SNOW KING MOUNTAIN RESORT
2014 MASTER DEVELOPMENT PLAN

Presented To

The United States Forest Service

Bridger-Teton National Forest

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Executive Summary

This Master Development Plan (MDP) has been prepared to replace Snow King Mountain Resort's (SKMR) 1982 MDP. The document provides a comprehensive blueprint of ski area development plans for the next ten years and includes information on development of private land, the United States Forest Service (USFS) Special Use Permit (SUP), and Town of Jackson (TOJ) land parcels.

In 2014, SKMR will celebrate its 75th anniversary as a ski area. SKMR was one of the original ski areas to be permitted on National Forest Land and has had a co-operative relationship with the USFS for more than seventy years. Currently, SKMR is one of the few remaining underdeveloped ski areas in North America with vast opportunity for commercial success. Sitting at the doorstep of Yellowstone and Grand Teton National Parks, where more than 3 million people visit annually, Jackson and SKMR have a tourist base unmatched in our country.

As a blend between a visitor-centric resort and a community service facility, SKMR is a place where local residents and visitors share space comfortably. An integral part of the Jackson community, SKMR serves as a bridge to nature for the town and offers a site for skiing, biking, hiking, concerts, and sporting events.

The underlying goal of SKMR, as documented in this MDP, is to create a vibrant, year-round, mixed-use complex contributing to the economy of Jackson and sustaining winter operations. Anchored on the existing development and uses, this MDP sets a vision and a framework for expansion. The MDP balances a variety of complementary uses, environmental considerations, and economic sustainability. The goal of this plan is to create an exemplary multi-use complex serving as a model for diverse user groups interacting effectively in a limited physical location.

Through the development of this MDP and the planning of future activities, SKMR has identified a number of opportunities to improve the financial viability of the ski area and the recreational experience of guests. The following options have been identified and serve as the foundation for the expansion plans presented in this MDP:

- Improve and increase beginner and intermediate ski terrain to serve as the primary "feeder/breeder" ski resort in Jackson Hole.
- Improve lifts and add magic carpets to better serve beginner and intermediate skiers.
- Expand snowmaking on the mountain to enable an early November opening for ski race training, provide coverage to the upper mountain, and aid in fire prevention.
- Introduce high-quality guest service facilities to attract and retain local and destination skiers, serve as an event venue, and provide an outdoor education center for Jackson residents and visitors.

- Add a wide range of year-round activities catering to a variety of visitors passing through the Town of Jackson.

Through the fulfillment of plans to address these opportunities, SKMR seeks to create a sustainable, stand-alone ski area, increase business for the Town, foster new employment, promote the cooperative relationship with the USFS, and transform Snow King into a world-class resort.

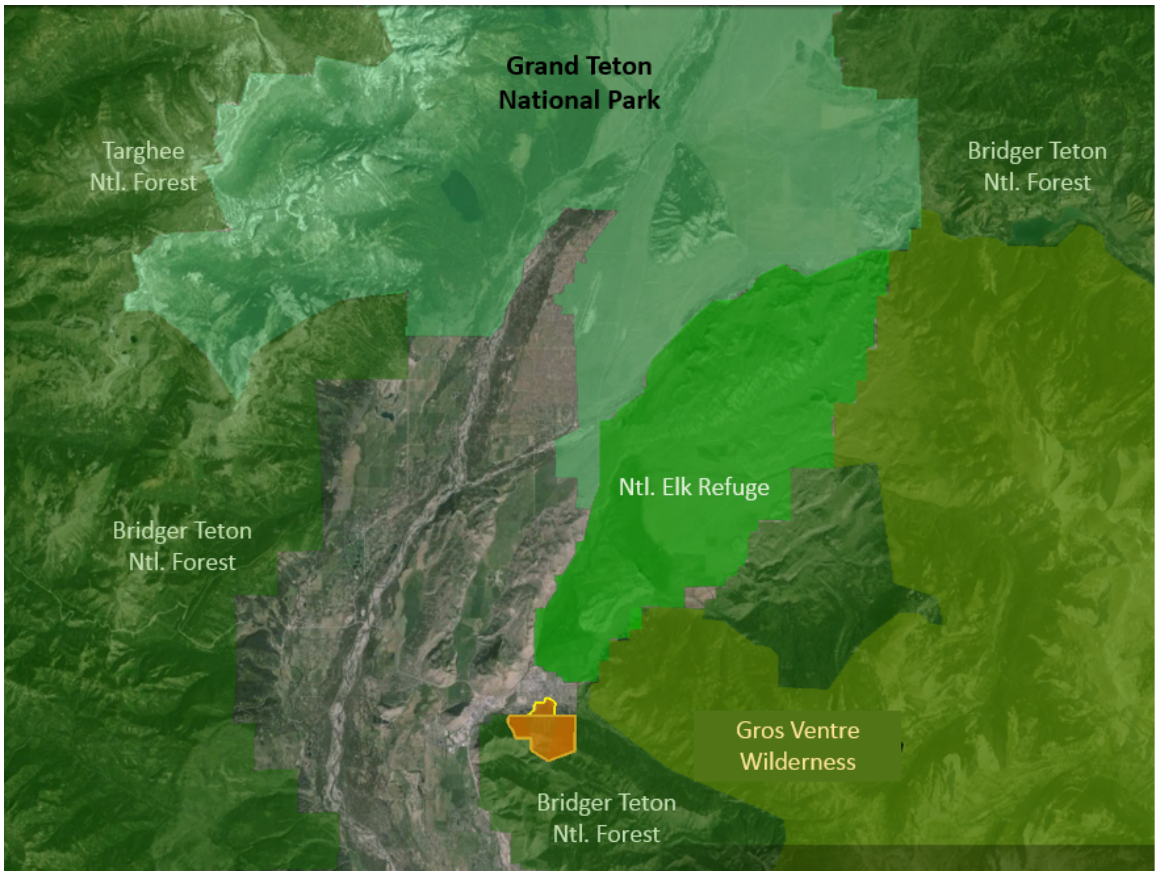
The plan set forth within this MDP is consistent with the 2000 Snow King Planned Resort District Master Plan, the principles guidelines set forth in the 2012 Jackson/Teton County Comprehensive Plan, the 1990 Bridger Teton National Forest (BTNF) Land and Resource Management Plan, and the United States Forest Service Manual 2300 – "Recreation, Wilderness, and Related Resource Management."

It is important to recognize that USFS acceptance of this MDP does not convey "approval" of any projects contained within this document. The approval and implementation of any projects on USFS lands within the SUP of SKMR are contingent upon the National Environmental Policy Act (NEPA) review and approval process.

1. Introduction

A. Location

Snow King Mountain Resort is located in Teton County, Wyoming, and is directly adjacent to the Southern border of the Town of Jackson. In 2010, Teton County had a year-round population of 21,294, and Jackson had a population of 9,577.[1] The number of temporary residents swells these population totals during the summer months by an additional 52,000 and during the winter months by an additional 5,000.[2] The ski area is situated on private land, as well as on land leased from the Town of Jackson. The upper three fourths of the ski area is on National Forest Land administered through the Jackson Ranger District of the BTNF. The physical address of SKMR is 330 E. Snow King Avenue.



SKMR sits within the Greater Yellowstone Ecosystem and is located approximately five miles south of Grand Teton National Park. The location of the mountain, within close proximity to Jackson's town square, the entrance to Grand Teton National Park, Yellowstone National Park, and the National Elk Refuge has the potential to attract hundreds of thousands of visitors to the mountain annually. In 2012 alone, over 5

[1] Jackson Hole Chamber of Commerce website (2013).
[2] Ibid.
[3] Ibid.
[4] Snow King Mountain Recreation LLC is the USFS permit holder for the Snow King Ski

million visitors passed through Yellowstone and Grand Teton National Parks together, with roughly 50 percent visiting Jackson en route.[3]

B. Resort Summary

Snow King Mountain Recreation LLC owns Snow King Mountain Resort (SKMR), Jackson's original ski hill, with a history dating back to 1936.[4] *In 2014, SKMR will celebrate its 75th anniversary as a ski area.* SKMR was one of the original ski areas to be permitted on National Forest Land and for more than seventy years has had a long-standing co-operative relationship with the USFS. The ski area is often referred to as the "Town Hill," a reference conveying the importance of SKMR as a recreational area for the residents of Jackson.

Snow King circa. 1948

Currently, SKMR is one of the few remaining underdeveloped ski areas in North America with vast opportunity for commercial development. Sitting at the doorstep of Yellowstone and Grand Teton National Parks, Jackson and SKMR have a tourist base unmatched for a mountainous region in North America. Furthermore, the ski hill's location, rising directly above the Town of Jackson, gives it a unique advantage over the more remote competition at Jackson Hole Mountain Resort (JHMR) and Grand Targhee Resort (GTR). Over the past few decades, however, SKMR has seen fairly few changes, while the local competition at JHMR and GTR have made significant capital improvements to their ski areas, such as the addition of 'magic carpets' for beginners at GT, high-speed detachable lifts, a gondola and after-hours

[3] Ibid.

[4] Snow King Mountain Recreation LLC is the USFS permit holder for the Snow King Ski Area Special Use Permit.

on-mountain dining at JHMR, base area facilities, modern ticketing and POS hardware and software, improved children's learning center and day care facilities.

As a consequence, SKMR is currently positioned well behind the competition in terms of general perception within the marketplace. As the "Town Hill," SKMR has nevertheless remained a vital part of the Jackson community, faithfully serving a passionate group of local skiers, ski racers, hikers, bikers, horseback riders, and paragliders. This position within the community, and the existing market potential, mean that there is both significant room for growth in income-producing recreational activities on the mountain and for strong support from the local community in achieving these objectives.

Furthermore, the success of JHMR in attracting visitors to the Teton Village has resulted in lower volumes of overnight visitors in the Town of Jackson. This situation demonstrates the value of renewed efforts to revitalize the Town Hill and in turn contribute to the overall success of Jackson as a tourist destination. SKMR is positioned to lead this revitalization through development of year-round recreational activities and events on the mountain.

C. Values & Mission

As a well-balanced blend between a visitor-centric resort and a community service facility, SKMR is a place where local residents and visitors both share space comfortably. An integral part of the Jackson community, SKMR serves as a gateway to the National Forest for the town and offers a site for skiing, biking, hiking, concerts, and sporting events. Throughout the decades, SKMR has provided extremely affordable skiing to the local community, with season pass prices and ticket prices far lower than most successful ski areas. By providing a world class downhill ski racecourse on the mountain, SKMR serves as a ski race training ground for youth of the Jackson Hole Ski and Snowboard Club (JHSSC) and the Jackson High School. The "in town" services that SKMR provides to the community of Jackson are an essential part of what makes Jackson a unique location for the people who live in and visit the area.

The underlying goal of SKMR is to create a vibrant, year-round, mixed-use complex contributing to the economy of Jackson and sustaining winter operations. With this objective in mind, SKMR has developed the following mission statement as a guiding vision for the current and future development of the company:

> *Serving as a bridge to nature, Snow King Mountain Resort strives to be a world-class, year-round recreation and outdoor education center, delivering superior service to both the community of and visitors to the Town of Jackson.*

SKMR holds the values of the community in the utmost regard and seeks to embrace these same values in the future development of the ski area. Development plans at SKMR fall directly in line with the 2000 Snow King Planned Resort District Master

Plan (Resort District Plan)[5] and the guidelines set forth in the 2012 Jackson/Teton County Comprehensive Plan as quoted below:

> *This PRESERVATION Subarea will continue to serve its role as the "Town Hill", providing a variety of summer and winter recreational amenities to the community. In addition, the subarea has wildlife habitat and scenic values that will need to be balanced with recreational uses. Future development should be limited to recreational amenities and supporting structures allowed under the Snow King Master Plan, including but not limited to, multi-purpose pathways, terrain parks, up-hill transportation, ski terrain and amenities.*[6]

In January of 2013, the Jackson Town Council amended the SKMR lease for land use at the base of SKMR to include "additional recreational uses related to ski areas such as zip lines, mountain bike trails and other outdoor amenities."[7] This amendment enables the opportunity to develop the activities outlined in this development plan for the two parcels of Town Land that have been historically used for ski area operations.

With these guiding principles, values, and mission in mind, SKMR seeks to expand existing operations and introduce new recreational activities on the ski hill. These activities have been selected specifically to align with the demands of the tourist driven economy of Jackson and the outdoor recreational pursuits embraced by the local community.

D. Historical Perspective

From 1939 to 1946, the area consisted of a surface cable tow and a small base lodge, known as The Ski Shelter. In 1947, a single chairlift was constructed from a converted ore conductor previously used at a gold mine in Salida, Colorado. It was upgraded to a double chairlift in 1957. This chair was operated as a ski lift during the winter and as a scenic chairlift in the summer. Snow King was the only ski area in Jackson Hole until 1965 when the Jackson Hole Ski Area, now the Jackson Hole Mountain Resort, opened for operations.

During the 1940's, 50's and 60's, Snow King was well known throughout the Intermountain Region for hosting alpine ski races, Nordic ski jumping and recreational skiing. In 1978, a second double fixed grip chairlift was added for the new Alpine Slide in summer and for skiing during the winter. The Alpine Slide is situated completely on private land, just below the National Forest boundary. In 1979, the original bi-cable chairlift to the summit was decommissioned. The following year it was replaced with a fixed grip double chairlift. In 1994, a third chairlift, a triple fixed grip chairlift was installed. The area also has a beginner/ski school surface tow and a snow tubing park that is served by a surface tow.

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[5] Snow King Resort District Master Plan, 2000.
[6] Jackson/Teton County Comprehensive Plan.
[7] Town of Jackson Meeting Agenda. Snow King Mountain Recreation Zip line. 1/22/13.

Night lighting was introduced on the lower eastern section of the mountain in 1981 and then expanded to cover the lower two thirds of the mountain in 1994.

Snowmaking was introduced on private land on the lower mountain in 1988, expanded in 1992 and then again in 1994. Snowmaking currently covers approximately 110 acres of the ski area, half of which is on National Forest Land.

Snow King at Night - 2013

In 1976, the 204 room Snow King Resort Hotel and Convention Center was opened. Since that time, over 130 condominiums have been added to the hotel. The complex is the largest year-round conference facility in Teton County and a center for community functions, meetings, and gatherings. The hotel is presently undergoing extensive renovations and is destined to once again be the flagship lodging and conference facility in Jackson.

In 1993, the Snow King Center, owned by the Town of Jackson, was completed. The Center includes two buildings, an ice rink and the ski shelter. In addition to ice-skating and hockey, the regulation ice rink facility is used for large meetings, trade shows, and events. The Lodge Room serves as the base lodge for the Ski Area during the winter and for meetings and other functions during the off-season. Bathrooms, the Season Pass Office, and the Ski Patrol Room are also located in the Snow King Center. The JHSSC, the Jackson Hole High School Ski Team, and the Girl Scouts of Jackson Hole also have their headquarters in the Snow King Center.

Since 1939, Snow King Mountain Recreation LLC and its predecessors, Snow King Inc., Western Standard Corporation, and Snow King Resort Inc. have continuously overseen the operations of the ski hill. Manuel Lopez, SKMR's President and Managing Partner has been involved in the company since 1973. All SKMR partners have deep ties to the community. Ownership has remained locally based since 1972, when Snow King Inc. became part of the locally based Western Standard

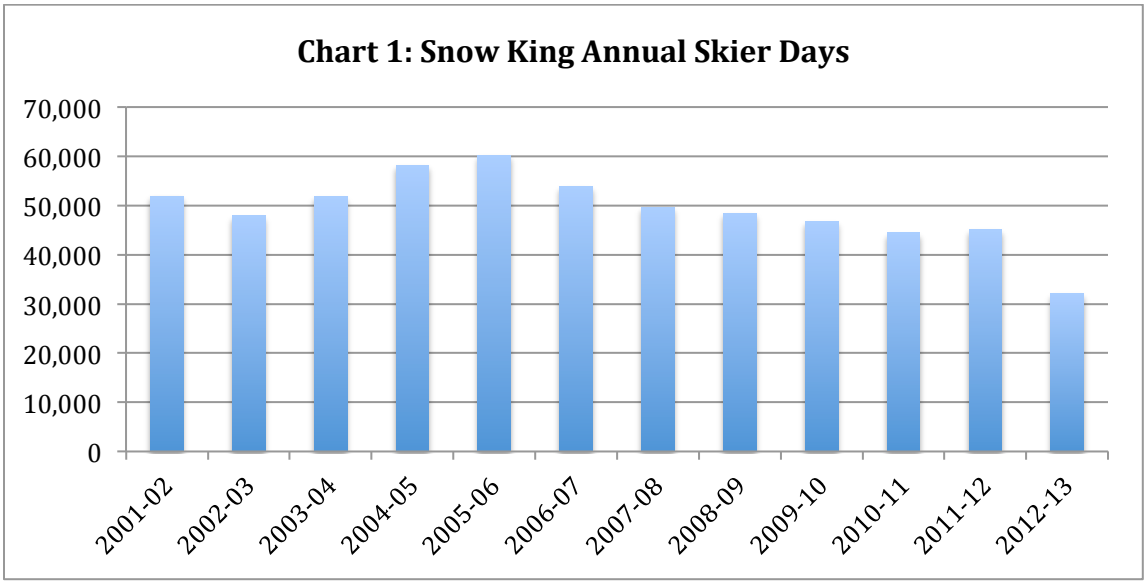
Corporation, which would eventually transform into Snow King Resort Inc. While the partners who make up the ownership of these two companies have changed during the past thirty-nine years, Manuel Lopez, the Managing Director, has been the common thread between the two companies.

In 2011, Snow King relinquished its lease of the ice rink back to the Town of Jackson and retained a lease for the ski shelter building. In 2012, the Snow King Hotel and Conference Center, formally associated with SKMR, was sold to an outside investor. Presently, the hotel and conference center are undergoing a $20 million renovation that will significantly improve the face of the resort and the quality of the hotel/conference facilities. As a consequence of the hotel sale, SKMR is working to become financially sustainable as a stand-alone, year-round ski and recreation area.

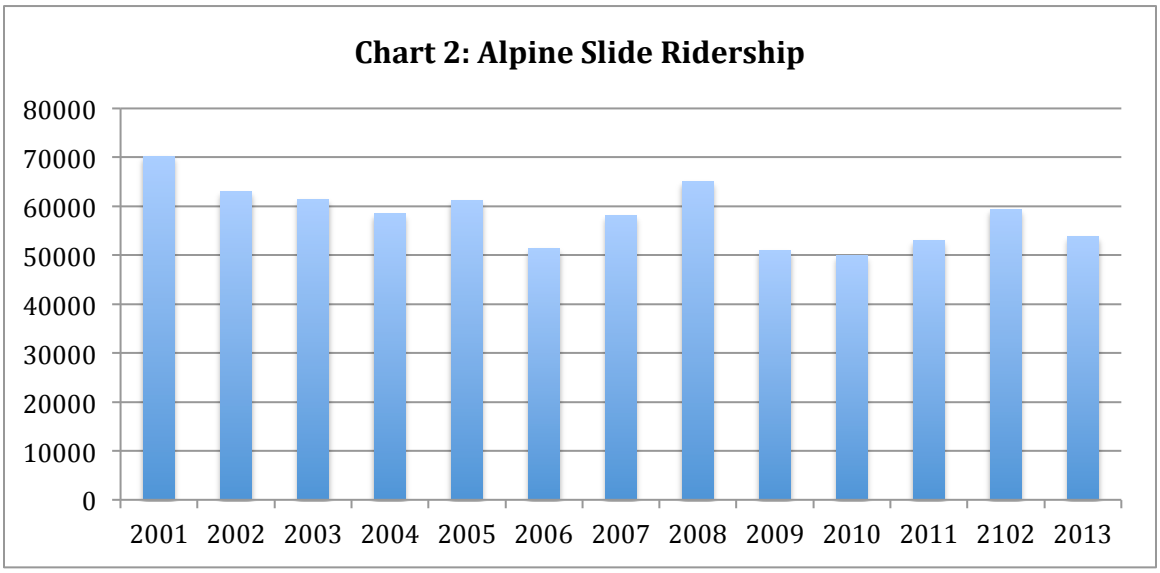
E. Present Market Environment

Within the mountain resort industry there are a number of crucial macro-level changes that are currently shaping trends and the future of the industry. These include shifting demographics, increased competition for recreation dollars, and climate change. Players within the industry are each reacting differently to this situation; however, there are stand out trends that set the tone for the future.

At the national level, demographic changes related to age will have one of the most significant impacts on the mountain resort industry. The 2012 National Ski Areas Association National Demographic Survey concluded that aging "boomers will increasingly need to be replaced with new participants to ensure the long-term health and future growth of the ski industry." This situation means that mountain resorts must learn to understand the next generation of outdoor recreationalists and recognize differences in product demand by "Gen X" and the "Millennial" generations. "Differing perceptions of loyalty and brand commitment pose a challenge" for mountain resorts as they attempt to capture a new generation of mountain recreation enthusiasts.



It has often been noted that the mountain resort industry's biggest competitor is not the neighboring hill, but rather Disneyland, the soccer league, or the mall. While this trend is not new, ski areas, and the industry as a whole, have found it increasingly difficult to create loyal followers who come back year after year. This competitive marketplace forces the need for continuous improvements and necessitates significant capital investment for mountain resorts to remain viable and relevant.



Mountain resort owners and operators see the impact of climate change directly on their bottom lines, and clear trends are developing as to how the industry is dealing with this situation. Mountain resorts are modernizing their snowmaking systems to become more efficient, have higher capacity for cold spells, and to operate at warmer temperatures. Adapting to warmer temperatures comes at a very high cost. Ski areas are forced to spend millions on capital improvements to snowmaking and are often constrained by the amount of water available to make snow. Those resorts with limited or no ability to make snow are becoming financially unsustainable in an era of unpredictable weather. As a consequence, for most ski areas, it is simply a question of how much to invest in snowmaking, recognizing that it will not necessarily increase ticket sales but rather help to maintain existing skier visits.

Industry executives are embracing diversification as the key means of addressing these shifting market forces. They are leveraging their greatest asset, access to the natural beauty and recreational opportunity afforded by the mountains. They are utilizing these assets to create unique vacation experiences that are not necessarily defined by the amount of snow on the ground, but rather by the multitude and variety of recreational experiences available to the guest. As a consequence, the majority of ski areas in the United States have now introduced new summer and year-round activities on the mountain. Industry wide surveys have demonstrated that diversifying ski area operations means "low capital, faster returns, increased asset utilization, and increased room nights for lodging properties. *These [non-*

ski/ride] activities are offered to 100% of the population vs. only 4% of the population for ski and ride."

The ski industry has taken note that it is necessary to "be more than a ski area to survive," and that as areas diversify with ski and non-ski winter activities, they build "insurance" or reassurance for guests considering booking winter vacations. The United States Congress has acknowledged industry changes by passing the Ski Area Recreational Opportunity Enhancement Act, which paves the way for more robust summer and year-round operations at ski areas operating on National Forest Lands.

In line with the global trends cited above, the strategic blueprint in this MDP details a comprehensive recreational expansion on SKMR over the next ten years. The plan seeks to transform SKMR into a world-class, year round mountain sports and outdoor education center, serving as a *bridge to nature* for the Town of Jackson and as a renowned mountain destination for visitors.

F. Snow King Mountain Resort's Market Niche

The principle strengths of SKMR are its size, location and terrain characteristics. SKMR is fifteen minutes from Jackson International Airport and on the main thoroughfare for tourists visiting both Yellowstone and Teton National Parks. As a strikingly visible centerpiece of the Town of Jackson, SKMR is a virtual billboard for visitors passing through town.

Snow King from the National Elk Refuge

For winter tourism in the Rocky Mountain Region, the terrain characteristics of SKMR make for an ideal ski race training, ski competition, and winter sports event venue. Presently, SKMR hosts ski races on a weekly basis during the course of the winter and attracts a significant number of local skiers to the mountain. Its proximity to town makes SKMR ideal for residents and winter visitors to quickly and conveniently participate in Nordic skiing, snowshoeing, snow biking, and tubing. All of this is accessible in a majestic setting just steps from home or lodging and on a scale that is friendly to young and old alike.

It is again the size, location and terrain of SKMR that make it an ideal summer activity center. Within walking distance of town, SKMR provides outdoor activities, nature education and a gateway to USFS multi-use trails. SKMR is additionally positioned to be the *primary trailhead* for the greater Snow King USFS trails system, serving hundreds of trail users on a daily basis. High quality guest facilities, efficient parking, transportation solutions, and appropriately graded new trails are required for this to happen. These additions will facilitate age appropriate access, ease trailhead congestion in neighborhoods around town, and allow for improved trails management in the region.

The development of SKMR has the potential to significantly increase tourism in the State, business in Town, and vibrancy in the community of Jackson.

G. Abstract of Proposed SKMR Improvements

The primary purpose for the following proposed ski area improvements is to expand guest services, increase beginner/intermediate ski terrain, enhance multi-purpose trails, and better cater to both locals and visitors on Snow King Mountain. These improvements are necessary in order to create an economically viable ski area with future sustainability.

I. Projects on USFS Land

Terrain

- Expand the SUP boundary to add approximately 244 acres of new skiable terrain, principally on the NE & NW sides of the permit.
- Glade trees within the expanded SUP in order to improve skiing conditions and promote fire suppression measures.
- Add teaching/beginner terrain for proposed "magic carpets" or lifts at the summit of the mountain.
- Create new/improved access road up the north side to the summit of Snow King Mountain.
- Add new access roads to east and west expansion areas of the SUP.
- Grade approximately 10 acres of trails to improve beginner terrain at the summit of the mountain and near the top of the Rafferty Lift.

Snowmaking

- Expand snowmaking and potable water infrastructure to the summit of Snow King Mountain. This will add approximately 20 acres of snowmaking coverage to the mountain, with the added benefit of enhancing fire prevention and suppression capabilities.
- Replace sections of existing snowmaking pipe infrastructure on the lower third of the mountain that have major leaks/problems.
- Construct an additional snowmaking pump house on private land.
- Install approximately 30 new fixed tower snowmaking guns on the mountain.

Lighting

- Replace all existing lights for night skiing with energy efficient lights.
- Install new lighting on the lower third of the mountain to increase night training space and enhance safety for the JHSSC.

Lift Replacements/Upgrades/Installations

- Complete engineering assessment of the Cougar Lift for the addition of bike carriers.
- Replace the Rafferty Lift with a fixed grip quad lift.
- When the boundary expansion is approved, relocate the fixed grip quad Rafferty Lift to the east, within the expanded SUP boundary area. In the current location of the Rafferty Lift, install a new detachable quad.
- Replace the Summit Lift with a gondola.
- Install two new teaching carpets or a beginner lift at the summit of the mountain adjacent to the top of the new gondola.

Guest Services

- Construct two new guest service buildings on USFS lands, one at the summit of Snow King Mountain, and one at the Rafferty Mid-Mountain area.

Yurt Camp

- Construct a new yurt camp on the southern corner of the SUP. This camp will offer fully catered overnight stays to skiers in the winter and bikers/hikers/horse riders in the summer. The camp will be situated approximately 1.2 miles from the new gondola and from guest services on Snow King Mountain.

Zip lines

- Add two new zip lines within the existing SUP on USFS Land. One zip line will originate from the summit of the mountain and terminate at the top of the Rafferty Lift area. A second will originate from the top of the mountain and terminate at the base of the mountain.

Aerial Adventure Course

- Construct an aerial adventure (tree-to-tree) course consisting of approximately 50 elements adjacent to the top of the Rafferty Lift. This course will be in an area that is approximately 5 acres in size.

Multi-Season Recreational Trails

- Establish three new multi-season recreational trails in the western portion of the expanded SUP. One trail will be designed as the principal hike/uphill ski trail for the public. A second trail will be constructed parallel to the existing Summit Lift to provide a direct

vertical access route to the summit. A third trail will be established in the western SUP expansion area for horse tours.

Lift Accessed Bike Trails

- Establish a new network of downhill specific, lift-accessed bike trails on the mountain. The first stage of the bike park development will occur on the lower two thirds of the mountain. A second stage of trail development will coincide with the installation of the new lift on the east expansion area. A third phase of expansion will include trails from the summit of the mountain.

Winter Terrain Park

- Undertake earthwork for the development of winter terrain parks in the Old Lady Flats area in the middle of the mountain to improve terrain park development. Further dirt work may be undertaken at additional terrain park sites.

II. Projects on Private Land

Mountain Coaster

- Construct a mountain coaster on private land in the Rafferty Lift corridor with the loading/unloading of the coaster located near the base of the existing Rafferty Lift.

Zip Lines

- Add five zip lines on private land to make a comprehensive zip line tour joining with zip lines constructed on USFS land.

Bike Skills Park/Downhill Bike Park

- Construct an extensive downhill bike trail network and a free public use bike skills park on private land, near the base of the mountain and connecting to lift accessed bike trails on USFS lands.

Soaring Eagle Zip Line

- Install a Soaring Eagle Zip Line at the base of Snow King Mountain adjacent to the ice rink. This unique zip line carries two passengers uphill six hundred feet on a chairlift-style seat and releases them at the top to glide back down the line.

Guest Services

- Construct two new guest service facilities at the base of the mountain. One building will incorporate the new summit gondola and offer food and beverage, office space, ski club facilities, ticketing, restrooms, and will serve as a terminus for zip lines descending the mountain. A second building will be constructed at the terminus of the Rafferty Lift and provide food and beverage, sports school facilities, ticketing, rental facilities, serve as the terminus of zip lines, and provide

loading/unloading access to the mountain coaster. These two buildings will offer space for the Snow King Mountain Outdoor Education Program providing graphics, handouts and instructional opportunities in wilderness preservation, sustainable environments, forestry, and animal habitats.

Lighting

- Replace all night skiing lighting on private land with energy efficient lights and add additional lights for ski race training.

Alpine Slide

- Add two additional slide tracks directly adjacent to the existing alpine slide to increase rider capacity.

Terrain

- Construct a bridge over the Snow King Center access road to connect East and West Portals of the mountain for ski and bike access.

H. Goals of this MDP

Over the next ten years, SKMR seeks to build a world-class, year-round mountain sports and outdoor education center, encompassing an age appropriate spectrum of activities for local residents and visitors from around the world. Through the fulfillment of plans to address this objective, SKMR will generate sustainable revenue for the company, increase business within the Town and foster new employment.

The goal of this MDP is to provide the context, vision, detailed blueprint and timeline for achieving the stated objective. Individual projects are identified and priorities are set for the development of both private and public lands within the resort district. SKMR believes that when completed, the mountain sports and outdoor education center will serve as a model for multiple user groups effectively interacting within a limited geographic site. Due to the ever-changing nature of the mountain resort industry, it is important to recognize that this document may be amended periodically in response to market conditions, the evolution of the ski/snowboard industry, and technological innovations.

2. Forest Service Direction

Snow King Mountain Resort operates on BTNF Land under a SUP overseen by the Jackson Ranger District of the BTNF. The upper two-thirds of SKMR sits on BTNF Land, and as such, the following information provides reference to the interaction between the ski area permittee, SKM, and the Federal Land Management Agency, BTNF. The two principal documents that guide the direction of this master plan include the *United States Forest Service Manual 2300 - Recreation, Wilderness, and Related Resource Management* and the 1990 *BTNF Land and Resource Management Plan.* Together these documents provide guidance for the future development of the Snow King Mountain SUP.

SKMR sits within Zone 9B as described in the 1990 Land and Resource Management Plan and is designated as a "Special Use Recreation Area."[8] The BTNF 9B zone is to be managed primarily "for permitted, private recreation homes, permittees, and others offering services to the public, including related roads and sites."[9] The experience that the BTNF seeks to foster within this zone is as follows:

> "Overall you will find many signs of people, but you see little or no evidence of resource development other than recreation. Cabins and buildings used by permittees are visible, but blend into surroundings. Roads are generally graveled, but may be paved in high-use areas. Off-highway vehicle (OHV) use is limited to entry and departure routes. In some locations you see extensive developments associated with ski areas such as hotels, buildings, ski lifts, gondolas, and snowcat equipment. In winter, such areas are often quite crowded with roads clogged and many pedestrians in the area."[10]

The relevant prescriptions for SKMR related to the BTNF 9B Special Use Recreation Area include the "Privately Owned Facility Standard," and the "Visual Quality Prescription."[11] The Privately Owned Facility Standard states, "a similar architectural standard will be followed for all structures within a development."[12] Under the Visual Quality Prescription "facilities are often dominant, but harmonize and blend with the natural setting."[13] Together, these prescriptions encourage the development of ski area facilities on National Forest Lands that blend in with the natural environment.

The United States Forest Service Manual 2300 – Recreation, Wilderness, and Related Resource Management offers guidance for ski area operations on National Forest Lands. This document "encourages summertime use of ski area facilities where that

[8] 1990 Bridger-Teton National Forest, Land & Resource Management Plan.
[9] Ibid.
[10] Ibid.
[11] Ibid.
[12] Ibid.
[13] Ibid.

use is compatible with or enhances natural resource-based recreation opportunities and does not require additional specialized facilities."[14] Furthermore, it is stated that ski areas should "plan for development of new winter recreation sites or expansion of existing sites in such a way that the location of ski runs, trails, lifts, and other facilities avoids terrain inherently prone to frequent and extensive or severe avalanche activity."[15] Finally, the policy direction of this document explicitly encourages the development of privately operated Nordic ski touring centers on National Forest Lands and allows "holders to charge for the use of permitted trails when they make capital investments or incur expense directly for trail maintenance, grooming, and patrolling."[16]

As a partner in the oversight, protection, and development of a unique resource, SKMR must adhere to the guidelines set forth for this special recreation zone at local and national levels. This master plan has been developed based upon insight from other ski areas and national forests across the country in conjunction with exhaustive research on current and future trends within the mountain resort industry. As such, this master plan seeks to harmonize the guidance of federal land management agencies and the development needs of SKMR as a mountain resort. In doing so, this master plan will capitalize on opportunities for SKMR to assist the BTNF in providing the public a wide range of recreational activities on forest lands while overseeing safety and the environmental protection of the SUP. Through mutual interest and obligation, SKM and the BTNF will work closely to implement the plans set forth in this master plan following the National Environmental Policy Act (NEPA). As these plans are developed, SKM will continue to visibly promote through its marketing efforts, the close partnership with BTNF in operating the resort.

3. Public Involvement

This MDP has been developed over a two-year period with public input through a series of public meetings, focus groups, and special interest outreach to key stakeholders in the Town of Jackson. As a community ski area that is used year-round by local residents, and has a large influx of tourists during the summer months, SKMR must find a balance between tourist related revenue generation and the community interests in a recreation venue.

While seeking approval for a State grant for snowmaking expansion and for the development of a zip line on Town land leased to SKMR, additional extensive feedback was received from local residents, the Town of Jackson, and the State of Wyoming on the activities proposed in this master plan.

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[14] United States Forest Service Manual 2300 - Recreation, Wilderness, and Related Resource Management, May 13, 2013.
[15] Ibid.
[16] Ibid.

A. Wyoming Business Council Grant

In 2013 SKMR embarked upon an application process with the Wyoming Business Council (WBC) for $1.5 million in grant/loan funding for snowmaking expansion. As part of that process, a comprehensive business plan for all of the activities proposed in this MDP was presented by SKMR to the Town of Jackson and the State of Wyoming. This business plan was vetted by multiple independent consultants and the grant/loan application was ultimately approved by the Wyoming State Loan Investment Board (SLIB) comprised of the Governor, Secretary of State, Treasurer, Auditor, and Superintendent of Public Instruction. Through this governmental process, the SLIB formally recognized the importance of Snow King within the State of Wyoming as an important recreational venue, potential source of tourism revenue, and key conference facility.

B. Town of Jackson Zip Line Approval

In seeking Town of Jackson approval for a zip line on Town owned property leased to SKMR in 2013, the Jackson Town Council and the general public scrutinized the activities proposed in this MDP. Ultimately, the council moved to approve the construction of the zip line and alter the Town lease to SKMR in order to accommodate some of the additional recreational activities proposed in this MDP. Through this public process, the Town of Jackson formally recognized the importance of SKMR as a ski area, source of revenue generation to the Town, and as a community recreational space. A building permit for this attraction has been approved and the project is scheduled for construction in the spring of 2014.

C. Focus Groups

Starting in January 2013, a series of focus group meetings were held with the Snow King Mountain Initiative (SKMI). SKMI consists of SKMR stakeholders, adjacent property owners, community leaders, downtown businesses, user groups, and multi-generational supporters. At these meetings the activities in this MDP were presented and input was solicited on the proposal. Suggestions on trail design, parking, ski lift development, and services were incorporated into the MDP as a result of the focus group process.

D. Special Interest Outreach

Separate key stakeholder meetings were conducted with the Jackson Hole Conservation Alliance, Jackson Friends of Pathways, the USFS, the Snow King Resort Hotel, Grandview Condominium homeowners, the JHSSC, and the Town of Jackson.

E. Public Meetings

In May 2012, SKMR presented the improvements proposed in this MDP to the Jackson Town Council through the Town planning pre-application conference process. At this public meeting, stakeholders and the general public were given the opportunity to comment on the proposed plans associated with this MDP. Multiple additional public meetings were then held wherein the SKMR recreation expansion plans were presented to the public in connection with the WBC grant application

and zip line development process. These meetings produced valuable input and insightful questions that have helped shaped the MDP process and product.

F. Public Comment

In connection with the activities proposed in this MDP, SKMR and the Town of Jackson received numerous letters.[17] This public comment has been incorporated into the design and planning process for the activities proposed in this MDP.

G. MDP Development Milestones

The following timeline is representative of the activities and presentations associated with SKMR recreation expansion development detailed in the MDP. The events listed are a fraction of the informational meetings held in order to develop expansion plans and receive input from State and Town officials, key stakeholders and the general public.

August 2009	Meeting with Zip Tour representative discussing potential for zip line tours on SKMR. Feasibility study conducted.
September 2010	Downhill bike park and bike skills park feasibility study conducted by Hoots, bike park consultants, Vancouver B.C., Canada.
Jan. – Dec. 2011	Meetings with Roger Bower, regional representative of the WBC, Bob Jensen, Executive Director of the WBC, Town Council Members, and Town Staff discussing SKMR recreation expansion plans.
June 2011	Meetings with Soaring Eagle owners to discuss installation of Soaring Eagle Zip Line.
October 2011	Presentation of recreation expansion plans to USFS.
October 2011	***Ski Area Recreational Opportunity Enhancement Act is passed by congress paving the way for more robust summer operations of ski areas operating on USFS lands.***
December 6, 2011	Meeting with Town Council members, Mayor, and Roger Bower of the WBC, presenting pro-forma financials for SKMR recreation expansion plans.
February 2012	SKMR recreation expansion presentation to the Wyoming Business Council staff, Roger Bower, Mayor Barron, and Bob McLaurin in Cheyenne.
March 2012	Informal presentation of SKMR recreation expansion plans to Wyoming Governor Matt Mead.
April 2012	Presentation of SKMR recreation expansion plans to Jackson School System Recreation Board.
May 7, 2012	Joint information meeting with Jackson Town Council and County Commissioners presenting SKMR recreation expansion plans.

[17] See Appendix A – Public Comment Letters.

May 2012	Pre-application conference with Jackson Planning Department and Town Council.
July 2012	Feasibility study and design layout conducted by Zip-Tour Zip lines.
September 2012	SKMR management tours Utah ski areas researching recreational activity expansion and attend Ski Area Management Summer Operations Camp.
October 4, 2012	Feasibility study and initial design layout of Soaring Eagle Zip Line.
October 29, 2012	First draft of the WBC Business Committed Grant Application presented to the Jackson Town Council.
November 2012	Feasibility study and track layout carried out by Wiegand Sports, mountain coaster designers.
December 9, 2012	Downhill bike park feasibility study conducted by Gravity Logic, bike park consultants, Whistler, B.C., Canada.
Jan – August, 2013	Stakeholder meetings with downtown business owners/operators and interested parties.
January 22, 2013	Jackson Town Council grants approval to amend SKMR mountain land lease to include additional recreational activities such as zip lines, mountain bike trails, etc.
February 4, 2013	Jackson Town Council discusses revised WBC Business Committed Grant Application. Council members voice support for initiative and request additional information.
February 19, 2013	WBC Snowmaking Grant approved by Jackson Town Council.
May 23, 2013	WBC Board approves $1M grant and $500,000 loan to SKMR for snowmaking and infrastructure project.
June 20, 2013	Wyoming State Loan Investment Board awards $1M loan and $500,000 grant to SKM for snowmaking and infrastructure development.
June 24, 2013	West Portal planning meeting with Design Workshop consultant Bill Kane and SKM stakeholders for the redevelopment of the West Portal of Snow King Mountain.
August 6, 2013	2nd West Portal planning meeting with Town stakeholders.
August 15, 2013	SKM trails stakeholder meeting with BTNF, Friends of Pathways, Wyoming Pathways, and JH Conservation Alliance.

4. Site Inventory & Existing Facilities

A. Snow King Topography & Solar Aspect

Among small to mid sized ski areas, SKMR offers some of the steepest lift served ski terrain in the United States. Lift served ski terrain is provided on the north side of Snow King Mountain with one lift extending to the northwest peak of the summit (7,810 ft) and hiking access available to the northeast peak (8,005 ft). The base area of the mountain is situated at 6,245 ft. Lift accessed vertical descent on the mountain is approximately 1,565 ft.

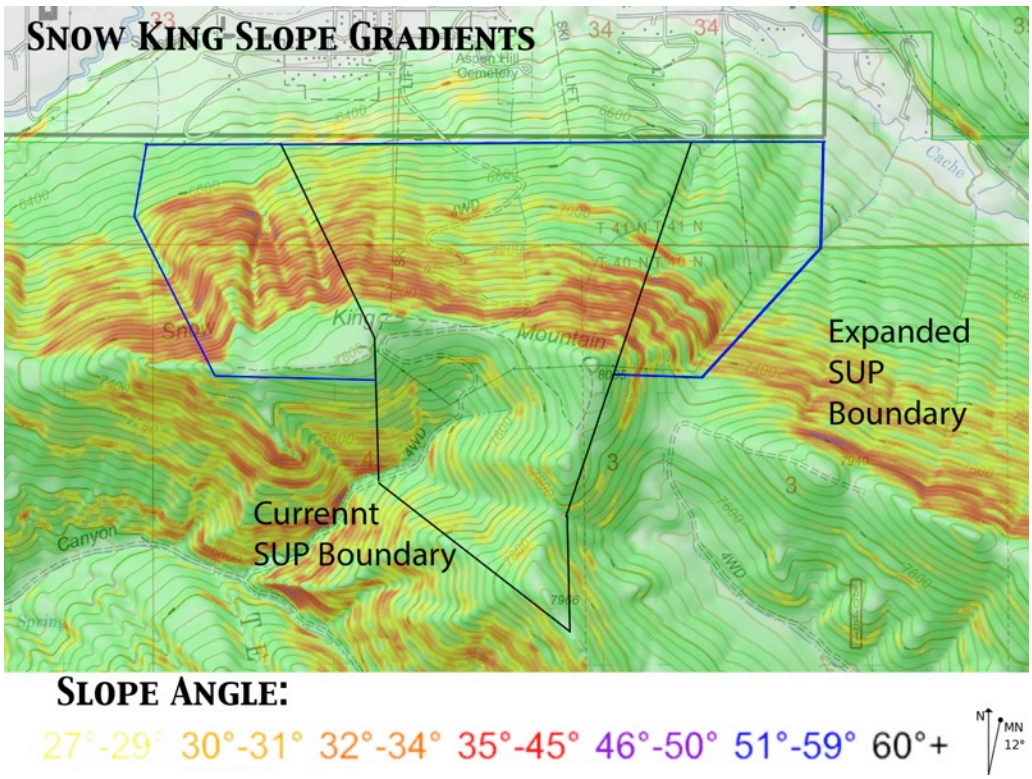
The Aspen Hill Cemetery sits at the base of the mountain, creating a split in the lift serviced ski terrain. As a result, ski area users are presently unable to efficiently circulate around the cemetery. The terrain is such that circulation around the cemetery can be improved in the future. The area within the Snow King SUP to the south of Snow King Mountain offers a wide range of potential ski terrain; however, lifts do not presently serve this area. The ridge upon which SKMR is located runs east to west and backcountry skiers frequently venture outside the SUP along this ridge.

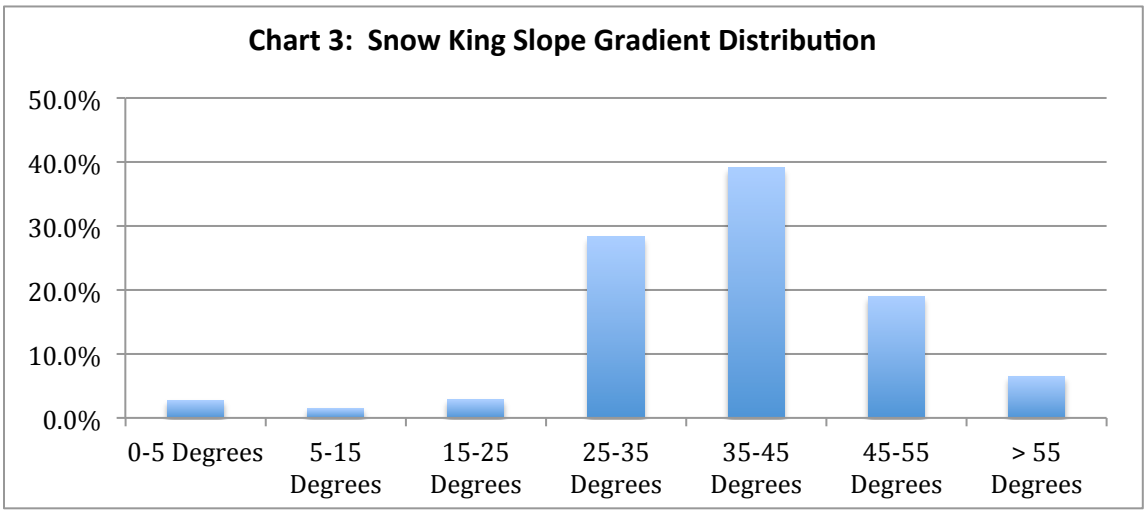
Skiable lift access terrain on SKMR is predominately located on north facing slopes. Due to limited sun exposure, this solar aspect orientation provides good snow retention. The southern side of SKMR within the SUP offers a greater range of solar aspect slopes; however, this area is not lift accessed and majority of this terrain has a southern aspect that tends to offer poor snow retention.

The north facing aspect of Snow King Mountain allows the ski area to function with very limited amount of snow cover due to the lesser amount of sunlight it receives. This situation tends to restrict snow play and time spent on the mountain due to the lack of sunlight and colder temperature in the early months of winter.

B. Snow King Mountain Slope Gradients

Within the Snow King SUP, the upper third of the mountain consists of slopes ranging from 38-63 degrees. The lower two-thirds of the mountain consist of slopes ranging from 7-36 degrees and offers the majority of the beginner-intermediate terrain on the mountain. The majority of skiable terrain at SKMR is intermediate to expert terrain and the ski area currently has a significant deficiency of beginner terrain. Chart 3 depicts a breakdown of the percentage of ski trails that fall within each slope gradient range and the following image displays this visually.





C. Existing Facilities

The following information provides an overview of the existing ski area facilities at SKMR and illustrates the need for the proposed improvements included in the MDP.

As can be seen in the photos below, the current guest experience at SKMR is marginal with respect to facilities. The majority of the facilities on the mountain have not seen a significant upgrade for over 15 years. While lifts, snowmaking,

bathrooms, food, beverage, and skier service facilities have been sufficiently maintained over the years, all of these facilities could use major improvement in order to compete with other regional ski areas. A lack of on-mountain restaurants and restrooms is one of the most obvious deficiencies on the mountain. With the ease of access to downtown Jackson and the spectacular views from SKMR, the summit and mid-mountain offer ideal areas for the development of restaurant facilities on the mountain. In December of 2012, SKMR pushed back its opening date by two weeks and barely managed to open for the holidays due to insufficient snowmaking capacity and warm temperatures. This situation highlights the need for improved snowmaking facilities on the mountain.

On most weekdays and non-peak weekends during the winter, the daily visitation numbers at SKMR do not result in long lift lines. However, during summer months, lift lines for the Rafferty Lift (Alpine Slide riders), and the Summit Lift (scenic chairlift riders) frequently result in long waits and lost customers. Replacement of these lifts is necessary in order to address capacity problems during these peak times of the year.

Ski School Facilities

Summit Lift & Ticket Sales

Panorama House at Summit

Snowmaking Pump House & Lift Shop

Ski Shelter, Ski Patrol Room, and Ski Club Offices

I. Existing Lift Network

SKMR currently operates four lifts: two fixed grip doubles, one fixed grip triple, and two surface tows. The resort's total uphill design lift capacity has been calculated at 1,250 people-per-hour (pph) in the summer and 2,810 pph in the winter. See Appendix E for the current lift layout. Chart four provides statistics on the existing lifts.

Chart 4: Lift Specifications – Existing Conditions

	Cougar Lift	Summit Lift	Rafferty Lift	Rope Tows
Manufacturer	CTEC	CTEC	HALL	Multi Ski Lift
Type	Fixed Grip Triple	Fixed Grip Double	Fixed Grip Double	Rope tow
Year	1994	1981	1978	1994 & 2007
Speed	500 fpm	460 fpm	425 fpm	330 fpm
Max Capacity	1200 pph	1000 pph	850 pph	700 pph
Current Winter Capacity	860 pph	860 pph	690 pph	200 pph
Current Summer Capacity	250 pph	500 pph	500 pph	n/a
Number of Carriers	70	138	68	n/a
Carrier Spacing	75 ft	54 ft	61 ft	n/a
Night Skiing	Yes	No	Yes	No
Vertical Rise	845 ft	1550 ft	555 ft	15 ft
Slope Length	2578 ft	3703 ft	2016	75 ft
pph = people/hr, fpm = feet/minute				

Beginner Lifts

One surface tow located below the base of the Rafferty Lift is used for first time skiers and small children. Riders grab directly to the haul rope of this tow to ride up a relatively flat slope.

The Rafferty Chairlift is the principal beginner/intermediate lift at SKMR. This fixed grip double chairlift serves approximately 900 vertical feet of beginner to intermediate terrain and is located on mainly on private land. The Rafferty Lift is open in the evenings for night skiing. In the summer, the Rafferty Lift provides access to the Alpine Slide that sees over 65,000 riders annually.

Intermediate/Advanced Lifts

The Cougar Lift provides access to the mid mountain and serves as the principal lift for the JHSSC race, freestyle, and freeride training programs. Weekly races are held off of the Cougar Lift during the winter months. This lift offers night skiing access and evening race training access.

The Summit Chairlift provides access to the Summit of Snow King Mountain, offering access to advanced terrain on the mountain. This lift is run year-round for scenic lift rides and access to backcountry skiing and hiking from the summit.

Tube Park Surface Tow

A surface tow with handles is used for access to the King Tubes snow tubing park. This tow provides access to two tubing lanes that terminate at the base of SKMR.

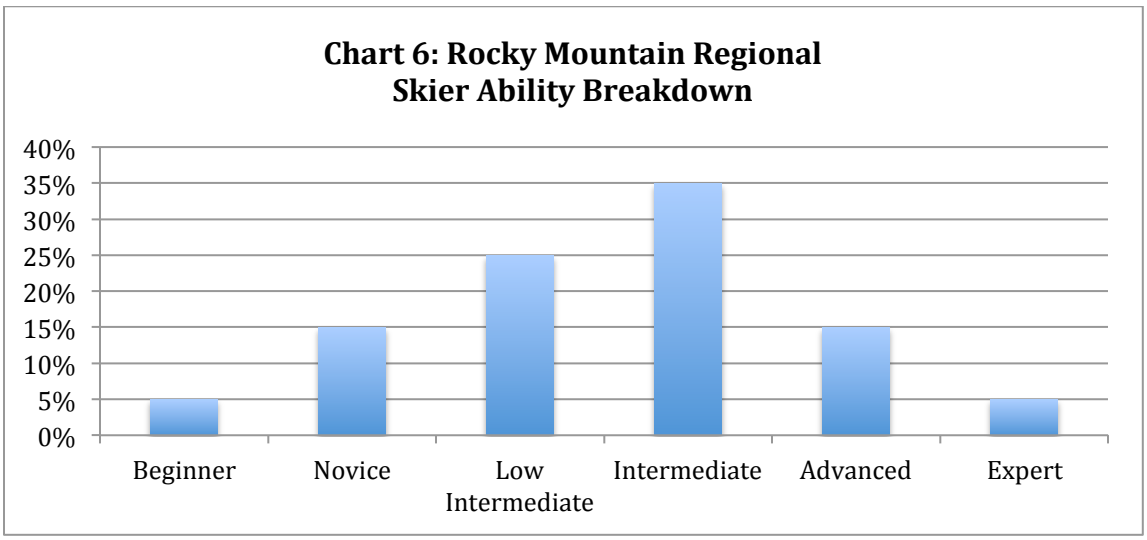
II. Existing Terrain Network

The variety of terrain available to skiers and riders is one of the principal determining factors in guest experience. The more expansive and diverse the terrain offering of a ski resort, the more opportunity for success in attracting skiers beyond the local market. This is evident in the SKI Magazine resort rankings that consistently award the highest honors to ski areas with the best terrain offerings. In 2013, Jackson Hole Mountain Resort received top honors from SKI magazine readers with the conclusion "there is no place that offers more variety and challenge in terrain."[18] This statement validates the importance of offering and creating terrain that caters to a wide audience of skiers in order to succeed as a ski resort in today's competitive marketplace. The ideal scenario is for a mountain's available ski terrain to be capable of accommodating the full range of ability levels. Chart 5 outlines the appropriate terrain gradients for each skier ability level. Charts 6 & 7 utilize this breakdown to analyze the regional market and the terrain at SKMR.

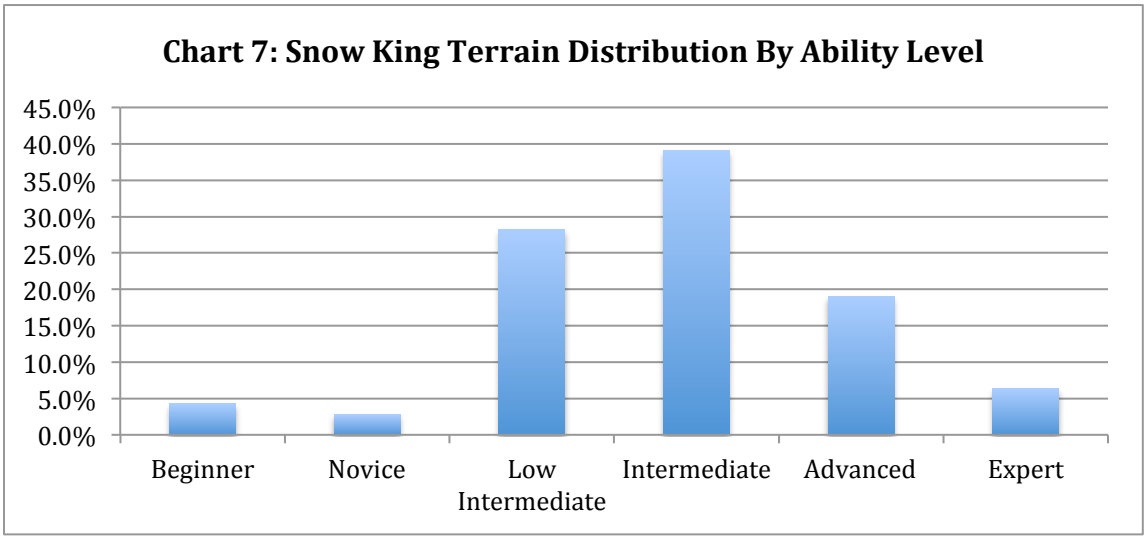
Chart 5: Appropriate Terrain Gradient for Skier Ability Levels

Skier Ability	Slope Angle
Beginner	0-15 Degrees
Novice	15-25 Degrees
Low Intermediate	25-35 Degrees
Intermediate	35-45 Degrees
Advanced	45-55 Degrees
Expert	> 55 Degrees

[18] SKI Magazine 2013 Readers Poll.



Due to the steep slope of the mountain and the restricted SUP boundaries, SKMR currently offers limited beginner skiing and riding terrain. The vast majority of terrain at SKMR is intermediate or advanced, with very limited transition terrain (blue/green runs) from beginner to intermediate. Even though it offers the most docile terrain within the current SUP, many beginning skiers have not returned to SKMR after their first attempt to navigate from top to bottom of the Rafferty Lift.



The existing alpine ski terrain at SKMR can be analyzed by difficulty and lift access. As a general statement, it can be said that the Summit Lift serves primarily advanced terrain, the Cougar Lift primarily intermediate, the Rafferty Lift beginner/intermediate terrain, and the teaching rope tow offers first time skier terrain.

Summit Terrain

One of SKMR's main draws is the steep terrain accessed from the summit of the mountain, particularly on a powder day. The Summit Lift provides access to

approximately 40 acres of advanced and expert ski terrain on the north side of SKMR. This terrain ranges from gladed skiing to steep (40 degree) groomed runs. A steep snowcat access road runs to the top of this terrain; however, the narrow nature of the road and grade limit access from the top of SKMR to advanced-intermediate skiers. A significant amount of this terrain is undeveloped expert terrain. This terrain has seen little to no glading or fire mitigation in the past decade. As a consequence, a significant portion of the Summit terrain often remains unskiable in low snow years due to downed trees and other hazards. Nevertheless, in good snow years and on good powder days, this undeveloped terrain brings many expert local skiers to SKMR. Existing terrain within the SUP on the south side of SKMR offers skiers easy access to backcountry skiing conditions and terrain. This terrain offers the potential for guided backcountry ski tours offered through the Snow King Mountain Sports School. In good snow years, the general public regularly accesses this unpatrolled terrain to the south of SKMR within the SUP through backcountry access gates. The Summit Lift provides access to terrain served by both the Cougar and Rafferty Lifts and is situated on USFS Land.

Cougar Terrain

The Cougar Lift is the most frequently used lift during winter months, providing access to a range of beginner to advanced terrain. This terrain on the northwest corner of the SUP is regularly groomed for ski race training and events associated with the JHSSC. The relatively consistent slope angle found in this terrain offers near ideal alpine ski race training conditions and has received accolades from international Olympic ski racers who have trained on it. Lights cover the majority of terrain accessed by the Cougar Lift, making the area accessible for night skiing and evening ski race training. Ownership of this terrain is a mix of USFS Land, Town of Jackson land leased to SKMR, and private land owned by SKMR. The Cougar Lift provides access to the Rafferty Lift and terrain serviced by this lift.

Rafferty Terrain

The Rafferty Lift provides access to the majority of the beginner/intermediate terrain on SKMR and serves as the main hub for the Mountain Sports School. The majority of this terrain is situated on private land owned by SKMR and the remainder on USFS land. Slope angles within the terrain serviced by the Rafferty Lift are generally more consistent with intermediate ski terrain; however, a beginner snowcat track offers an easy way down to the base of the mountain. The lack of a consistent low angle pitch severely hampers the growth and ability of the Snow King Mountain Sports School to effectively teach beginning skiers. Currently there is no way to ski from the base of the Rafferty Lift to the Cougar/Summit Lifts, as the two sites are bisected by a parking lot. The appropriate grade exists to bridge the parking lot and create ski access between the east and west base areas. Terrain on the Rafferty Lift leads to the rope tow at the east base of the mountain.

Teaching Terrain

The primary first time skier teaching terrain is currently located below the base of the Rafferty Lift and is served by a MultiLift rope tow situated on SKMR private land. The location of the rope tow offers a near flat teaching area for the Mountain Sports School and offers easy access to parking and for spectators watching children's group lessons. This land is earmarked for commercial development that will likely necessitate the relocation of the rope tow and beginner teaching terrain.

Chart 8: Existing Ski Run Specifications

Run #	Name	From ft.	To ft.	Width ft.	Horiz. ft.	Vert. Ft.	Slope avg.-%	Exist. acres
BEGINNER TRAILS								
01	SLOW TRAIL	7120	6825	20	5500	295	5%	2.5
02	ELKHORN TRAIL	7600	7120	20	2400	480	20%	1.1
03	FAST TRAIL	7120	6850	20	1000	270	27%	0.5
04	TURN PIKE/RETURN	6780	6520	80/20	1085	260	24%	1.5
05	CATS	6880	6460	75	1500	420	28%	2.6
	Existing Subtotal				11485			8.2
INTERMEDIATE TRAILS								
20	LOWER EXHIBITION	7120	6250	275	1900	870	46%	12.0
21	COUGAR	7060	6520	275	1400	540	39%	8.8
22	LOWER ELK	6930	6300	125	1800	630	35%	5.2
23	OLD MAN'S FLATS	6900	6300	175	2200	600	27%	8.8
24	UP, KELLY'S ALLEY	6900	6320	150	2200	580	26%	7.6
25	TOWERS RUN	6880	6320	100	1400	560	40%	3.2
26	RAVINE RUN	6560	6420	50	1200	140	12%	1.4
	Existing Subtotal				12100			47.0
ADVANCED TRAILS								
50	BEARCAT GLADE	7180	6640	100	1100	540	49%	2.5
51	BIG HORN	7060	6860	100	450	200	44%	1.0
52	BISON	7060	6780	125	650	280	43%	1.9
53	ELK	7600	6800	225	1800	800	44%	9.3
54	GRIZZLY	7500	6800	275	1550	700	45%	9.8
55	CUT OFF	7340	7180	100	400	160	40%	0.9
56	JUMP RUN	6590	6360	50	600	230	38%	0.7
57	SNAKE RIVER RUN	6840	6500	50	1000	340	34%	1.1
	Existing Subtotal				7550			27.3
EXPERT TRAILS								
70	BEARCAT	7808	7120	75	1200	688	57%	2.1
71	UPPER EXHIBITION	7808	7120	150	1100	688	63%	3.8
72	BELLY ROLL	7720	7100	75	1200	620	52%	2.1
73	W/E "S" CHUTE	7700	7440	60	550	260	47%	0.8
	Total Expert				4050			8.7
Total Existing Acres								**91.1**

III. Existing Snowmaking Infrastructure

Snowmaking was introduced on private land on the lower mountain in 1988, expanded in 1992, and then again in 1994. Snowmaking covers approximately 110 acres of the ski area, half of which is on National Forest Land. The system has 54 electrical pedestals and hydrants for utilization of fan style snowmaking guns. This system is served by a 600 gallon per minute (GPM) main pump house and is fed by domestic water provided by the Town of Jackson. The existing snowmaking system is now 20 years old and has large sections of pipe that have been abandoned due to excessive leaks. See Appendix B for the existing snowmaking layout. Chart 9 lists the current snowmaking guns used on the mountain.

Chart 9: Existing Snow Gun Inventory

Quantity	Year	Make	Model	Style
4	1994	SMI	Highland Snowmakers	Manual/Mobile
1	2003	SMI	Super PoleCat Snowtower	Manual/Tower
2	2010	TechnoAlpin	M18	Automatic/Mobile
3	2011	TechnoAlpin	T40	Automatic/Tower

In addition, a small portable booster pump is used on the hill to boost upper water pressures for snowmaking higher up on the mountain. The current snowmaking system requires hundreds of man-hours in order to open the resort for race training and for the public. Compared to other snowmaking systems industry wide, the existing snowmaking infrastructure is very labor intensive and does not produce sufficient snow volume for the needs of the mountain.

IV. Existing Night Lighting

Night lighting was introduced on the lower eastern section of the mountain in 1981 and then expanded to cover the lower two thirds of the mountain in 1994. This system currently consists of approximately fifty-five 1000-watt metal halide lights mounted on a variety of different structures ranging from trees to ski lift towers. By current standards, the existing lighting system is not energy efficient nor does it provide adequate light for expert ski race training in key areas. Due to the fact that the majority of ski race training on the mountain occurs in the evenings, after school hours, lighting is a key factor in the safety of race training programs for local athletes. See Appendix C for existing lighting layout.

V. Existing Additional Attractions

In 1978, a two track alpine slide was installed on private property at the base of SKMR and serviced from a mid-way station on the Rafferty Ski Lift. In 1996, a significant track replacement project was undertaken to remove sections of track containing asbestos. The alpine slide has been the largest revenue source for the ski area since installation and sees between 60,000-75,000 riders annually.

Alpine Slide & Rafferty Lift

Additional attractions at the base of SKMR include a miniature golf course, bungee trampolines, a bouldering (rock climbing) park, and a horse corral. An ice climbing concession on a man-made drip-irrigation ice wall located on private property was started in the winter of 2012-2013.

Grand View Recreation, an affiliate company of Snow King Mountain Recreation has a special use authorization to provide horseback rides in the Bridger-Teton National Forest. This permit, which will be up for renewal in 2017, allows SKMR to offer short horseback rides within the existing SUP, and longer rides outside the SUP. Horseback tours on Snow King Mountain were first introduced in 1976. The horse trails created from this operation have since turned into many of the public hiking/biking trails on the mountain.

Horseback Rides on Snow King

VI. Present Capacity Analysis

Design capacity for ski areas is a planning concept that is used to establish appropriate facilities to serve a daily guest population. This design capacity can be used to determine the size of ski resort facilities such as lifts, restaurants, and guest service facilities. Design capacity is calculated not on the busiest day of the season, but rather on the 5th to 10th busiest day of the season as averaged over the course of multiple years. Therefore, five to ten days of an operating season will see visitation that is higher than the design capacity and longer than acceptable lines for services will ensue. By constructing guest service facilities and ski lift infrastructure to meet design capacity, this ensures that resort facilities are not excessively under or over utilized.

"Comfortable Carrying Capacity" (CCC) and "Skiers At One Time" (SAOT) are synonymous ski industry terms used to describe design capacity. These concepts refer to the maximum number of guests that a ski resort can comfortably accommodate on a daily basis with an enjoyable visitation experience. The CCC and SAOT numbers assume that crowding is minimal, waiting lines are relatively short, and enough space is found for safe and pleasant skiing or enjoyment of other activities that guests pay for. The CCC and SAOT numbers attempt to factor in the time spent waiting in lifts, riding lifts, skiing down the mountain, and utilizing ski area facilities.

The total wintertime CCC calculated for the current resort infrastructure including the tube park is 972 people (See Chart 10 Below). This would indicate that monthly CCC is approximately 29,000 people and annual operating CCC is approximately 110,000 people. These figures far exceed the current visitation at SKMR during the winter months.

During the winter of 2013 skier days totaled approximately 32,000 or approximately one quarter of the seasonal CCC for the mountain. In the past decade, skier days have never exceeded 60,000, which is approximately half the seasonal CCC. On a peak day during the winter months no more than 350 skiers are on the mountain during the course of a day while the majority of winter days see less than 150. During the entire month of February 2013, the busiest month of the winter, a total of approximately 3300 ski lift tickets were distributed, for an average of 117 tickets per day. From the perspective of a guest recreational experience, SKMR is less crowded than most ski resorts. Examining trail densities, or the number of skiers on a particular slope at one time, the current CCC of SKMR combined with the current skier days results in trail densities much lower than other ski resorts. This scenario means that individual ski runs are typically less crowded that other ski resorts. Chart 10 below provides a capacity analysis for each of the ski lifts on the mountain.

Chart 10: Snow King Lift-based Capacity Estimate[19]

UPHILL FACILITY LIST	Rafferty double	Cougar triple	Summit double	Beginner Tow	Tube Tow	Current	
	(1978) 2001	*1994*	*1981*	*2000*	*2000*	*2013*	
ANTICIPATED USE	100%	100%	100%	100%	100%		
% First Practice	0%	0%	0%	80%	100%		
% Beginner	20%	10%	0%	0%	0%		
% Intermediate	40%	40%	25%	0%	0%		
% Accomplished	20%	30%	55%	0%	0%		
% Snowboard	20%	20%	20%	20%	0%		
LIFT DATA							
Age	13	19	32	13	13		
Carrier size/grip	2/fixed	3/fixed	2/fixed	handle	handle		
Bottom Elevation ft	6320	6250	6260	6330	6230		
Top Elevation ft	6875	7095	7810	6360	6260		
Vertical ft	555	845	1550	30	30	3010	
Horizontal ft	1975	2436	3360	150	125	8046	
Lift Slope avg.%	28.1%	34.7%	46.1%	20.0%	24.0%	37.4%	
Uphill Rope Length	2257	2836	4070	168	141	9473	
Design Capacity p/h	640	960	870	500	500		
Rope Speed fpm	460	500	500	200	200		
HP-estimate	52	125	174	10	10	372	
VTF million p-ft/h	0.36	0.81	1.35	0.02	0.02	2.54	
OPERATIONS DATA							
Open hours	7	7	7	7	7		
Efficiency (day-avg.)	0.75	0.85	0.75	0.70	0.70		
VTF/day million	1.86	4.83	7.08	0.07	0.07	13.92	
SKIER DISTRIBUTION							
% Active Skiers	75%	75%	60%	50%	50%	66%	
Avg. Dispatch (p/min)	8.00	13.60	10.88	5.83	5.83		
Ride Time (min)	4.91	5.67	8.14	0.84	0.71		
Avg. Skiing Time (min)	5.64	6.52	8.14	0.73	0.71		
Design Queue (min)	5	5	4	4	4		
Skiers on Lift	39	77	89	5	4	214	
Skiers on Trails	45	89	89	4	4	231	
Skiers waiting	40	68	44	23	23	198	
Active Skiers (ASP)	124	234	221	33	32	643	
Inactive Skiers	41	78	147	33	32	331	
SAOT/CCC	**166**	**312**	**368**	**65**	**63**	**972**	Use Scenario all skiers and riders are of equal ability
Avg VTF Use (ft/day)	11245	15482	19259	1130	1164	14313	
Historic* VTF Use	11200	12400	14650	4000	2500	11854	
Hours to get VTF/d	5.25	5.25	4.20	3.50	3.50		
Active Skier Density	11	9	6	26	32	13	New Ability B/ I /A+X Split of 2091 skiers/ riders
Net Acreage	11	25	36	1	1	75	
SKIER COUNT							
First Practice	0	0	0	52	63	115	
Beginner Skiers	34	31	0	0	0	65	23%
Intermediate Skiers	66	125	92	0	0	283	36%
Advanced Skiers	33	94	202	0	0	329	42%
Snowboarders	33	62	74	13	0	182	100%
Total skiers/ riders	167	312	368	65	63	972	

LEGEND
Vertical Transport Feet (rated p/h each lift times its vertical feet)
Active Skier Population (w/o those outside active skiing loop)
Skiers at one time (comfortable skiing capacity derived from lift use)

[19] See Appendix J – Glossary of terms for additional detail.

4. Previously Approved/Accepted Projects

Over the past decade, SKMR has undertaken very few improvement projects on USFS lands within the ski area SUP. The following is a list of the most recent approved projects and their completion status:

- Nature trail construction at Summit – Completed 2010.
- Photography kiosk at Summit – Completed 2010.
- Improvements to paragliding launch site – Completed 2012.
- Aerial fiber optic cable/com-line replacement Summit Lift – Completed 2013.
- Grading of event space at Rafferty mid-way station – Pending.

5. Snow King Mountain Development Plan

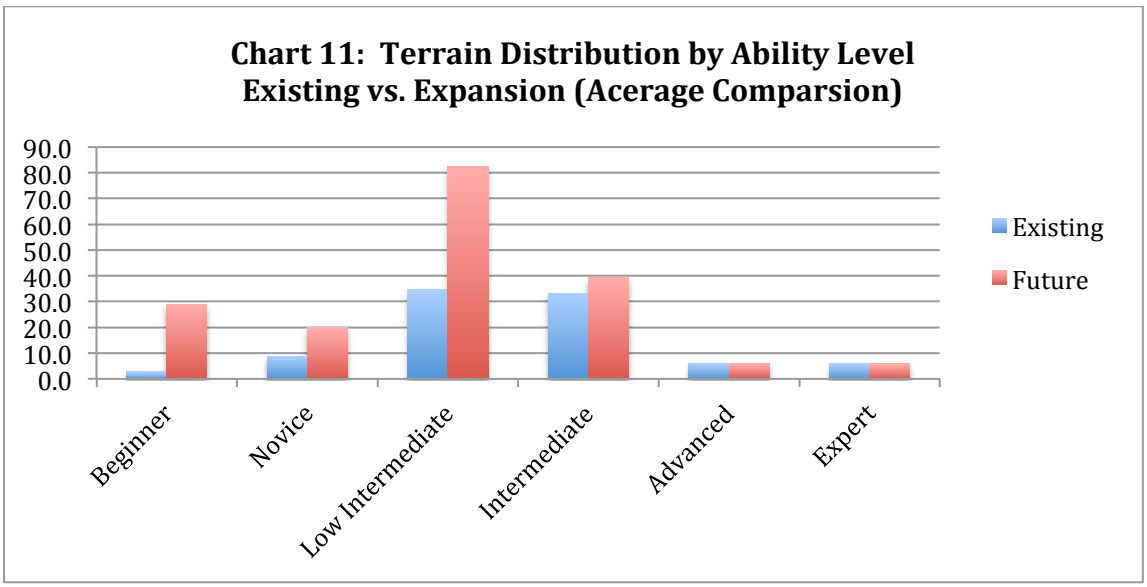
The projects defined in this MDP can transform SKMR into a financially sustainable, stand-alone ski area, seamlessly serving the needs of the community and visitors alike. The plan seeks to balance environmental protection, multiple user group interests, a range of age appropriate recreational activities, and the demands of operating a ski resort with industry best practices. It serves as a comprehensive blueprint for projected development over the next ten years at SKMR.

A. Terrain

At the core of the MDP is the SUP boundary expansion. This expansion would enlarge the existing SUP by approximately 244 acres enabling the improvement of existing activities of the mountain as well as the creation of new, year round activities. Boundary expansion is the foundation for the building blocks of future success.

As noted in Chart 5, Existing Terrain Distribution by Ability Level, the steep nature of the terrain within the existing SUP limits the success of SKMR in appealing to a wide range of skiers. Through the SUP expansion proposed in this MDP, the Snow King Mountain Sports School will be able to better attract and cater to beginning and intermediate skiers. The Mountain Sports School program, with an industry recognized director, is one of SKMR's competitive market niches and has the ability to transform SKMR into the primary feeder/breeder ski resort in the region.

A new road to the summit will be created on the front of the mountain, extending into both of the proposed east and west SUP expansion areas. Access to the summit of the mountain via Leeks Canyon to the south has become increasingly difficult due to poor road conditions and restricted access by a private landowner at the base of the canyon. The new road will allow for the development plans described in detail below. The new, more efficient road will obsolete the older ineffective roads. The older roads can then be closed and the terrain returned to its' natural state.



Summit Terrain Expansion

Proposed expansion terrain at the summit of SKMR will allow for the development of a beginner ski zone that will offer a long term solution for the mountain sports school's first time skier program. Presently, the rope tow utilized for first time beginner skiers is located on a piece of property that is marked for sale and development. By shifting the beginner area to the summit of the mountain, SKMR will be able to invest in the long-term growth and success of the Mountain Sports School with a dedicated site for beginner skiers. The location of this beginner zone at the summit of the mountain offers a number of advantages over the current beginner ski terrain. This site offers spectacular views of the Teton Range, longer periods of sun exposure, and ultimately easier access to ski area facilities when development of the new summit services building is complete. Two magic carpet lifts are proposed for the summit beginner area along with grading to achieve appropriate beginner slopes. The new road to the summit of the mountain will offer an easy way down the mountain for beginning and intermediate skiers. Those skiers who are not comfortable with the ski descent from the summit will be able to easily download on the proposed gondola, with access to and from the base area in approximately 7 minutes.

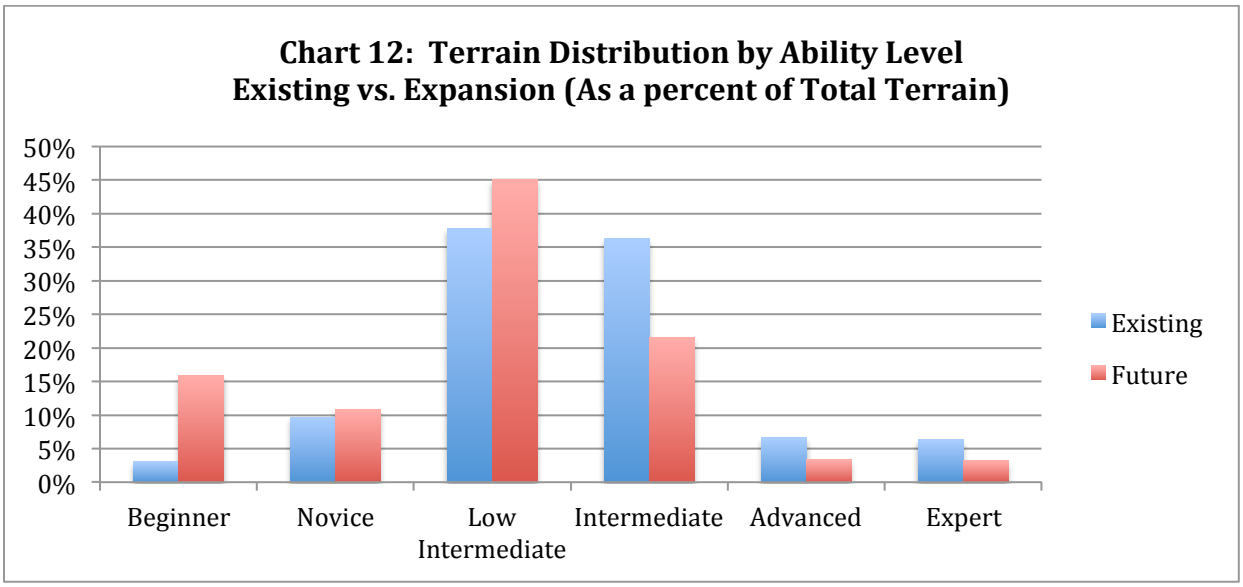
East Terrain Expansion

Expansion terrain to the east of the existing SUP will help bridge the transition for beginning skiers who are advancing to an intermediate level and need progressively difficult terrain. This expansion terrain will serve as the "bread and butter" for the ski area by catering to advanced beginner and intermediate skiers, SKMR's principal target market for growth. Within this expansion area, one new lift is proposed along with the cutting of new ski runs and the grading of existing ski terrain. Ultimately, snowmaking will be expanded into this area in order to ensure the viability of skiing in this zone. For summer operations, this area will be developed as a mountain bike

park and cater to the rapidly growing demand for lift accessed mountain biking in the region.

West Terrain Expansion

Terrain proposed for expansion to the west of the existing SUP will provide for a number of trail access routes to the summit of the mountain, relieving congestion on the main face of the ski area. Presently, hikers, bikers, uphill skiers, and horseback riders go directly up the main face of the mountain on a steep graded road that is inaccessible for standard vehicular traffic. In the winter this road is a downhill route for skiers and crosses many downhill ski runs. As a consequence, the combination of uphill and downhill traffic on this route creates a safety concern and challenges for ski area maintenance. Proposed expansion terrain to the west will allow for the development of the new road to the summit, appropriately graded for large vehicular traffic and necessary for the development of the summit building facilities. This new terrain will offer the ability to create uphill trails specifically designed for hikers, bikers, and horses. In addition, expansion into this area will further enhance safety through ski patrol coverage and avalanche mitigation for the many individuals already skiing in the backcountry terrain outside of the current SUP.



Existing SUP Terrain Improvements

Within the existing SUP, minor terrain improvements will be made in the Rafferty Lift corridor to enhance beginning and intermediate ski slopes. On private land, near the base of the Rafferty Lift, slope grading will be undertaken to reduce slope gradients and improve the beginner ski experience. Near the top of the Rafferty Lift,

on USFS lands, additional grading will be undertaken to improve slope gradients and circulation around the proposed Mid-Mountain cabin area.

B. Snowmaking

One of the first projects enabled by the acceptance of the MDP will be the expansion and repair of existing snowmaking infrastructure. Snowmaking is essential for Snow King Mountain to operate consistently during the winter months and remain viable as a ski area. The existing snowmaking pipe on the mountain is approximately 20 years old and major sections need to be replaced in order to maintain functionality.

The State of Wyoming has provided funding for this crucial project in order to upgrade the fixtures needed to keep the ski area operational throughout the winter. Phase one of this snowmaking expansion will replace existing pipe that is non-functional, and extend snowmaking infrastructure to key areas of the existing SUP.[20] In conjunction with underground snowmaking pipe, approximately 20 new tower fan snowmaking guns will be installed on the mountain. These tower guns will be concentrated on the lower portion of the mountain around race training ski lanes below the Cougar Lift. The addition of these new automatic fan guns will allow SKMR to open in early November for JHSSC ski race training and to offer the ability to sell race-training lanes to regional ski clubs for early season training.

Snowmaking Improvement Highlights

- 800 Gallon per minute automatic pump station.
- Potable water pump station and lines to summit.
- Approximately 10,000 ft of new pipe.
- 5 new electrical transformers on mountain.
- Buried primary power and fiber optic cable to summit.
- Approximately 20 new tower snow guns on the mountain

In conjunction with this snowmaking project, communications, electrical infrastructure, and potable water lines will be buried in the new snowmaking trench to the summit of the mountain. This infrastructure development will serve as the backbone for future development of the summit area including restrooms, drinking water, restaurant facilities, and additional ski lodge facilities.

Phase One snowmaking lines will insure the ability to ski off the summit of the mountain in lean snow years. Phase Two snowmaking plans will include the Exhibition ski run and guarantee the ability to hold the annual World Championship Snowmobile Hill Climb (Hill Climb) in late March. Furthermore, snowmaking on the Exhibition Ski Run will reduce/eliminate any resource damage caused by the Hill Climb in low snow years. The Hill Climb is the largest event in the town of Jackson annually and brings in approximately 15,000 spectators and participants to the town.

[20] See Appendix D - Snowmaking Expansion Map.

Snow King Hill Climb Spectators - 2013

Phase Two snowmaking infrastructure improvements will extend into the east SUP expansion area and insure the ability to open beginner and intermediate ski terrain in that area. This phase will also coincide with the development of a 5 million gallon snowmaking pond at the summit of the mountain. This pond will facilitate fire suppression in the region and increase the efficiency of existing snowmaking infrastructure. See Appendix D, Snowmaking Expansion Map

C. Lighting

The current lighting infrastructure for night skiing on SKMR is outdated and can benefit from recent technological advances in the lighting industry. Presently, SKMR has approximately forty-nine 1000-watt metal-halide lights located on the lower two-thirds of the mountain. These lights are mounted on a variety of structures including trees, ski lift poles, light poles, and buildings. SKMR plans to replace all existing lighting with energy efficient lights and install new lighting on ski race lanes below the top of the Cougar Lift. New lights in this area will improve safety for young JHSSC racers who regularly train in the evenings after school. See Appendix C, Existing Lighting Map.

D. Ski Lift Improvements

See Appendix D, Ski Lift Mapping

Rafferty Lift

The existing Rafferty Lift is 35 years old and urgently in need of replacement. The lift will be replaced with a new top drive fixed-grip quad lift terminating at the level of the new Summit Road. This new lift will have approximately the same alignment as the current lift and a mid-way unload station at the same location as the current mid-way station; however, it will be extended in length approximately 250 feet. It will provide access to the existing Alpine Slide, a proposed mid-mountain skier services cabin, a proposed aerial adventure course (ropes course), and provide access to beginning and intermediate ski terrain. The lift will have an uphill capacity of 1,800 people per hour.

It is anticipated that within five years this new Rafferty Lift will be replaced with a detachable quad to improve the beginning skier experience. Following approval of new lifts into East SUP expansion terrain, the new Rafferty Lift will then be shifted up the mountain to the site of the East Side Lift. Relocation of the lift during the phased expansion allows for a staged rollout and the prioritization of project funding.

East Side Lift

The fixed grip quad East Side Lift (temporary name) will facilitate the expansion of intermediate ski terrain in the newly expanded East SUP area. This lift will have a capacity of 1800 pph and serve primarily intermediate ski terrain. Ultimately this lift will serve as the principal access lift for a summer downhill mountain bike park. The terrain served by this lift is benched in nature and offers a spectacular forested setting for ski trail and bike trail development.

Cougar Lift

An engineering assessment of the Cougar lift will be undertaken to analyze the ability to add bike carriers for summer mountain bike use. This lift will provide mountain bike access to the lower two-thirds of the mountain and be the first phase of lift accessed mountain bike trails developed on the mountain. Comfort bars will be added to the lift for year-round use and improved customer service.

Summit Gondola

It is anticipated that the Summit Lift will be replaced in the next five years with a detachable gondola. This new gondola will provide comfortable, easy access to the summit of the mountain and will be constructed in conjunction with a restaurant and skier service building at the summit of the mountain. Storage for gondola cabins will be housed in the summit building. In the winter, the gondola will pave the way for beginner ski terrain development at the summit of the mountain. In the summer it will provide quick and convenient access to the summit of the mountain for scenic rides, dining, hikers, bikers, and other activities.

Teaching Carpets

Two new teaching carpets will be added to the summit of the mountain to facilitate the development of a beginner teaching zone. These carpets will serve as the primary first time skier transport on the mountain and will support the growth of the Mountain Sports School.

Pulse Gondola

A proposed pulse gondola will serve as a connection between the east and west base portals of SKMR on private land. This fixed grip gondola will contain two or four sets of multiple gondolas providing access between the Snow King Hotel and the new west portal building located in the current Snow King baseball diamond. Improved circulation through this gondola will facilitate conferences at the base of the mountain and proposed new activities taking place at east and west portals, as well as offer access to multiple parking locations. Ultimately, SKMR hopes to extend pulse gondola connections to downtown Jackson and the Rodeo grounds in order to improve traffic and pedestrian circulation in the area.

Chart 13 below details the ski run inventory associated with the lift expansion detailed above.

Chart 13: Expansion Plan Ski Run Inventory

Run #	Name	From ft.	To ft.	Width ft.	Horiz.. ft.	Vert. ft.	Slope avg.- %	Exist. acres	New* acres	Trail acres	Category %
	CROSS CONTRY SKIING										
East	1/2 MILE LOOP	7790	7720	10	2670	70	3%		0.6	0.6	
West	3/4 MILE LOOP	7790	7620	10	4070	170	4%		0.9	0.9	
	Total Cross Country	**feet/ acres**			**6740**				1.5	**1.5**	1.0%
	DOWNHILL SNOW SPORTS										
FIRST PRACTICE											
101	SKIER CARPET	7800	7760	220	365	40	11%		1.8	1.8	
	Proposed First Practice				**365**				1.8	1.8	
BEGINNER TRAILS											
1	SKI SCHOOL HILL	6400	6330	20	630	70	11%	0.3		0.3	
	Existing Beginner				630			0.3		0.3	
102	COVERED CARPET	7770	7710	320	540	60	11%		4.0	4.0	
103	EASY WAY and ROAD	7810	6390	16	11750	1420	12%		4.3	4.3	
104	EAST LIFT ACCESS	6870	6530	20	3065	340	11%		1.4	1.4	
105	EAST LIFT SPUR	7080	7050	30	370	30	8%		0.3	0.3	
106	EAST RETURN GLIDE	6910	6710	30	1785	200	11%		1.2	1.2	
	Proposed Beginner				17510				11.2	11.2	
	Total Beginner				18140					11.5	
	Revised Total "B+FP"				**18505**					**13.3**	11%
INTERMEDIATE TRAILS											
20	LOWER EXHIBITION	7120	6240	250	2440	880	36%	14.0		14.0	
21	COUGAR	7080	6240	250	2475	840	34%	14.2		14.2	
22	LOWER ELK	7030	6350	150	1980	680	34%	6.8		6.8	
23	OLD MAN'S FLATS	6980	6600	175	1560	380	24%	6.3		6.3	
24	UP, KELLY'S ALLEY	6870	6320	150	2120	550	26%	7.3		7.3	
25	TOWERS RUN	6870	6450	100	1400	420	30%	3.2		3.2	
	Existing Intermediate				11975			51.8		51.8	
121	GLADE (30% trees)	7050	6720	150	800	330	41%		2.8	2.8	
122	SKIERS LEFT	7070	6550	160	1640	520	32%		6.0	6.0	
123	SKIERS RIGHT	7080	6530	240	1960	550	28%		10.8	10.8	
124	FAR EAST	7060	6570	160	1900	490	26%		7.0	7.0	
125	TOP TOWERS RUN	7070	6850	300	740	220	30%		5.1	5.1	
	Proposed Intermediate				6240				28.9	28.9	
	Total Intermediate				**18215**					**80.7**	64%
ADVANCED TRAILS											
50	BEARCAT GLADE	7180	6640	100	1100	540	49%	2.5		2.5	
51	BIG HORN	7060	6860	100	450	200	44%	1.0		1.0	
52	BISON	7060	6780	125	650	280	43%	1.9		1.9	
53	ELK	7580	7030	250	1250	550	44%	7.2		7.2	
54	GRIZZLY	7550	6980	250	1370	570	42%	7.9		7.9	
55	CUT OFF	7340	7180	100	400	160	40%	0.9		0.9	
56	JUMP RUN	6590	6360	50	600	230	38%	0.7		0.7	
	Existing Advanced				5820			18.5		18.5	
57	POWER LINE hike to	7960	7110	50	1400	850	61%	1.6	1.6		
58	FAR EAST hike to	7960	7000	70	1850	960	52%	3.0	3.0		
	Proposed Net Subtotal				3250				4.6		
	Total Advanced				9070					23.1	
EXPERT TRAILS											
70	BEARCAT	7808	7120	75	1200	688	57%	2.1		2.1	
71	UPPER EXHIBITION	7808	7120	150	1100	688	63%	3.8		3.8	
72	BELLY ROLL	7720	7100	75	1200	620	52%	2.1		2.1	
73	S-CHUTE FROM TOP	7980	7440	60	1095	540	49%	1.5		1.5	
	Existing Expert				4595			9.4		9.4	
	Revised Total "A+X"				**13665**					**32.5**	26%
	Total Downhill	**feet/ acres**			**50385**			**80.0**	**76.0**	**126.5**	100.0%

E. Expansion Plan Capacity Analysis

The lift improvements listed above will increase the CCC of the resort to 1780 people as noted in Chart 15 below. With a daily CCC of 1780 this translates into an annual CCC of approximately 392,000 guests over 220 annual operating days. This represents an increase in CCC of approximately 180 percent. While this increase in CCC is not necessarily required to accommodate the current skier base, it is required to address the future activity expansion on the mountain and create a more appealing resort experience for guests.

It is projected that development of zip lines, the downhill bike park, an alpine slide track expansion, and the construction of a ropes course will significantly increase use of SKMR ski lifts. A capacity analysis of these lift-based attractions can be seen in Chart 14 below. With a total capacity of 8,950 riders per day these attractions combined are constrained by the ski lift infrastructure CCC. However, with an annual CCC of 392,000 it is not anticipated that SKMR will exceed the CCC of the expansion plan presented in this MDP for at least ten years in a best-case scenario. In 2012, SKMR catered to approximately 100,000 paying guests during the year, approximately half of the annual current CCC. Business forecasting based on the addition of the attractions listed in this document over a five-ten year period anticipates that annual paying guests will grow to 300,000-400,000. The CCC detailed below falls within this forecast.

Chart 14: Expansion Lift Based Attraction Capacity Analysis

	Hourly	Daily	Summer Days	Summer Capacity	Winter Days	Winter Capacity	Annual Capacity
Alpine Slide	150	1,350	100	135,000			135,000
Upgraded Alpine Slide	300	2,700	100	270,000			270,000
Zip Lines	100	900	100	90,000	120	108,000	198,000
Bike Park	500	4,000	100	400,000			400,000
TOTAL	1,050	8,950		895,000			1,003,000

Chart 15: Expansion Lift-based Capacity Estimate[21]

UPHILL FACILITY LIST	Rafferty Quad	Cougar triple	Summit Gondola	Carpet	Covered Carpet	E-Side Lift	Total Future	Current 2013	USE SCENARIO
	2014	*1994*	*2015*	*2015*	*2015*	*2016*	*2018*	**Figures**	w/ non-skier
ANTICIPATED DH-USE	**100%**	**100%**	**60%**	**100%**	**100%**	**100%**			
% First Practice	0%	0%	0%	50%	20%	0%			This
% Beginner	20%	10%	15%	20%	50%	35%			projection is
% Intermediate	40%	40%	10%	10%	10%	45%			based on
% Accomplished	20%	30%	15%	0%	0%	0%			anticipated
% Snowboard	20%	20%	20%	20%	20%	20%			DH use
% Transfer or non-skier	0%	0%	**40%**	0%	0%	0%			
LIFT DATA (see map)									
Age		24							
Carrier size, grip type	4/fixed	3/fixed	6/detach.	carpet	carpet	4/fixed			
Bottom Elevation ft	6320	6230	6230	7752	7720	6500			
Top Elevation ft	6780	7095	7800	7790	7770	7080			
Vertical ft	460	865	1570	38	50	580	3563	3010	
Horizontal ft	1505	2547	3540	365	500	1895	10352	8009	
Lift Slope avg.%	30.60%	34.00%	44.40%	10.40%	10.00%	30.60%	26.67%		
Uphill Rope Length	1731	2959	4260	365	500	2180	11995	9434	
Design Capacity p/h	2400	960	1200	600	600	2400			
Rope Speed fpm(avg.)	425	500	1000	236	236	425			
HP-estimate	225	114	479	8	11	214	1051	371	
VTF million p-ft/h	1.104	0.83	1.884	0.023	0.03	1.392	5.263	2.545	
OPERATIONS DATA									
Open during day-hours	7	7	7	7	7	7			
Efficiency (day-avg.)	0.8	0.85	0.55	0.85	0.85	0.87			
VTF/day million	6.182	4.941	7.253	0.136	0.179	8.477	27.168	13.918	
SKIER DISTRIBUTION									
% Active Skiers	75%	75%	60%	75%	75%	75%	73%	66%	
Avg. Dispatch (p/min)	32	13.6	11	8.5	8.5	34.8			
Ride Time (min)	4.07	5.92	4.26	1.71	2.34	5.13			
Avg. Skiing Time (min)	4.33	6.8	17.94	1.55	2.01	6.46			
Design Queue (min)	0	2	6	0	1	0			
Skiers on Lift	130	80	47	15	20	178	470		
Skiers on Trails	138	93	197	13	17	225	683		
Skiers waiting	0	27	66	0	9	0	102		
Active Skiers (ASP)	269	200	310	28	45	403	1255		
Inactive Skiers	90	67	207	9	15	134	522		
CCC/SAOT	**358**	**267**	**518**	**37**	**61**	**539**	**1780**	**972**	Use Scenario
Avg VTF Use (ft/day)	17248	18511	14005	3668	2943	15766	72141	Count	all skiers and
Historic* VTF Use	11200	12400	6700	5550	6600	9050		First Pract.	riders are of
Hours to get VTF/d	5.25	5.25	4.19	5.25	5.25	5.25		w/ Beginner	equal ability
Active Skier Density	11	9	6	23	21	15	14	Anticipated	New Ability
Net Acreage Increment	24	22	50	1	2	27	126	skier/ rider	B/ I /A+X Split
SKIER COUNT								distribution	of 2091
First Practice	0	0	0	18	12	0	30	% B*/ I/A/S	skiers/ riders
Beginner Skiers	72	27	78	7	30	188	402	25%	32%
Intermediate Skiers	143	107	52	4	6	242	554	41%	53%
Accomplished Skiers	72	80	78	0	0	0	230	12%	15%
Snowboarders	72	53	104	7	12	108	356	22%	plus
Total skiers/ riders	358	267	311	37	61	538	1572	100%	208 non-skiers
LEGEND	Vertical Transport Feet (rated p/h each lift times its vertical feet)								
	Active Skier Population (without those outside of the active skiing loop)								
	Skiers at one time (comfortable skiing capacity derived from lift use)								

[21] See Appendix J – Glossary of Terms for additional information.

F. Guest Services Buildings

Four new guest services buildings are planned for SKMR over the next five years, two of which will be located on USFS Lands and are described below. These buildings are necessary to raise the level of guest services at SKMR to nationally competitive ski resort standards. All buildings will be architecturally consistent and blend into the natural surroundings.

Summit Mountain Restaurant

At the summit of the mountain, a new guest services facility is planned to include a restaurant, bar, restrooms, decks, ski school meeting space, indoor event space, ski patrol space, and gondola storage. This facility will become one of the premier restaurant and event spaces in the town of Jackson with a spectacular setting and easy access from Jackson's Town Square. This facility will serve as a jumping off point for mountain activities including the summit beginner ski zone, zip line adventures, hiking, biking, horseback rides, yurt adventures, and downhill skiing. This building is planned to be within the range of 6,000 – 8,000 square feet of interior space with additional outdoor decks and landscaping. See Appendix F, Summit Building Concept Plan.

Mid-Mountain Warming Hut

Adjacent to the top of the new Rafferty Lift, a new guest services building will be constructed to accommodate guests that primarily circulate within this area. This building will offer limited food services (outdoor grill, cold sandwiches, snacks, beverages, etc.), bathrooms, storage facilities, and additional guest services space. This warming hut will serve as a base for beginning and intermediate skiers circulating on the Rafferty lift and new east expansion lifts; serve as a jumping off point for the adjacent ropes course and zip lines; and, act as a hub for the proposed downhill bike park in this area. See Appendix G, Mid-Mountain Building Concept Plan.

G. Saddleback Yurt Camp

A new Americans With Disabilities Act (ADA) compliant yurt camp will be constructed at the far south end of the existing SUP boundary. A one-mile ADA compliant trail will access this yurt camp with minimal grade connecting to the summit of SKMR. The yurt camp will consist of approximately six yurts for sleeping and three multi-use cooking/dining/gathering yurts. These yurts will range in size from 20-30 feet in diameter with additional deck space. This year-round yurt camp will serve backcountry skiers, hikers, horseback riders, bikers, and a wide range of groups. This offering of a wilderness-like experience only a short walk/ski from civilization will attract a wide range of visitors seeking a unique activity during their visit to Jackson. A horse corral and accompanying facilities will be constructed near the camp to provide guided horseback rides in the summer. In winter, guided backcountry skiing, snow safety courses, and snowshoe hikes will be offered out of the yurt camp in conjunction with the Snow King Mountain Sports School. This

facility will be unique in the region due to the ease of access, spectacular setting in the National Forest, and number of activities offered within close proximity to SKMR.

H. Zip Lines

When implemented correctly, zip lines have proven to be one of the most successful additions to summer operations for ski areas. With passage of the Ski Area Recreational Opportunity Act, numerous resorts across the country have introduced this activity, appealing to an adventure-seeking crowd. SKMR intends to introduce two new zip lines that originate on USFS land within the existing SUP. Combined with zip lines located on private land at the base of the mountain, SKMR will offer zip line tours that range from beginner to extreme. Existing ski lift infrastructure will be utilized to transport guests to the different zip line origination points on the mountain for an exhilarating ride back down. Each guest will be provided with the appropriate safety gear and participate in a zip training experience at the base of the mountain prior to their zip tour. Each zip line origination and termination point will be manned by an appropriately trained zip-technician who assists guests attaching and detaching from the zip line.

Summit to Rafferty Zip

The first of the zip lines on the Summit Zip Line Tour will originate from a platform adjacent to the new summit restaurant building and terminate at the top of the Rafferty Lift area. Riders will take the new Summit Gondola to reach the origination point of this zip. This zip line will be approximately 3000 ft long and have a drop of approximately 950 ft.

Summit to Base Zip

This zip line will be one of the steepest zip lines in the country with a vertical drop of approximately 1500 feet over a distance of 3900 ft. With a 48% grade, this zip line will be the most exhilarating of all the zip experiences on the mountain. Guests will ride the new Summit Gondola for this zip line experience and terminate at the base of the mountain. With visibility from Jackson's Town Square, this zip line is likely to be one of the most popular experiences in the valley.

I. Aerial Adventure Park

A tree-to-tree ropes course will be installed near the top of the Rafferty Lift. This adventure park will be designed and installed by Outplay Adventures, LLC, a company based in Quebec that has successfully installed fully licensed adventure courses in Europe and Canada, as well as in the United States.

The Aerial Adventure Park will feature a series of physical challenges including ropes courses and treetop challenges such as swinging bridges, Tarzan swings, and pirate nets built between the trees. The elements progress in difficulty, offering a physical challenge for athletes of all ages and abilities.

Each course is color coded according to the difficulty level, much like downhill ski trails. Easy-to-follow signs help participants progress through the course with ease.

The light aerial structures link tree to tree in perfect harmony with the environment. Participants can experience perceived risk without undue actual risk, secured to a lifeline, as they progress through the heights.

This venue will offer participants the adrenaline of rock climbing and the scenic vistas of hiking without the commitment to training or unnecessary exposure to risk. This activity is easily accessible and affordable. Participants can develop abilities such as balance, self-empowerment, responsibility, concentration, trust and teamwork, as well as overcome fears with positive risk-taking.

J. Multi-Season Recreational Trails

Presently, the multi-use trails on SKMR see hundreds of users on a daily basis and are the most used trails in Jackson Hole. SKMR, the USFS, and the community of Jackson seek to improve the trails and facilities for trail users on the mountain.

Community focus groups have highlighted the importance of making SKMR the primary trailhead for the greater Snow King trails system. Community members have voiced concerns about increased traffic and parking issues at many neighborhood trailheads and expressed the desire to channel trail users to the base of Snow King. However, the steep nature of the existing uphill trails on SKMR tends to deter a range of trail users that seek more gradual routes. The MDP calls for the creation of three new trails designed specifically for the main user groups on the mountain. These trails will all originate in the west portal area of SKMR and offer a more gradual ascent immediately out of the base of the mountain.[22] Future trail user input will determine if these trails should be multi-use or for hikers only. In addition to the trails discussed here, a new horse trail will be created within the East SUP expansion area. See Appendix H, Concept Trails Map.

Uphill Hiking Trail

A new uphill hiking trail in the east SUP expansion area, with an approximate grade of 13 percent, will create an improved experience for hikers seeking to ascend the mountain. This trail will route trail users off the face of the mountain where service roads provide access to the summit of the mountain and create potential safety concerns. In winter months, this trail will serve as the primary designated uphill ski route. Taking uphill skiers off the main ski runs in winter reduces conflicts between uphill and downhill skier traffic, as well as limits the interaction between uphill skiers and grooming operations at night.

Uphill Biking Trail

With the expansion of the SUP to the east, a new return skier glide path at the base of the gladed trees will be constructed. This new road will serve as an access path to a new uphill mountain bike trail on the mountain. It will have a 10 percent grade, will eliminate the need for bikers to ascend directly up the face of SKMR, create a

[22] The exact locations of trails may change when developed to achieve desired grade and location with respect to existing terrain features.

new loop for bikers within the greater Snow King Trails System, and may reduce biker hiker interactions if the trail is designed for bikes only.

Staircase to the Summit

A direct ascent route to the summit will be created in the trees along the Exhibition Ski Run to eliminate erosion problems associated with community trails that have been created in this corridor. This staircase trail will cater to the many trails users that demand the toughest or most direct workout for ascending the mountain. In the winter months this route will serve as the designated direct boot pack ascent route.

K. Lift Accessed Bike Trails

With its location in Jackson, SKMR offers an ideal site for the development of lift accessed bike trails. Studies undertaken by bike park development consultants have illuminated the local demand for downhill bike trails in the region and detailed some of the best locations on the mountain for new trail development.[23] Developed ski areas are the prime locations for downhill bike parks on National Forest Land. Existing winter experience and infrastructure lends itself to the oversight of downhill bike parks and the associated safety concerns.

SKMR will develop downhill bike trails on the mountain in three stages. The first stage will involve the construction of trails on the lower two thirds of the mountain with access off of the Cougar Chairlift. The second stage of construction will expand into the East SUP expansion area and become the primary bike park zone on the mountain. The East SUP expansion area is ideally suited for bike trail development with forested areas and benched terrain. Bikes will circulate on the two new lifts proposed for this East SUP expansion area. Ultimately, with the development of the Summit Gondola, new downhill trails off the summit will be developed to connect bikers to the East SUP bike terrain. See Appendix H, Concept Trails Map.

L. Winter Terrain Parks

A new winter terrain park will be constructed in the Old Lady Flats area of the mountain with industry standard terrain park features. Some mass grading may be required to improve the terrain park site for the construction of large features. Additional future earthwork may be undertaken at other sites on the mountain for the expansion or improvement of "stash parks."

6. Projects on Private Land

While projects on private land associated with SKMR do not fall within the direct scope of this MDP, a brief overview of these future projects is provided to offer a complete vision of the future development of the mountain. The majority of these

[23] Gravity Logic Feasibility Study, 2012. Hoots Feasibility Study 2011.

projects are concentrated in the Rafferty Lift corridor on the northeast portion of the mountain.

A. Alpine Coaster

An Alpine Coaster will be constructed in the Rafferty Lift corridor in the same general location as the existing Alpine Slide. The Alpine Coaster will originate at the base of the Rafferty Lift and take passengers up the mountain on carts on a track to the start of the existing Alpine Slide, at which point the carts are released from a cable pulley system and allowed to travel down the mountain under gravity. A number of bridges and corkscrews will be constructed to make for an exhilarating ride.

B. Zip Lines

Rafferty to East Portal Zip

This zip line will originate at the top of the Rafferty Lift area on USFS land and terminate at the East Portal Building on private land at the base area. This zip line will be the second in the Summit Zip Line Tour or the first in one of the Mid-Mountain Zip Line Tours. The zip will be approximately 1600 ft in length and 475 ft of vertical drop.

Rafferty to West Portal Zips

This combination of two zip lines will originate at the top of the Rafferty Lift and terminate at the west portal base area. The first zip will have an approximate distance of 1300 ft and a vertical drop of 204 ft. The second zip in this series will have an approximate distance of 1200 ft with a vertical drop of 511 ft.

East to West Portal Zips

Two zip lines will be combined with a large tower to make a complete circular loop for zip tours on the mountain. Together these two zips will be approximately 1400ft in length and have a vertical drop of 75 ft.

C. Bike Skills Park & Downhill Bike Park Trails

A public bike skills park will be constructed at the base of the mountain adjacent to the ice rink. This park will contain a number of beginner and advanced dirt jumps among other features and will be free to the public. Additional downhill bike trails will be constructed on private land terminating at the base of the mountain and making for a comprehensive downhill bike park.

D. Soaring Eagle Zip line

A Soaring Eagle Zip Line will be constructed adjacent to the ice rink building at the base of the West Portal. This unique zip line hauls passengers backwards on a chair approximately 600 feet up the mountain and then releases them down under

gravity to glide back to the base. This attraction will be an entry experience for other more adventurous zip lines on the mountain.

E. Guest Services Buildings

Two new guest services facilities will be constructed at the base of the mountain.

West Portal Building

One building will be located approximately in the left field of the existing ballpark in the West Portal of the mountain. This building will house the Summit Gondola, offer skier services, food and beverage, ticketing, restrooms, office space, and provide a spectator viewing area for events terminating at the base of the mountain. In addition, this building will serve as the terminus point for three zip lines descending the mountain. This building will service all hikers and bikers that visit the Snow King trailhead. New parking will be created in conjunction with the development of this building and the redevelopment of the West Portal region of the mountain. The West Portal Building will house the Snow King Outdoor Education Center, providing graphics, handouts and instructional opportunities in wilderness preservation, sustainable environments, forestry, and animal habitats.

East Portal Building

A second building will be constructed at the bottom terminal of the Rafferty Lift and provide food and beverage, Mountain Sports School facilities, ticketing, rental facilities, serve as the terminus of zip lines, and provide loading/unloading access to the mountain coaster. A pulse gondola may be installed to connect the East and West portal buildings on the mountain.

F. Lighting

Lighting improvements will be made for night skiing on the private lands at the base of the mountain in conjunction with improvements on USFS lands. New energy efficient lights will replace existing metal-halide lights on the mountain and additional lighting will be added in the ski race training lanes at the base of the mountain.

G. Alpine Slide Expansion

Two additional tracks will be added adjacent to the existing Alpine Slide in order to improve capacity.

Closing Statement

The projects defined in this MDP can transform SKMR into a financially sustainable, stand-alone ski area, seamlessly serving the needs of the community and visitors alike. The plan seeks to balance environmental protection, multiple user group interests, a range of age appropriate recreational activities, and the demands of operating a ski resort with industry best practices. It serves as a comprehensive blueprint for projected development over the next ten years at SKMR.

Changes in funding, community input, environmental impact, or State legislation may cause projects to be altered or the implementation timeline to be revised. *USFS acceptance of this MDP in no way conveys "approval" of any projects contained within this document. The approval and implementation of any projects on USFS Land within the SUP of SKMR are contingent upon the NEPA review and approval process.*

Appendix

Appendix A, Sample Public Comment Letters

Snow King Sports and Events Center

100 East Snow King Avenue, Jackson, WY 83001
(307) 201-1633 www.SnowKingSEC.com

(Operated by Center Management Inc, a Wyoming 501-c-3 non-profit public benefit corporation)

February 5, 2013

Mr. Manuel Lopez
President,
Snow King Mountain Recreation, LLC
Snow King Avenue,
Jackson, WY 83001

Dear Manuel:

This will express our support for your project seeking funding under the Business Committed program from the Wyoming Business Council. We respect the importance of making Snow King a viable ski area and these initiatives will help to achieve this goal. Please let me know if there is anything we can do to help your application.

Best regards,

John Valiante
President,
Center Management Inc.,
non-profit operator of the Snow King Sports and Events Center

From: "Snow King Mountain Resort" <jack.mcconnell@snowkingmountainresort.com>
Subject: **Wyoming business council grant**
Date: February 1, 2013 11:36:19 AM MST
To: <RRobison@CI.jackson.wy.us>
Cc: <ryan.stanley@snowkingmountainresort.com>

Hello Roxanne,

Jack McConnell here, Director of Ski Patrol and Snow Safety on Snow King Mountain. I am sending you this email hoping that you will approve Snow King's application for the Wyoming Business Council grant in regards to snowmaking improvements and downhill mountain biking. This grant is very important to the future of Snow King Mountain Resort. Small ski areas throughout the US struggle without the additional revenue generated by activities such as downhill mountain biking, and early season skiing. Expanding our snowmaking capabilites would have an obvious impact on skier visits. Visiting ski teams would certainly create potential cash flow to the town of Jackson during a traditionally off-peak time for tourism. Summer activities such as mountian biking will increase income potential during slow times for revenue. Other benefits would include year-round employment for mountain workers, opportunities for year-round recreation for locals and visitors alike, and support of the 75-year tradition that is Snow King Mountain, the foundation of skiing in Jackson Hole.
Thanks for your support,
Jack McConnell, Snow King Ski Patrol

From: Adam Shankland <apshankland@gmail.com>
Subject: **CCE02122013_0000.pdf**
Date: February 12, 2013 9:01:24 AM MST
To: Ryan Stanley <ryan.stanley@snowkingmountainresort.com>
1 Attachment, 319 KB

SNOW DEVILS
JACKSON HOLE, WY

February 11, 2013

The Wyoming Business Council grant will be a big contribution to Snow King Mountain for greatly expanding their winter and summer activities. The Jackson Hole Snow Devils would like to voice support in favor of Snow King receiving this grant. Our event, the World Championship Snowmobile Hill Climb, has allowed us to build a positive business relationship with Snow King so that our event grows each year. However, our event is at the mercy of Mother Nature and some year's snow pack is below normal levels. Thus, additional snowmaking equipment would prove beneficial in generating snow in areas that are low. This will result in the mountain holding up better during spring time conditions.

Again, we hope that the Wyoming Business Council sees the benefits and long term gains by supporting Snow King Mountain. The Hill Climb is one of the biggest events in the state and this grant will allow us and Snow King to take our relationship and event to the next level. Thank You.

Sincerely,

Heidi A. Tobin
President
Jackson Hole Snow Devils

P.O. BOX 4276 · JACKSON, WY 83001 · (307) 734-9653 · WWW.SNOWDEVILS.ORG

From: "Hernando Pardo" <Hernando@hobacksports.com>
Subject: **BC Application for Snow King.....**
Date: February 12, 2013 2:47:51 PM MST
To: <ogoodale@ci.jackson.wy.us>
Cc: <ryan.stanley@snowkingmountainresort.com>

Hello Olivia,
My name is Hernando Pardo and I own a local business close to the base of Snow King.
I have had a working relationship with Snow King for as long as I've owned my shop.
There are good things happening up there and I've been very impressed with the plans they have put in place. There are good people behind the proposed plans and the best part in my mind is that it would benefit our entire valley.
I am writing this letter in support of the Snow King Mountain seeking endorsement from the town of Jackson to submit an application to the Wyoming Business council for a Business Committed Grant in the amount of 1.5 million dollars.
There are several reasons for me to support this project but if one reads the Snow King Business Committed Application Summary, it says it all.
To me it seems like a "win, win situation".
Since my business in the summer is selling, servicing, renting bikes as well asdoing bike tours, it could give us a much needed lift, after what the last four years has done to all our retailors in Jackson.
Please consider throwing YOUR support in their favor and feel good about how it could affect so many in a very positive way.
Sincerely yours, Hernando Pardo - Owner, Hoback Sports

Hernando Pardo
Hoback Sports
hernando@hobacksports.com
Phone 307-733-5335
Fax 307-733-4812

From: "Waterman, Craig" <Craig.Waterman@snowking.com>
Subject: **Snow King Business Grant**
Date: February 3, 2013 3:14:31 PM MST
To: "rrobinson@ci.jackson.wy.us" <rrobinson@ci.jackson.wy.us>
Cc: "ryan.stanley@snowkingmountainresort.com" <ryan.stanley@snowkingmountainresort.com>, Manuel Lopez <mlopez@wyoming.com>, "Waterman, Craig" <Craig.Waterman@snowking.com>
1 Attachment, 403 KB

Dear Ms. Robinson,

I am the General Manager at Snow King Hotel & Grandview Residences. I understand that Snow King Mountain Recreation LLC
is seeking endorsement from the Town of Jackson to support a business grant in the amount of 1.5 million dollars. I understand
that this grant not only will provide improved snow making facilities, a new downhill bike park and numerous utility improvements
at the mountain, but that it will also add to supporting the towns efforts to promote various events at the mountain.
I believe that we all know the value of the mountain and the various events and activities that take place and help support many businesses
here in the Town of Jackson. I also believe that these developments will further enhance our ability at the hotel to increase our business as
a result of these improvements. It is vital that we continue to enhance the available activities at the mountain so as to further enhance
our amenities that we offer and that we keep pace with other mountain towns that continue to improve their products as well so as to be certain that
we continue to be competitive in the market place.

As the General Manager at Snow King, I fully support the grant for Snow King Mountain Recreation LLC and I hope that you to will support
this grant so that we are able to continue to make improvements to the entire Snow King Resort operations.

All the best,

Craig A. Waterman

Craig A. Waterman | General Manager | Snow King Resort |
400 E. Snow King Ave. | Jackson, WY 83001| www.SnowKing.com |
Phone: 307-733-5200 | Cell: 307-231-6008 | Fax: 307-733-4086
Email: Craig.Waterman@SnowKing.com |
Managed by Benchmark Hospitality International |

JACKSON HOLE
SKI & SNOWBOARD CLUB

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Joohee Muromcew

Katie Pierce

Brandon Spackman

Carrie Boynton
Executive Director

100 East Snow King
PO Box 461
Jackson, Wyoming
83001

February 10, 2013

Town of Jackson:

Winter sports have been and remain to be an integral part of the Jackson Hole culture. For more than 70 years, the Jackson Hole Ski & Snowboard Club (JHSC) in partnership with Snow King Mountain has provided winter sports opportunities to children and young adults in the community. Each year JHSC's Alpine, Nordic, Freeride, and Snowboard programs inspire fun, fitness, sportsmanship and personal achievement in nearly 400 local athletes ages 6-19. JHSC also hosts twenty to thirty days of Alpine Ski racing, from local Club Series with 120-170 racers to the Wild West Classic which draws 250 regional, national and international competitors. A high quality racing and training venue is critical to JHSC's ability to provide outstanding programs and events for our community.

The JHSC is in full support of the Snow King Mountain Infrastructure Improvements-Phase I grant proposal to the Wyoming Business Council. Through improved snowmaking capabilities, this grant will allow Snow King Mountain to develop winter sports opportunities for local residents as well as visiting race teams. Improved infrastructure will permit Snow King to take advantage of early season cold weather and provide quality snow conditions in November instead of December.

By lengthening the winter ski season Jackson could become a destination for fall training camps drawing teams from Idaho, Montana, Utah and beyond. Visiting teams would help stimulate our November economy through lodging, meals and lift ticket sales. Additionally, our local racers could train at home instead of traveling to Colorado for Fall Camp. November skiing would also give JHSC the opportunity to bid on early season races which would draw hundreds of competitors, their coaches and family members.

Improved snowmaking will also allow Snow King to build a freeride terrain park in the heart of Jackson. This amenity would be used by young athletes after school as valley as valley guests. It could also be used as a venue to host USSA and USASA events, which would draw hundreds of competitors to Town during the slow winter season.

In closing, JHSC supports this proposal as it would have a direct positive benefit on hundreds of local skiers as well as stimulate our economy during one of the slowest times of the year. Please feel free to contact me with any questions. I can be reached at 733-6433.

Thank you for your time and consideration,

Carrie Boynton
Executive Director

Building Champions for Life Since 1938

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SKI & SNOWBOARD CLUB

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Rick Hunt

Bill Mulligan

Joohee Muromcew

Katie Pierce

Brandon Spackman

Carrie Boynton
Executive Director

100 East Snow King
PO Box 461
Jackson, Wyoming
83001

February 12, 2013

Town of Jackson:

This letter is intended to supplement the letter of support from the JHSC B.O.D., which highlighted some of the existing uses occurring at Snow King in the form of JHSC events and training, and how this ties into revenue through races, training, camps, etc.

We have a reputation for holding the highest quality events that extends beyond the local and regional scope, but rather in national and international circles. The Snow King race arena is truly a gem. I would like to reiterate the importance of snow making in this equation. We were forced to relocate a race (with over 200 competitors for a 4 day series) in mid-December this season due to a lack of snow at Snow King, improved snow making capacity could have prevented that.

Despite a very short operating season we already host a large number of events. With improved infrastructure and an ability to lengthen the season, those opportunities only increase, the interest is there. "If you build it they will come."

Of perhaps even greater importance (from my perspective), is the opportunity to provide our local athletes with the best possible training facility. Undoubtedly, Jackson is among the greatest places to be a skier, and a ski racer for that matter. With a few upgrades in infrastructure, facilities, and certain resources at Snow King this venue could also be among the very best. I believe that there are developments Snow King could make to create more available space for race/training space and the public skiers. In order to realize the full potential of Snow King, the mountain and the JHSC will work together cooperatively and strategically.

In closing, JHSC Alpine is in full support of the Snow King Mountain Infrastructure Improvements- Phase I grant proposal to the Wyoming Business Council, and supports this proposal as it would have a direct positive benefit on hundreds of local skiers as well as stimulate our local economy during one of the slowest time of the year. I see this as an issue of critical importance for the Alpine Program of the JHSC, and for ski racing in Jackson.

Thank you for your consideration,

Bridger Call

Alpine Program Director & Head Coach
Jackson Hole Ski & Snowboard Club

Building Champions for Life Since 1938

From: Carl Pelletier <carl@wildernessventures.com>
Subject: **Snow King Mountain Recreation's BC Grant Application**
Date: February 11, 2013 11:30:19 AM MST
To: ogoodale@ci.jackson.wy.us
Cc: ryan.stanley@snowkingmountainresort.com
2 Attachments, 72.5 KB

To: Town of Jackson, Town Council Members
ATTN: Olivia Goodale
RE: please support Snow King Mountain Recreation's BC Grant Application

Council members,

On behalf of my wife, Kelly Biscombe, and myself, we are requesting that you please support the $1.5 Million Grant Application from Snow King Mountain Recreation for phase one of their on-mountain enhancements. We have both been residents of Jackson for the past 9 years. We recognize the value of this outstanding resource. Snow King is a valuable asset to this community. The recreational and lodging opportunities that this area has is difficult to place a value on, but it is a resource utilized and appreciated by visitors and locals alike.

The plan is a good one - laying the groundwork for a year-round, sustainable revenue stream. With additional/improved snowmaking, the mountain will be able to lengthen the ski season, open earlier (attracting early season races and high-level training), ensure the Snowmobile Hillclimb has excellent snow coverage in late March and even stay open longer in the Spring to possibly attract additional late-season races/events.

Snowmaking to the top of the mountain is the first step in establishing a fire prevention system to better protect the Town of Jackson from wildfires such as what threatened us last Fall.

The addition of a high quality mountain bike park/lift-accessed downhill trails system will reward local residents craving for additional terrain and serve to anchor Jackson Hole as a premier destination for this rapidly growing sport attracting adventure travelers from around the world. All of this easily accessed on Snow King Mountain - just blocks from the Jackson Town Square.

I ask that you support this grant request!
Together we can ensure that Snow King Mountain continues to become an even more important part of Jackson Hole!

Sincerely,
Carl Pelletier
Wilderness Ventures
PO Box 2768
Jackson, Wyoming 83001
800-533-2281
307-733-2122
carl@wildernessventures.com

From: David Navratil <dnavratil@bresnan.net>
Subject: **Support for Snow King Grant**
Date: February 12, 2013 9:48:20 AM MST
To: ogoodale@ci.jackson.wy.us
Cc: ryan.stanley@snowkingmountainresort.com

Council members,
Please support the $1.5 Million Grant Application from Snow King Mountain Recreation for phase one of their on-mountain enhancements.
The plan is a good one - laying the groundwork for a year-round, sustainable revenue stream.
With additional/improved snowmaking, the mountain will be able to lengthen the ski season, open earlier (attracting early season races and high-level training), ensure the Snowmobile Hillclimb has excellent snow coverage in late March and even stay open longer in the Spring to possibly attract additional late-season races/events.
Snowmaking to the top of the mountain is the first step in establishing a fire prevention system to better protect the Town of Jackson from wildfires such as what threatened us last Fall.
The addition of a high quality mountain bike park/lift-accessed downhill trails system will reward local residents craving for additional terrain and serve to anchor Jackson Hole as a premier destination for this rapidly growing sport attracting adventure travelers from around the world.
All of this easily accessed on Snow King Mountain - just blocks from the Jackson Town Square.

I ask that you support this grant request!
Together we can ensure that Snow King Mountain continues to become an even more important part of Jackson Hole!

Sincerely,

David Navratil
Manager Mountain Trails Gallery
HOA President Pitchfork Townhomes

GRANDVIEW HOMEOWNERS' ASSOCIATION
400 East Snow King Avenue, Jackson, WY 83001

February 12, 2013

Council Members
Town of Jackson

Attn: Olivia Goodale

I am writing in behalf of the Grandview Homeowners' Association which represents twenty homeowners with properties on Snow King Loop. We hereby request that the Town Council support the $1,500,000 grant application for the improvement of recreational opportunities on Snow King Mountain.

The recreational economy in and immediately adjacent to the town of Jackson has been very fragile for too many years. Projects that will extend the busy seasons and add new and varied recreational opportunities should be enthusiastically embraced by all of us.

"Snow King Mountain Recreation's" plan for improving recreation on the mountain will be a great benefit to full time residents, guests visiting the town and most businesses located with the town.

Best regards,

James R. Maxwell
Grandview Homeowners' Association

JRM:slb

From: Larry Catt <lcattman@aol.com>
Subject: **Grant Application**
Date: February 11, 2013 7:30:30 PM MST
To: undisclosed-recipients: ;

Dear Council Members,

As president of the Clark's Knoll HOA I am encouraging you to support the grant that Snow King Resort is requesting. Although I do not currently live in JH, I have lived here in the past. I am extremely proud of Snow King and the commitment that they have to the Jackson Hole area. I have been working closely with SK for 3 years now and without exception the commitment that I have seen from the management staff and cooperation for improvement has been impressive. Now with the current owners and the improvements that they are planning; SK will continue to grow.

It is my understanding that SK is requiring additional funds to expand their snowmaking equipment as well as building a spectacular mountain bike park. Certainly this money will only make SK more competitive.

I care deeply about Jackson and its success, I care about the people and need for their businesses to succeed. It is my feeling that SK is at the hub of the success of this community. The community, and I mean the town of JH proper, needs SK. Over the years much of the revenue has moved to the Village, and it has deeply hurt the businesses in town, particularly in the winter. I believe that with the new owners SK will become a destination resort with increased revenue that will "spill over" into town. This grant will enhance the ski portion of SK and enhance the entire growth that SK is experiencing.

I sincerely hope that the Council can see the benefits that this money can provide.

Most Sincerely,

Larry Catt, DVM

619-993-1991

From: "Scott McGee" <scott.mcgee@snowkingmountainresort.com>
Subject: **Snow King Business Committed Application**
Date: February 1, 2013 4:03:23 PM MST
To: <ogooddale@ci.jackson.wy.us>
Cc: "'Ryan Stanley'" <ryan.stanley@snowkingmountainresort.com>

Dear Town of Jackson,

On behalf of the Snow King Mountain Sports School and our instructors, I would like to express support for the proposed Wyoming Business Development grant.

One of the difficulties of being in a seasonal business is that for all the year round infrastructure, we may only have three to four months to earn revenue to pay for investments. Likewise, for instructors and guides, there is a limited opportunity to earn a living – from the resort's opening until closing day. Which this year will be just 90 days in which we can sell lift tickets and lessons. Any opportunity we have to create more skiable terrain will expand our winter tourist season, increase the number of days instructors can work, fill more hotel rooms, and create more business in town in general.

Especially in the case of the beginner terrain at Snow King, on which our beginner lesson business is dependent, additional snowmaking capacity will serve to bolster the job opportunities for Snow King employees.

We greatly appreciate your support and partnership in this great growth opportunity for Jackson, Snow King, the visitor and the employee.

Thanks!
All my Best,
Scotty McGee

Snow King Mountain Sports School Director
Jackson, WY 83001

NEW EMAIL: scott.mcgee@snowkingmountainresort.com

www.snowkingmountain.com
Direct: 307-734-3128
Cell: 307-413-6552

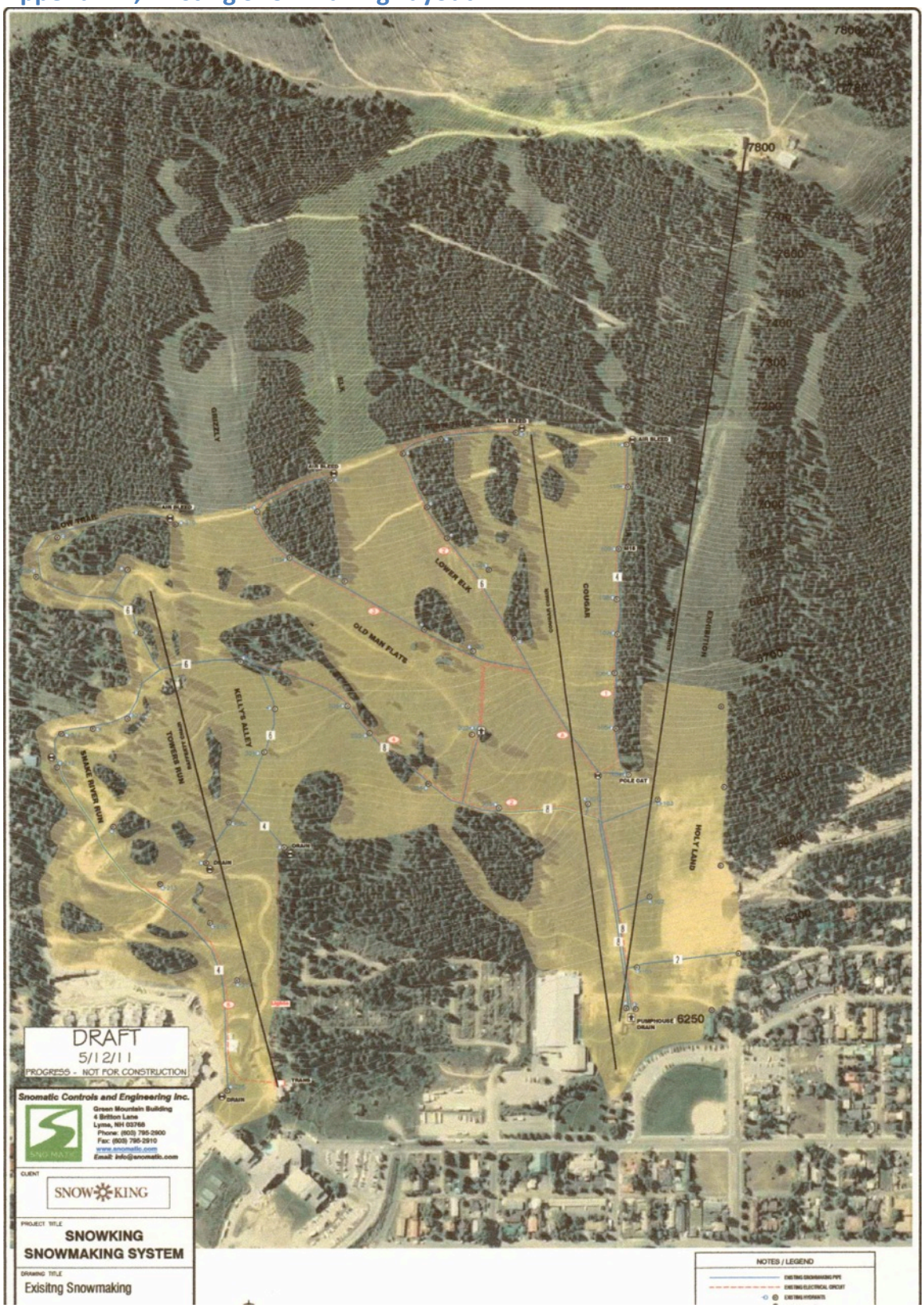
From: Sue Bird <sbird@ameritech.net>
Subject: **Snow King WBC Grant Application**
Date: February 3, 2013 10:17:11 PM MST
To: ogooddale@ci.jackson.wy.us
Cc: walter bird <sbird@ameritech.net>, ryan.stanley@snowkingmountainresort.com
1 Attachment, 20.9 KB

I support the request for the subject Grant. We need to do what ever we can to make the hill a viable business entity to assure it's long term future availability as the town ski hill.

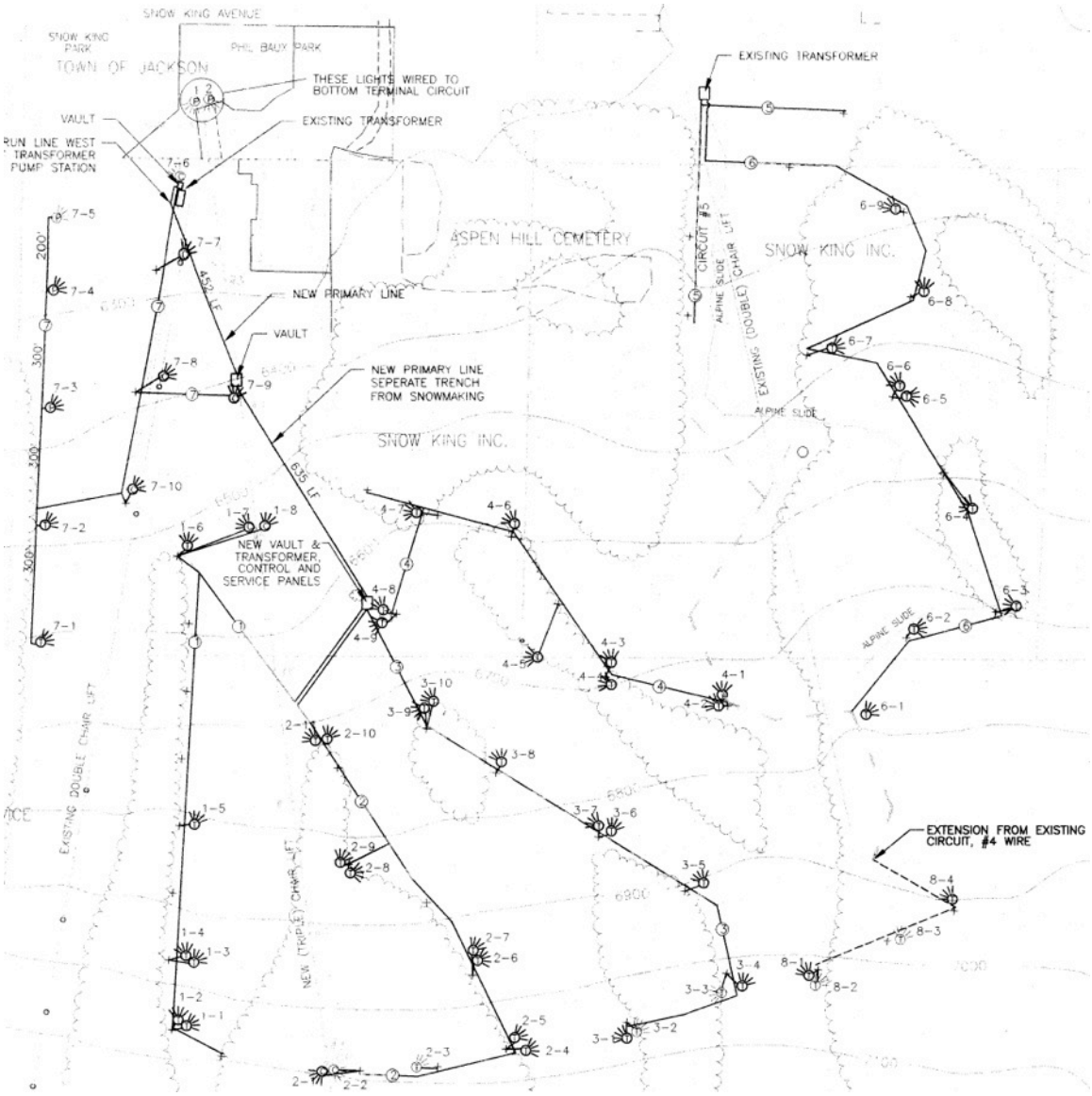
Walter R. Bird

Love Ridge Lodge Homes HOA President.

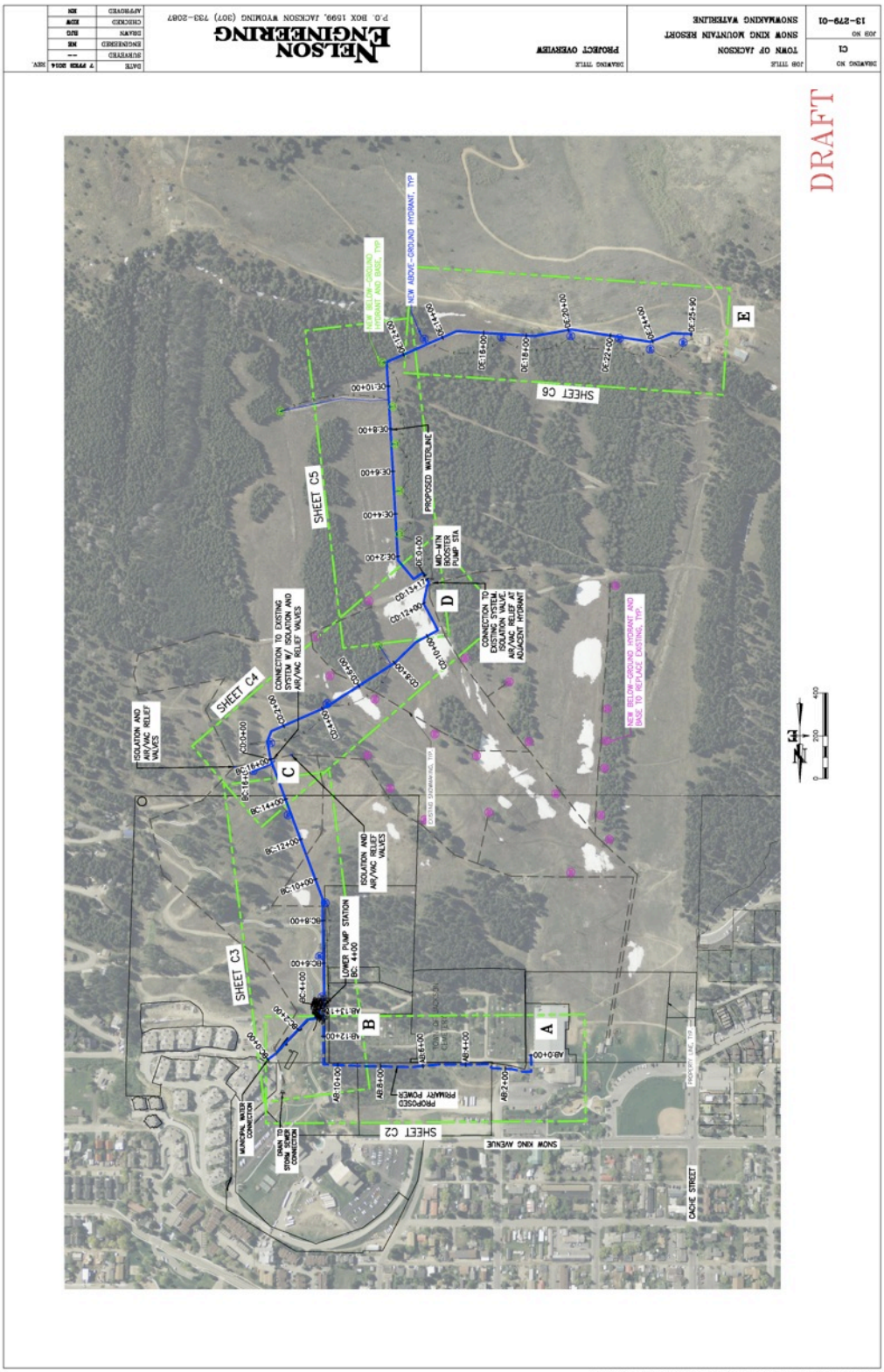
Appendix B, Existing Snowmaking Layout



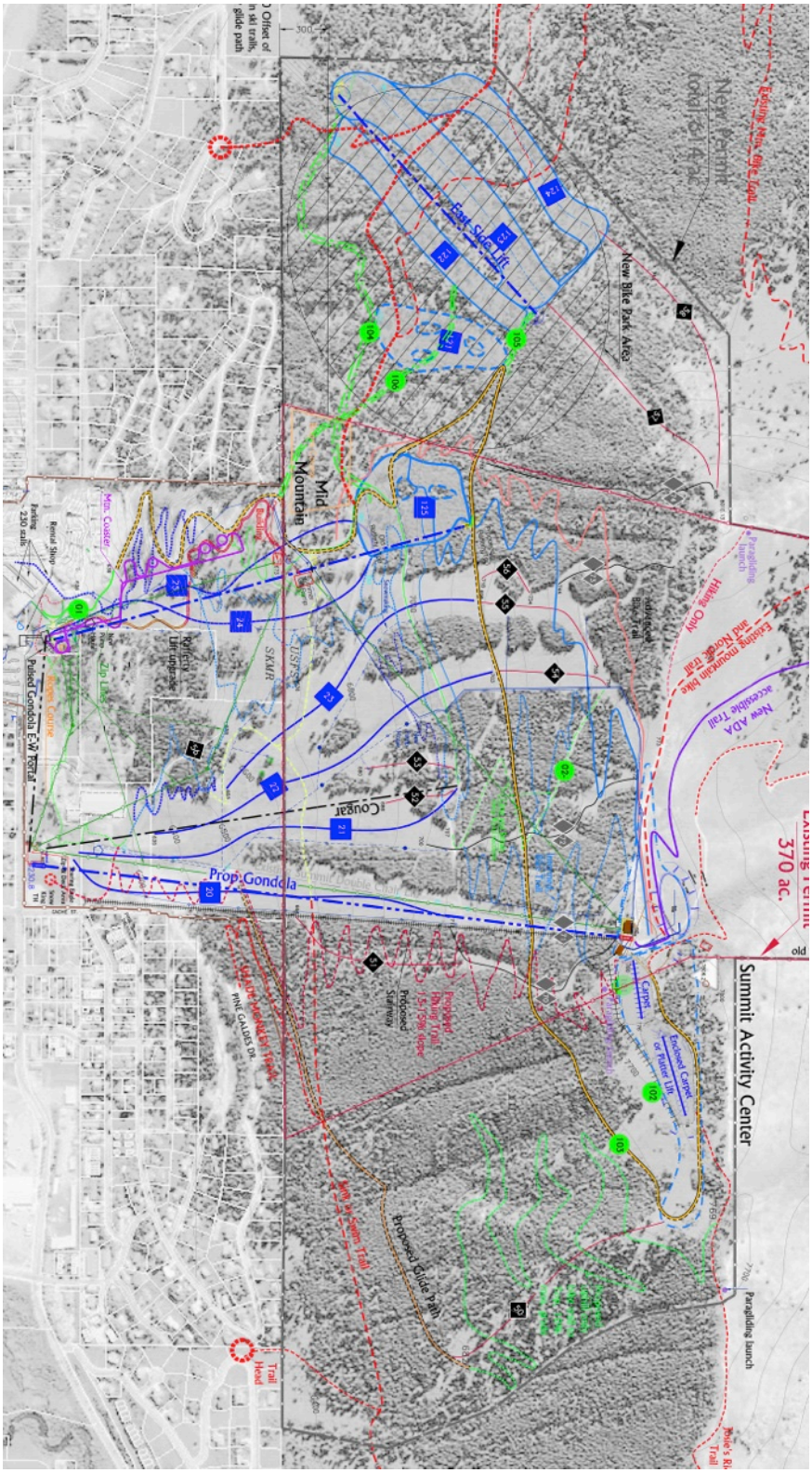
Appendix C, Existing Lighting Layout



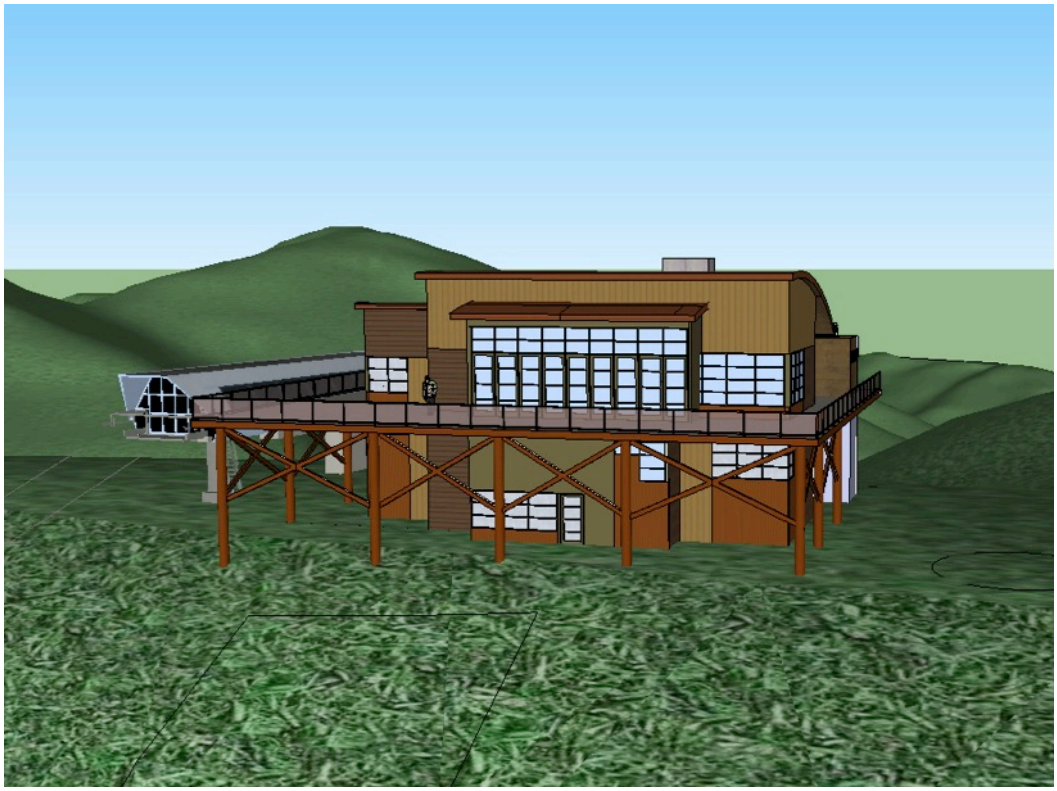
Appendix D, Snowmaking Expansion Map

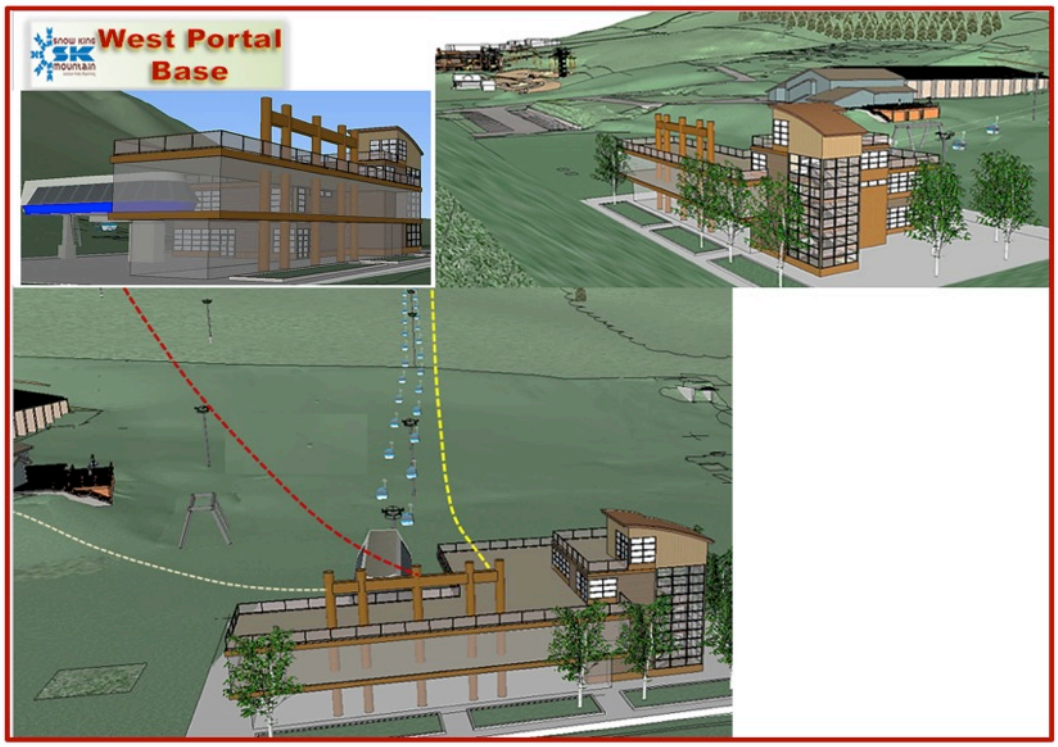


Appendix E, Ski Lift Mapping - (Additional Full Scale Mapping Attached)



Appendix F, Summit Building & West Portal Base Area Visual Concept





Appendix G, Mid-Mountain Building Concept Plans

Appendix H, Concept Trails Map

See attached Full Scale Mapping.

Appendix J, Glossary of Terms

Anticipated Use by ability is assumed assignment of the lift using a combination of criteria, such as general terrain, proximity, exposure, etc.

Distribution of skiers and snowboarders is arrived at by using time spent per user on the lift, in the waiting line and on the slopes. The number or users on trails is estimated from industry research regarding the average skiing and snowboarding velocity per ability levels, average level of active participation of skiers and snowboarders during an operating day (percent Active skiers and riders). Common trail density levels used in the ski industry are used according to seven skill levels. Six skill level densities (actives per hectare) are applied to groomed trails are to project the minimal snow surface needed for safe and pleasant circulation of skiers and snowboarders. These densities are per skill level: 0 and 1(60/ha); 2(50/ha); 3(40/ha); 4(24/ha); 5(16/ha); 6(10/ha).

The ability split between Beginning (B), Intermediate (I) and Accomplished (A) lift users is summarized. This is referred to as the B-I-A Split. First Practice skiers and Snowboarders are included in this ability split; however for the planning of the appropriate Fist Practice (FP) facilities and the inclusion of behavior of Snowboarders in the calculation, these two items are also noted in the spreadsheets.

CCC is determined by adding all lift contributions of skiers and snowboarders at one time (SSAOT) produced by lift operation. This CCC is based on optimal distribution of skiers with minimal waiting lines and may be accomplished under optimal weather conditions only when all lifts are open.

Vertical Transport feet per Hour VTF/hr is a common industry measure of the installed lifts. This is the practical people per hour capacity multiplied by the rise in vertical feet.

Appendix K, Bibliography

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Appendix L, Consultants & Collaborators

Alpentech – Mapping, Capacity Analysis & Ski Lift Charts

Hoyt/CTA Architects – 3D Modeling and Building Visual Design

Nelson Engineering – Site Mapping & Consulting

Berlin Architects – Building Design & Visualization

Gravity Logic – Bike Park Consulting

Hoots – Bike Park Consulting

National Valuation Consultants – Feasibility Studies

Additional Collaborators:

- Dale Deiter, District Ranger, Jackson District, BTNF
- Ray Spencer, Teton Division Winter Sports Administrator, BTNF
- Linda Merigliano, Recreation/Wilderness Program Manager, BTNF
- Mayor Mark Barron and the Jackson Town Council
- Bob McLaurin, Jackson Town Manager
- Roxanne DeVries Robinson, Jackson Assistant Town Manager
- Tyler Sinclair, Jackson Planning Director
- Steve Haines, Jackson Building Official
- Larry Pardee, Jackson Public Works Director
- Shawn O'Malley, Jackson Town Engineer
- Steve Ashworth, Teton County Parks & Recreation
- Jeff Golightly, Executive Director Jackson Chamber of Commerce
- Teton County Commissioners
- The Jackson Chamber of Commerce
- Snow King Mountain Initiative Group Members
- Snow King Mountain Sports School
- Snow King National Ski Patrol & Pro Patrol
- Jackson Hole Ski & Snowboard Club
- Jackson Hole Snow Devils
- JMI Realty & the Snow King Resort Hotel
- Snow King Resort Master Association
- Pitchfork, Clarks Knoll, Grandview, & Love Ridge HOAs
- The Jackson Hole Conservation Alliance
- Save Historic Jackson Hole
- Wyoming Pathways
- Friends of Pathways
- Jackson Hole Search & Rescue
- Jackson Fire/EMS
- SMI Snowmakers
- TechnoAlpin
- Doppelmayr/Garaventa Group
- Leitner-Poma
- Skytrac
- Aquatic Development Group
- Wiegand Alpine Coasters
- Aerial Boundaries
- Zip-Tour
- Zip-Flyer
- Ropes Courses Inc.