

Appendix D

**Conceptual Employee/
Workforce Housing Plan**

Village at Squaw Valley Specific Plan Conceptual Employee/Workforce Housing Plan

Revised–July 14, 2014

Introduction

The VSVSP provides for a variety of resort and recreation uses, which would require an increased workforce. Many of the new employees would not be able to afford housing currently available in Squaw Valley. The Placer County General Plan requires that employee housing be addressed by new projects in the Tahoe area, and that provisions be made to provide housing for 50 percent of the employees associated with new development (see Attachment A).

The VSVSP provides a conceptual plan that describes the anticipated uses and densities that would develop throughout the plan area. The actual number of units, square footage and type of development will not be known until specific entitlements, such as tentative maps, are proposed. Therefore, the total number of employees that will ultimately be needed by the VSVSP can only be estimated at this time. This plan provides a general estimate of the number of employees that would be generated based on the January 2014 VSVSP. A conceptual plan for accommodating a portion of the employees on the East Parcel is described. The plan is intended to be implemented in stages, so it can be tailored to meet the needs of VSVSP as development occurs.

Specific Plan

The VSVSP includes a goal to “provide affordable opportunities for employees to live in proximity to their place of work, consistent with the County Housing Element.” (Goal HS-1). Toward that end, the VSVSP requires that affordable housing be provided for 50 percent of new employees (full time equivalent, or FTE) through one or a combination of the following measures:

- Construction of on-site employee housing;
- Construction of off-site employee housing;
- Dedication of land for needed units; and/or
- Payment of an in-lieu fee.

In addition, replacement units must be provided for any existing units that are currently used for employee housing and are removed to accommodate new development. Employee housing is to be located in proximity to transit and goods and services, with a minimum of half of employee housing demand to be met within the Olympic Valley (See Attachment A).

The Specific Plan allows for up to 264 beds in up to 21 units for employee housing on the East Parcel (see Table 3.1 of the January 2014 VSVSP).

Estimated Employee Housing Demand

The VSVSP would require employees for a variety of uses. The VSVSP provides for condominium-hotel projects with different lodging options ranging from family-friendly to

luxury accommodations. Other lodging types include traditional hotels and fractional cabins. Designed to provide complementary uses within the existing resort environment, the major recreational components include an outdoor winter ice skating rink/summer performance area adjacent to the Funitel Plaza, and an indoor water-focused Mountain Adventure Camp (MAC). The MAC would offer activities such as indoor rock climbing, water-based recreation and rides in an extensive indoor/outdoor pool system, and additional entertainment options such as a bowling alley and a multi-generational arcade.

Housing Demand

In order to determine the number of new employees that could be required by VSVSP development, the following factors were used:

- Hotel/Hotel-Condo/Resort Residential: 0.41 employees per unit, based on staffing levels for the Village. This rate is higher than the rate used for other Sierra resort projects, such as Homewood and Northstar. The rate is applied to 100% of the project's 850 units, although it is anticipated that approximately 25% of the units would not be in the rental pool, and would therefore not require staffing. Therefore, the rate provides a conservative estimate.
- Food & Beverage: 4.6 employees per 1,000 square feet, which is based on average annual staffing levels for Village establishments that would be representative of the proposed project.
- Retail: 1.7 employees per 1,000, which is also based on staffing levels reported for representative Village retail operations.
- Mountain Adventure Camp (MAC): 44 employees, based on discussions with operators at similar facilities.

The VSVSP would require removal and relocation of existing buildings within the plan area, including the Far East Center, which contains commercial uses, SnoVentures, and some mountain maintenance facilities. These operations already have employees, so the existing square footage that would be removed was subtracted from the proposed new uses to provide a net square footage for each type of use.

The applicable factors were then multiplied by the net new square footage to obtain the estimated number of new employees. This figure was then multiplied by 0.5 to determine how many beds would be required to meet the General Plan requirement of providing housing for 50 percent of the new workforce.

Finally, the number of existing bedrooms that would be demolished was added to the demand calculation. Squaw Valley owns a dormitory and several apartments within the VSVSP plan area that would be demolished. The total capacity of these housing units is 99 beds.

As shown in Table 1, the full VSVSP is estimated to generate a net increase of 574 full-time equivalent employees, resulting in the need for housing for 287 employees. In addition, existing housing, including a dormitory and apartments, within the Village Core would be demolished. With the loss of 99 beds at the Village, the full VSVSP would need to provide up to 386 beds.

The number of employees that could be housed at the East Parcel depends on the number of beds provided, the type of bed (single or double) and the number of employees who opt to live as couples in units with double beds. For example, if the maximum of 264 beds were provided, and 20 of those beds were double (able to accommodate 2 employees), the number of employees who could be accommodated would range between 264 (assuming 1 employee per bed) to 284 (if all 20 double beds were used by employee couples). If the full 264 beds were provided at the East Parcel, up to as many as 122 beds would need to be provided elsewhere within Squaw Valley or outside of the valley. Another option, per the General Plan and VSVSP, would be to pay a fee to the County for construction of a portion of employee housing. In any case, each small lot tentative map must be accompanied by a plan indicating how employee housing demand for the development represented by that map will be met.

As shown by the conceptual plan for the East Parcel, discussed in detail below, enough beds could be provided for approximately 65 to 78 percent of the total housing demand created by the full VSVSP (53 to 70 percent exclusive of demolition of existing employee housing). Therefore, the VSVSP will be able to provide over 50% of its employee housing needs within the Olympic Valley.

Conceptual Housing Plan

The conceptual housing plan would satisfy a substantial portion of the VSVSP's estimated employee housing demand on the East Parcel (formerly Lot 4), an 8.2-acre site located north of Squaw Valley Road between Creeks End Court and Square Creek Road (across from the Squaw Valley Public Services District and Fire Station). Squaw Creek borders the site to the northeast, and there are wooded areas and homes to the northwest, east and west. In the past, the site has been used for snow storage. Most of the parcel is disturbed (graded), except for the western, eastern and northern edges, which contain wooded areas and wetlands.

The VSVSP proposes to provide employee housing, 15,000 square feet of shipping/receiving facilities, a 5,000 square foot retail space (for a small grocery store) and off-site parking on the East Parcel. A conceptual site plan has been developed to provide a basis for determining the capacity of the East Parcel, and assessing the potential impacts of locating employee housing within the valley. The conceptual plan shows one approach to providing employee housing on the East Parcel. The actual number and configuration of the employee units could vary, but no more than 264 beds would be provided at this site, pursuant to the Specific Plan.

The conceptual site plan shows housing located in the northern and eastern edges of the parcel, along the perimeter of the parking lot (see Figure 1). The employee units would be separated from residences to the north by wooded setbacks and Squaw Creek. The buildings would screen views for the parking area from nearby residences. The shipping/receiving building would be located in the western portion of the parcel, and would be buffered from residences to the west and north by a landscaped berm and grade change. The retail building would front Squaw Valley Road. Two paved entrances/exits on Squaw Valley Road would be shared with the parking lot.

Under the conceptual site plan, up to 18 units with a total capacity of 252 employee beds could be constructed (see Table 2). Two types of housing would be provided---studios

and dorms. The studios would have double beds, so they could accommodate couples. Up to 48 studios could be included, which would accommodate 48 to 96 employees. Therefore, the total number of employees that could be housed on the East Parcel based on the conceptual plan would be 252 to 300, or 65 to 78 percent of estimated employee housing demand (see Table 1).

Potential floor plans for the studio units and dormitories are shown in Figure 2. For this conceptual plan, the size of the units would be:

- 16-bed dorm unit: approximately 2,000 sf
- 20-bed dorm unit: approximately 2,500 sf
- Studio unit: approximately 300 sf

Each building would have 3 floors, with 9.5-foot floor to floor. The maximum height would be 35 feet with sloped roofs. Elevators would be provided in each building

The housing design and programming for the conceptual employee housing plan are based on the needs of the typical J-1 seasonal employee, which represents the largest pool of employees needing housing at Squaw. These employees require only temporary housing (usually during the ski season) and often do not have automobiles. They are generally young and single. They are therefore in need of affordable housing located close to their work sites, and would spend most of their time at the Village and/or mountain for work and recreation. While the East Parcel housing would be designed with these seasonal employees in mind, it would be available to more local and year-round employees as well. It is anticipated that the employee housing would be made available only to employees of Squaw Valley.

The program for the conceptual site plan was developed with input from actual employees. It is intended to provide basic needs in a communal environment such as cooking, eating, and electronic entertainment, while separating those areas that are noisy and/or intrusive. Affordability is also a key priority. Individual storage areas for clothing and personal items are provided, including refrigeration.

Each studio unit would include a full size bed, full kitchen, bathroom, closet, and small eating and lounging area. These units would be for those individuals desiring a bit more privacy and willing to pay a higher rental rate.

Each dormitory would accommodate either 16 or 20 employees. A unit would have a separate lounge area, full kitchen with two stoves, two sinks and three microwaves, and an eating area large enough to accommodate the employees in that unit. There would be 2 communal bathrooms per unit, each with 3 sinks, 2 private toilet stalls, 2 private showers and changing stalls, and a washer and dryer. There would be 4 or 6 bedrooms per unit; each accommodating no more than 4 people. Each bedroom would have two 3.2cf refrigerators and a desk with 2 chairs and internet connection. Individual closets would provide drawer, shelf and hanging space for each individual.

Laundry facilities would be provided. For dorms, it is anticipated that washers and dryers would be located in the communal restrooms. For studios, common laundry facilities would be provided on each floor.

Individual storage lockers and/or bins would be provided for each tenant to store their

skis, boards, boots, and other active gear.

Some outdoor amenities would be included around the Employee Housing complex such as Bar-B-Que areas, picnic tables, a passive park setting, and/or horseshoe pits. In addition, a recreation facility could be located in the shipping and receiving building.

To ensure proper management of the employee housing complex and to ensure appropriate conduct of the tenants, an on-site manager may be included in the programming.

The rental rates for each unit would be determined at the time the units become available and would be based on cost of construction and operation, ability of employees to pay, market and other factor.

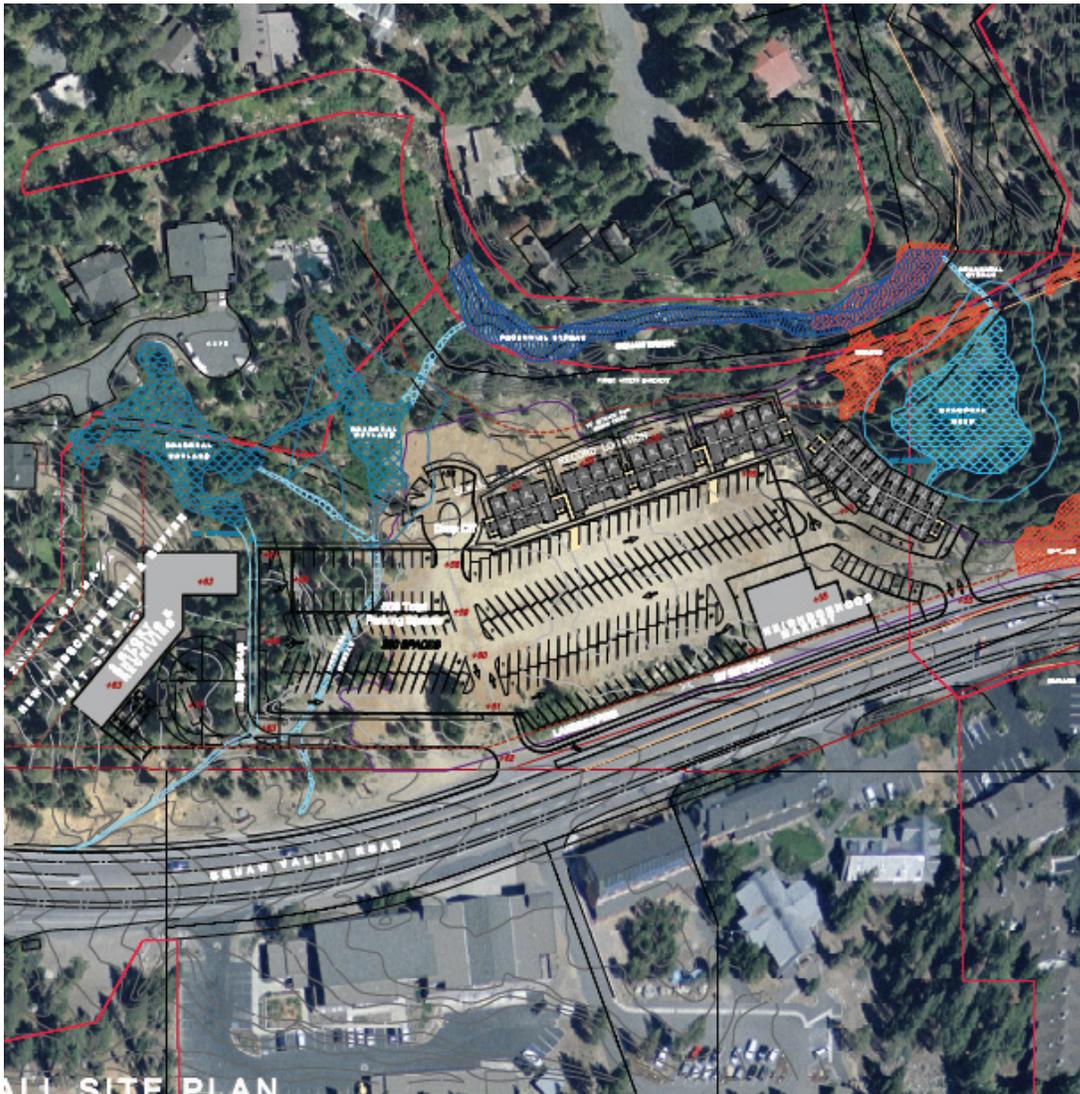
**Table 1
VSVSP Full Project
Employee Generation**

Use	Units/ square feet	SF to be removed	Net increase in SF	Employee generation rate	New Employees	Required Housing (beds)(1)
Condo-Hotel/Resort Residential Units						
Units	850			0.41	347	173
Non-Residential Square Footage						
MAC	90,000	0	90,000	n/a(2)	44.0	22.0
Other Amenity	2,500	0	2,500	2 per 1000 sf	5.0	2.5
F&B	31,120	1595	29,525	4.6 per 1000 sf	135.8	67.9
Retail(3)	33,620	5,928	27,692	1.7 per 1000 sf	47.9	24.0
Ski Services(4)	75,000	47,414	27,586	(6)	0	0
Meeting Space	12,000	15,120	-3,120	1.8 per 1000 sf	-5.6	-2.8
Other (5)	53,493	0	53,493	0	0.0	0.0
Office	0	7,593	-7,593	(7)	0	0
Total Non- Residential Square Feet	297,733	77,650	220,083			
Existing bedrooms to be demo'd	99					99
Total					574.1	386
Notes:						
1. Per County General Plan, 50 percent of new FTE employees.						
2. Based on actual anticipated number of employees.						
3. Includes 5,000 sf at the East Parcel.						
4. Includes SnoVentures and some mountain maintenance facilities, and 15,000 sf of Shipping & Receiving at East Parcel.						
5. Includes areas that do not generate employees (e.g., hotel common areas and transit center)						
6. Increased square footage will improve operations, but will not increase ski services activities, so no new employees would be generated.						
7. Employees from demolished office space will be relocated to ski services areas, so no reduction in the number of office employees						

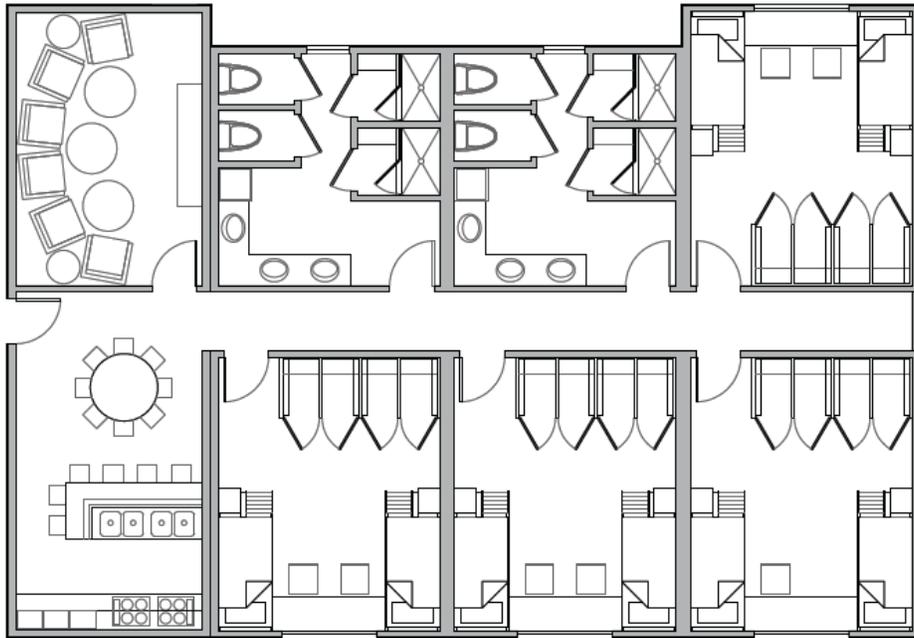
**Table 2
East Parcel Employee Housing Units**

Type of Housing	Beds/Employees per Unit (1)	Total # of Units (2)	Number of Beds	Number of Employees
Studios	8/16	6	48	48-96
Dorm Units	16	9	144	144
Dorm Units	20	3	60	60
Total		18	252	252-300
Notes:				
1. Studios have one double bed, so can accommodate up to 2 people each.				
2. Each "Studio Unit" consists of 4 private studio residences.				

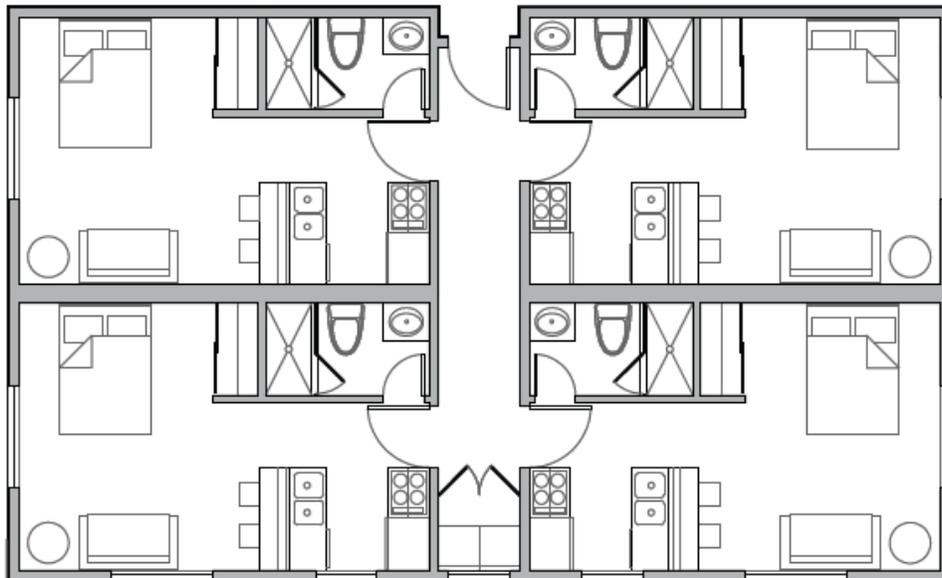
Figure 1: East Parcel Site Plan



[AP1] **Figure 2: Representative Dormitory and Studio Layouts**



16 BED DORMITORY UNITS



4 STUDIO UNITS

Attachment A Applicable Policies

Placer County General Plan Policies

Policy 2.A.18: The County shall require new resorts in the Sierra Nevada and Lake Tahoe areas to provide for employee housing equal to 50 percent of the housing demand generated by the project. Employee housing shall be provided for in one of the following ways (in order of preference):

- Construction of employee housing onsite.
- Construction of employee housing offsite.
- Dedication of land for needed units.
- Payment of an in-lieu fee.

Village at Squaw Valley Specific Plan

Goal HS- 1: To provide affordable opportunities for employees to live in proximity to their place of work, consistent with the County Housing Element.

Policy HS- 1: Provide affordable housing for a portion of its employees as specified in the County General Plan through one or a combination of the following measures:

- Construction of on-site employee housing;
- Construction of off-site employee housing;
- Dedication of land for needed units; and/or
- Payment of an in-lieu fee.

Policy HS- 2: The calculation of the number of required employee housing units shall be based on the full time equivalent number of new employees associated with new development under this Specific Plan. In addition, any existing units that are currently used for employee housing and are removed to accommodate new development shall be added to the calculation of units required to be provided within the phase during which the units are removed. Employee housing units within the Plan Area shall not be counted toward the calculation of maximum density.

Policy HS- 3: Provide incremental employee housing for 50% of full time employees generated by the project by the end of phase during which the job was created. A minimum of 50% of requisite housing will be located within the Olympic Valley.

Policy HS- 4: Where feasible, employee housing shall be located in close proximity to transit and to goods and services needed by the employee population (e.g., grocery stores, restaurants) in order to minimize the distances traveled by automobile.

Policy HS- 5: Provide enhanced common areas, appropriate kitchen facilities, centralized laundry and other comparable services.

Policy HS-6: Prior to recordation of each small lot tentative map, the applicant shall prepare and the County shall approve, an Employee Housing Plan that describes how the employee housing requirement for that map will be met.

Policy HS- 7: Efforts shall be made to identify affordable housing sites within Olympic Valley that are obtainable and economically feasible for the developer and convenient for employees. Employee housing may also be located outside of Olympic Valley.

