminary recommendation (for discussion purposes) is to size a new Lodge to accommodate a CCC of 1200 to 1300 skiers (Peak Day of 1600 to 1700 skiers).

Potential Growth Considerations

One Task Force member observed, "The number of homes currently constructed in Tahoe Donner is approximately 90% of the total of available lots. At the current rate of construction, the number of Tahoe Donner homes will increase by about 10% over the next 10 to 20 years. Since the new lodge will have a useful life that exceeds this timeframe, any new lodge should be sized to accommodate 10% more members than the number of users today."

There are approximately 650 vacant lots.

There are 544 Members and Guests at the Ski Area on a Peak Day (p. II-15, Table II.12, Ecosign 2018).

Question - Will Tahoe Donner experience an increasing percentage of primary residents during the planning timeframe? If so, will these full-time residents increase the total skier days and add to the skier visits and number of Peak Days?

Statistical Recap

Existing Lift Capacity =	1,130		(p. II-12, Ecosign 2018)
Improved Lift Capacity =	1,900	per Ecosign recommendation, multiple lift improvements	(p. IV-5, Ecosign 2018)
	1,572	if/when only Eagle Rock chairlift upgraded	
Existing Trail Capacity =	1,980		(p.II-12, Ecosign 2018)

TD Management – 1,000 CCC ("Visitors"); constraint is Lodge and parking;
1,400 w/ compromise in service level;
> 1,500 – experience "not as desirable" for visitors and employees
(p. II-13, Ecosign 2018)

Ecosign 2018 comparative analysis for Skier Service Space (Lodge Sizing) -
1,300 CCC aka "Design Day" (Peak Day 1,700); Design Day typically calculated as 15% to 25% lower than anticipated Peak Day; 25% used.
(p. II-15, Ecosign 2018)

Notes - 1) "Peak Day" of 1,700 seems to be based on average of
Peak Days – 1,812 (2015/16 season) and
1,632 (2016/17 season).
2) On Peak Day - 32% of skiers (544) are Members and Guests,
68% (1,156) are general public arriving by car for the day. (p. II-15, Table II.12, Ecosign 2018)

Ecosign 2018 "Preferred Concept"(based on discussions with TD staff over the design period)
1,900 Peak Day
1,425 "Design Day" (CCC) (75% of Peak Day)
(p. IV - 7 Ecosign 2018)

Space Allocation by Use (SF/Skier)

	Existing Building	Ecosign 2018 Recommendation	2020 Preliminary Recommendation
Staging Facilities			
Ticket Sales	0.23	0.42	0.40
Public Lockers	0.15	0.56	1.20
Equipment Rental & Repair	1.59	2.46	2.45
Guest Services/Ski School/Adaptive	0.20	1.40	1.40
Children's Programs/Day Care	0.45	-	-
Staging Subtotal	**2.62**	**4.85**	**5.45**
Commercial Facilities			
Food & Beverage Seating	1.95	3.19	3.20
Kitchen & Scramble, Bar	0.62	1.60	1.60
Bar / Lounge	-	0.27	.25
Restrooms	0.72	0.84	.85
Accessory Retail	0.12	0.36	.35
Commercial Subtotal	**3.41**	**6.27**	**6.25**
Operational Facilities			
Administration	0.71	0.70	0.70
Employee Facilities	0.80	1.47	1.45
First Aid & Mountain Patrol	0.37	0.32	0.30
Operational Subtotal	**1.88**	**2.49**	**2.45**
TOTAL FUNCTIONAL SPACE	**7.91**	**13.61**	**14.15**
Storage	2.24	1.24	1.25
Mechanical, Circulation/Walls/Waste	1.75	3.11	3.10
TOTAL AREA	**11.90**	**17.96**	**18.50**

Ecosign's 2018 recommendations are based on its industry planning standards for North American ski resorts, which "have been developed over several years and incorporate data from day ski area and regional and destination resorts in North America, and are used as a benchmark to evaluate the capacity of the existing services provided." (p. II-20, Ecosign 2018)

Ecosign customized its planning standards for Tahoe Donner to reflect the ski area's unique user and mountain characteristics. These characteristics include:

1) High number of beginner skiers and occasional skiers who need to rent equipment and take lessons, resulting in using a SF factor 2 – 3 times the average.
2) Employee facilities increased by factor of 2, due to large percentage of guests taking lessons.
3) Used higher resort metric for locker space. *(does not seem to be reflected in SF factor – average planning standard metric is .95)*
4) Primary restaurant seating SF factor reflects average of Day Ski Area and Resort Area standard, to reflect that Tahoe Donner experiences many non-skiing guests occupying restaurant seating; using average metric "will ensure that future demands can be met with the planned size."

(p. II-20, Ecosign 2018)