







M A S T E R P L A N  
MOUNTAIN RUN SHENANDOAH COUNTY VIRGINIA

T H E F R A N K L L O Y D W R I G H T F O U N D A T I O N



TALIESIN  
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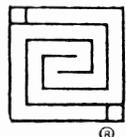
# CONTENTS

Participants & Planning Team .....	1	Camping Facilities .....	65
General .....	2	Hiking, Climbing, Riding .....	68
Objectives .....	2	Fishing & Hunting .....	68
Topography .....	8	Swimming & Canoeing .....	69
Climate .....	8	Educational Facilities .....	71
Environmental Impact .....	9	Cultural Facilities .....	71
Current Status of Site .....	9	Utilities & Services .....	72
Access .....	11	Water .....	72
Land Use Analysis .....	13	Sewage Treatment.....	73
Recreational Activities .....	15	Refuse Disposal.....	73
Features & Services of the Master Plan .....	16	Demand .....	75
Legend .....	18	Market Area.....	80
Transportation.....	21	Related Facilities and Nearby Attractions .....	80
Parking .....	21	Profile of a Typical Skier .....	82
Pedestrians .....	22	Economic Considerations .....	83
Skiing & Skating.....	23	Costs .....	87
Ski Lodge.....	27	Sequence .....	88
Condominiums & Lodge Rooms .....	33	Future Expansion .....	89
Housing - Multiple .....	34	Summary .....	90
Housing - Single.....	34	Bibliography.....	92



## PARTICIPANTS AND PLANNING TEAM

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Resort Manager	Barney Burke
Public Relations	Radford - Stewart Advertising Co.



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Brochure designed by The Frank Lloyd Wright Foundation, November 1971

## GENERAL

Rising 2,000 feet above the Shenandoah River in Virginia stands the Massanutten Mountain. Its rocky ridges form a natural fortress enclosing a hidden valley. Mountain Run is proposed as a planned community centered on 600 acres of private land on the west flank of the Massanutten. Located seven miles northeast of New Market, it adjoins the 75,000 acre George Washington National Forest.

The community will feature a year-round resort with skiing, hiking, riding, fishing, hunting, camping and cultural activities.

## OBJECTIVES

Mountain Run offers an enormous potential for development as a superior environment for man and an opportunity for immense profit. The design of the Master Plan incorporates a long range plan. In addition to the plan for the 600 acres now owned, consideration has been given to a concept involving possible leases from the National Forest, and possible purchases of adjacent land, sufficient in scope to develop a balanced community.

From start to finish, the project is regarded as an opportunity to blend the highest possible standards of planning, design, and construction. Every effort will be made to preserve and enhance the spectacular natural beauty of the site. The project is dedicated to recreational enjoyment and cultural enlightenment, and to harmonious and natural development by way of integrity of design.

In 1945, Frank Lloyd Wright wrote: "The value of Earth as man's heritage, or of Man as earth's great heritage, is gone far from him now in any big city centralization has built. Centralization - without plan - has overbuilt. Urban happiness of the properly citified citizen consists in crowding in confusion - lured by the hypnotic warmth, pressure and approbation of the crowd. The screech and mechanical uproar of the big city turns the citified, fills citified ears - as the song of birds, wind in the trees, animal cries, or as the voices and songs of his loved ones once filled his heart. He is sidewalk-happy.

"Perpetual to-and-fro excites this citified citizen, robs him of deeper sympathy, of the meditation and reflection once his as he lived and walked under clean sky among the fresh greenery to which he was born companion. On solid earth he was neither fool-proof nor weather-proof, but he was a whole man.

"But he has traded his Book of Creation for emasculation by way of the convenient substitute; traded his origins and native pastimes with streams, woods, fields and animals for ubiquitous, habitual to-and-fro; taint of carbon monoxide rising from him to his rented aggregations of hard cells on upended streets overlooking hard pavements."

Frank Lloyd Wright designed Broadacre City, his concept for decentralized life, as a rejection of the present-day city. Free, self-sufficient, with its own forests, garden and agriculture, this living city, as he later called it, is designed to replace the disorderly, strangling city of today.

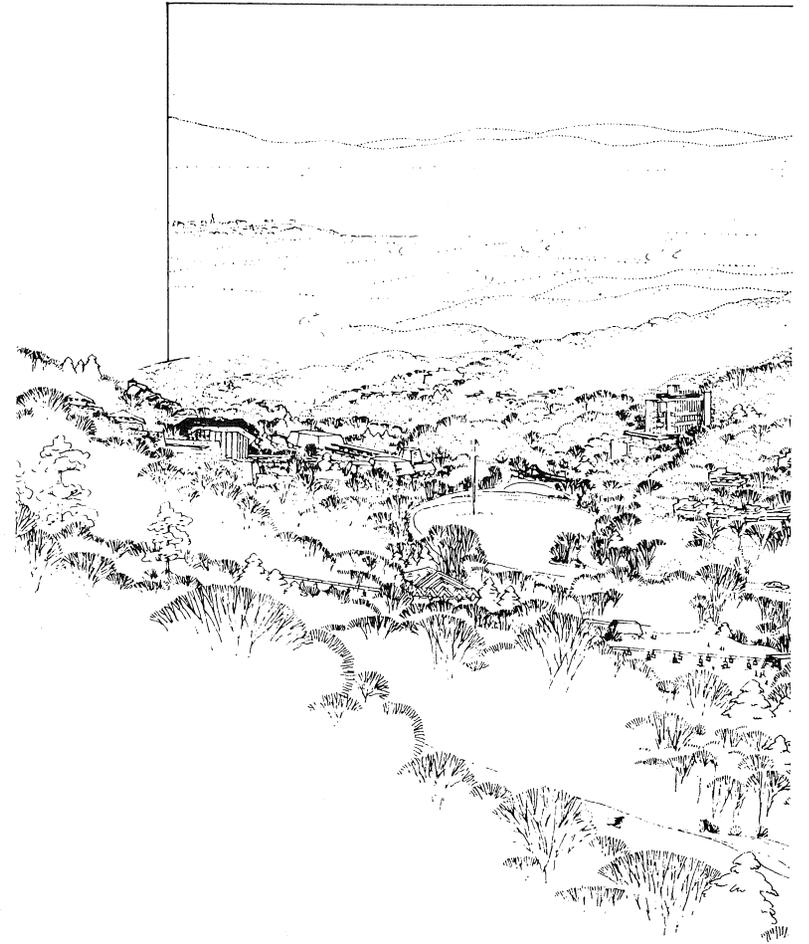
It is in this spirit that the Master Plan for Mountain Run has developed. The design preserves the beauty of the mountain forest and man's enjoyment of its harmonious atmosphere. The area is at present unspoiled, and represents the mountain forest at its loveliest. The Master Plan preserves and enhances this natural beauty. Protective covenants ensure that all homes in the housing development will be designed to quality standards and that the trees and landscape will not be destroyed.

The Master Plan has been designed with the following objectives:

1. Provision of a broad spectrum of recreational and cultural patterns that will appeal to persons of all ages, incomes and life styles.
2. Planning of ski lifts, runs and related facilities for avoidance of congestion and promotion of safety and to minimize scars formed on mountain by ski slopes.
3. Prevention of soil erosion, siltation and pollution of Gap Creek.
4. Protection of all natural features. Trees, shrubbery and rocks will be saved wherever possible, and effect on wildlife minimized.
5. Planning of buildings to naturally fit into their surroundings and harmonize with the landscape.
6. Control of population density to avoid any overcrowding.
7. Design of roads, highways and pedestrian walks to avoid damage to landscape, promote safety, and improve circulation. Roadside to be made into a beautiful circumstance.

8. Design of parking areas to prevent the visual intrusion of a mass of automobiles.
9. Design of camping grounds to afford privacy to individual sites, protect the forest, and hide cars and trailers from view.
10. Control of signs and advertising. Signs to be as small and inconspicuous as possible, yet maintaining clarity.
11. Incorporation of a plan of refuse disposal to avoid any dumping of garbage or litter.
12. Design of proper sewage treatment plant to prevent any contamination of Gap Creek.
13. Study of methods to prevent noise pollution.
14. Inclusion of a community fire protection center.
15. Coordination and cooperation with Shenandoah County, the State of Virginia, the USDA Forest Service, and other official agencies.
16. Relation to National Forest program of Outdoor Patterns for People. Provision of access to the forest area with necessary facilities for users, so as to promote enjoyment of their natural surroundings.
17. Examination of the factors relative to a sound economic basis for the development and the foundation of a profit-making endeavor. Avoidance of exploitation or expedience.
18. Recommendations on administration, management and sociological policies consistent with the dynamic quality and vitality that the development represents.

Included in this brochure are designs by Taliesin Associated Architects for the ski lodge, condominiums and ski cabins. Also included are designs by Frank Lloyd Wright that are appropriate for this community, such as the cottage group center (resort hotel), motel, apartments, school and housing.





VIEW LOOKING WEST FROM SKI SLOPES

## TOPOGRAPHY

Nestled in a secluded valley between two ridges of the Massanutten Mountain, the upper slopes of the site provide a splendid panorama of the Shenandoah Valley. To the West lie the Appalachian Mountains, to the East the Blue Ridge Mountains. From an elevation of 1400 feet, the land rises to crystalline rocky ridges 1000 feet above. The property is divided by a mountain stream, which empties into the North Fork of the Shenandoah River.

The terrain is wooded, largely with red and white oak, hickory, dogwood and Virginia pine, along with mountain laurel, azalea, redbud, and a delightful profusion of wildflowers. Rock outcroppings occur frequently, with a variety of lichens. Hidden to a large extent from general view, the land has a variety of slopes and outlooks, giving it an intriguing and inviting aspect, a Shangri-La atmosphere.

## CLIMATE

Summers in the Massanutten Mountain are temperate, averaging an 82° F. high during the day and 58° F. at night, with 60% humidity. This is considerably cooler and more comfortable than nearby metropolitan areas. No mosquitoes are present, but gnats occur from June until frost.

Winters average 20° F. at night and 42° F. during the day. Average annual precipitation is 36 inches. Snowfall averages about 40 inches per year, with at least 1 inch of snow on the ground about 41 days. Heaviest snowfall is in February. The climate is well suited to

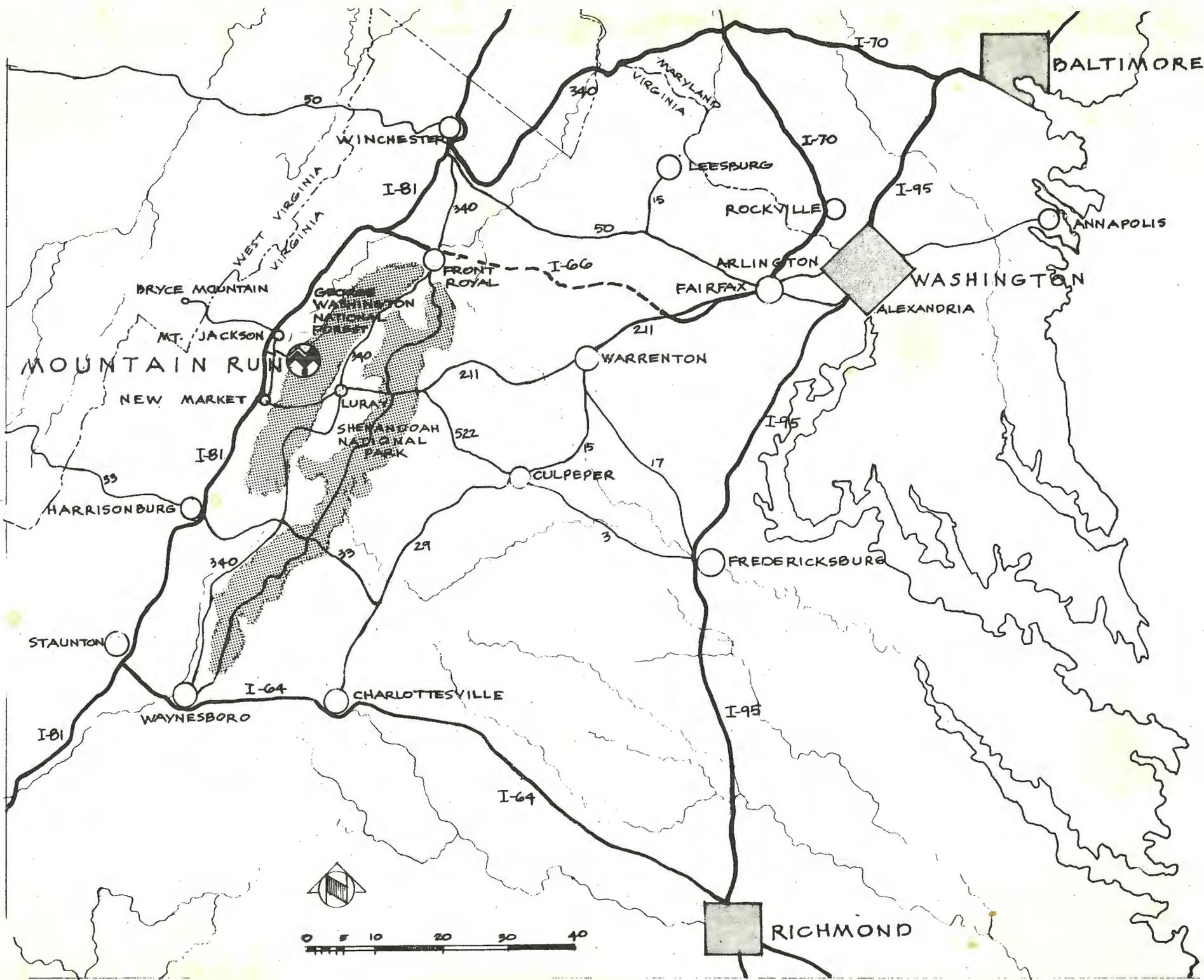
snowmaking, and should provide at least 90 days of safe, dependable skiing per year, between December 15 and March 15. The sheltered location of the site protects it from wind.

## ENVIRONMENTAL IMPACT

A study made by the USDA Forest Service (Lee Ranger District) in 1971, concluded there will be a minor effect from the project on timber, wildlife, fire and watershed programs. A concern was expressed for the need for proper planning, erosion and siltation problems, public safety, access, parking and space for facilities. These points will receive particular attention.

## CURRENT STATUS OF SITE

Highway 730 is a single lane, gravel road. Forest slopes have been cleared for two chair lift lines and five ski runs. Slopes have been seeded and fertilized. One holding pond has been developed, and a two-acre lake is being formed with an earth dam. Several half acre sites have been sold, and dirt roads started in the housing area. Development in this area has stopped, pending completion of the Master Plan. A request for a use permit has been made for a ski run on 102 acres of National Forest land. Two chair lift lines and a temporary ski lodge are presently under construction.

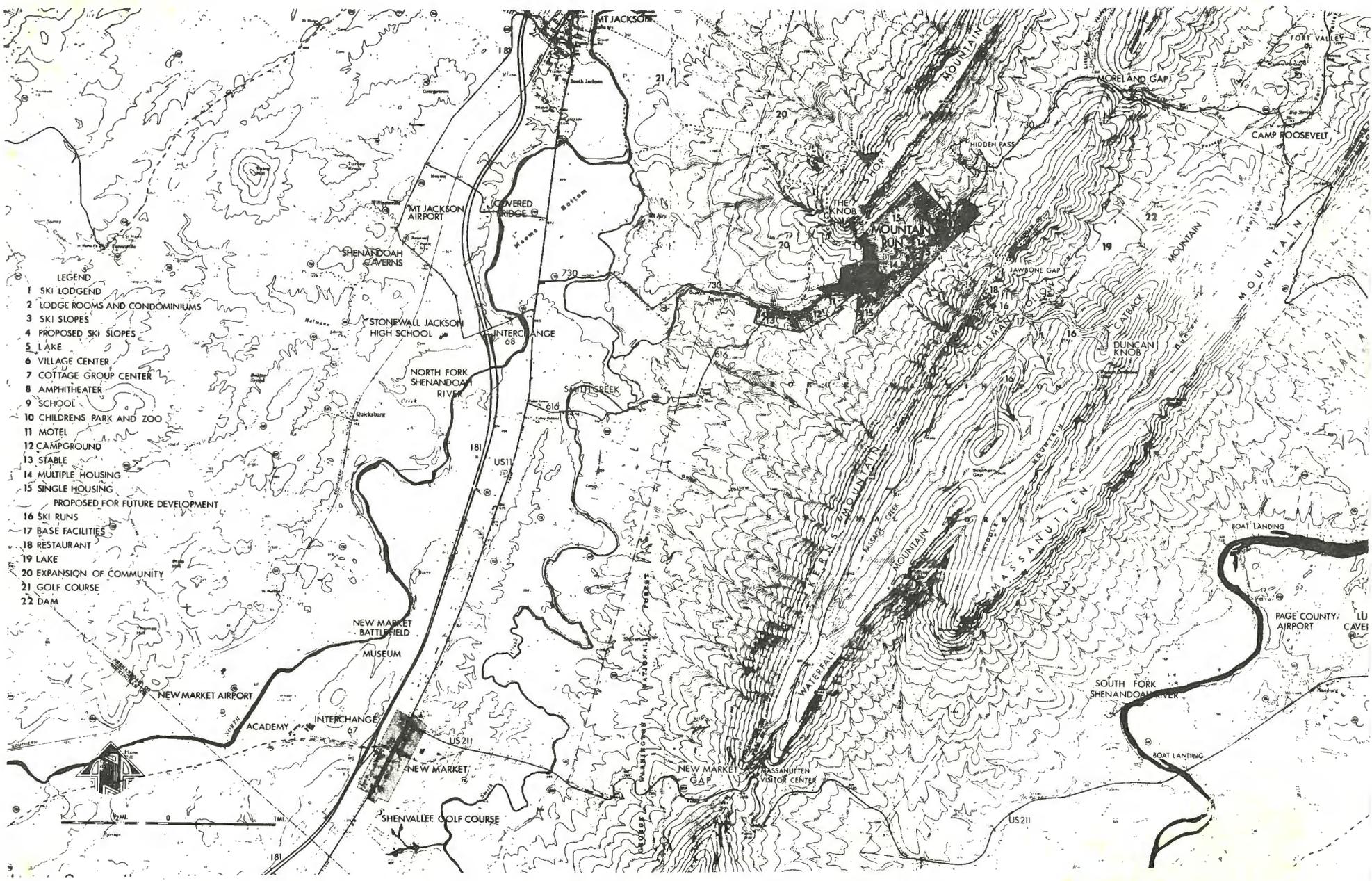


## ACCESS

The project is most strategically located. Interstate 81 and U.S. Route 11 pass through the Shenandoah Valley, four miles from the project. Interstate 66, under construction connects from Washington, D.C. to I-81 at Strasbury. Route 11 connects to I-81 near New Market.

Approximately 8 million people are within a 2 - 3 hour drive, 60 million within 8 hours. Airports are located at Mt. Jackson and Luray, about 10 miles on each side of the project. State Route 730 passes through the project, connecting Route 11 with Fort Valley.

This fortunate location and excellent access will be a prime asset to the development and success of the community.



LEGEND

- 1 SKI LODGEND
- 2 LODGE ROOMS AND CONDOMINIUMS
- 3 SKI SLOPES
- 4 PROPOSED SKI SLOPES
- 5 LAKE
- 6 VILLAGE CENTER
- 7 COTTAGE GROUP CENTER
- 8 AMPHITHEATER
- 9 SCHOOL
- 10 CHILDRENS PARK AND ZOO
- 11 MOTEL
- 12 CAMPGROUND
- 13 STABLE
- 14 MULTIPLE HOUSING
- 15 SINGLE HOUSING
- PROPOSED FOR FUTURE DEVELOPMENT
- 16 SKI RUNS
- 17 BASE FACILITIES
- 18 RESTAURANT
- 19 LAKE
- 20 EXPANSION OF COMMUNITY
- 21 GOLF COURSE
- 22 DAM



## LAND USE ANALYSIS

The following are approximate areas proposed for development:

Skiable area	20 acres
Lakes, ponds and streams	18 acres
Roads, medians, walks, trails	25 acres
Parking (not including village or apartments)	14 acres
Greenbelt and undisturbed forest	64 acres
Lodge	2 acres
Apartments, condominiums, employee housing	43 acres
Single dwelling houses (approximately 380 lots)	330 acres
Village center	8 acres
Children's park and zoo	10 acres
Elementary School	7 acres
Cottage group center and cottages	15 acres
Campgrounds	30 acres
Motel	7 acres
Stables and riding facilities	7 acres
	<hr/>
	<u>600 acres</u>
Additional ski area proposed for leased land	<u>102 acres</u>

The Master Plan indicates a total of 666 family dwelling units (single and multiple housing, condominiums and apartments); 154 hotel, motel and lodge rooms; 68 camping units; 60 employee units. The eventual population of the 600 acres would be not over 3,000 persons, or 5 persons per acre.

It is recommended that lease options be secured on adjacent land in the National Forest for the purpose of more ski runs, and purchase options be secured on adjacent private land for the purpose of developing a golf course (150 acres).

As a further stage of development, the Master Plan indicates the possibility of developing a balanced community of about 8,000 persons on 4,000 acres. The community would be largely self-sufficient, and include housing and facilities for education, recreation, culture, transportation, commerce and light industry.

## RECREATIONAL ACTIVITIES

Proposed outdoor winter activities include:

Skiing	Tobogganing
Ice Skating	Sleigh riding
Hockey	Cross country skiing
Curling	

Future activities might include bobsledding.

Proposed outdoor summer activities are diversified, and include:

Camping	Bicycling
Chair lift rides	Children's camps
Fishing	Hayriding
Hiking	Jeeping
Horseback riding	Live theater
Hunting	Mountain climbing
Picnicking	Music concerts
Swimming	Nature walks, braille trails
Archery	Pack trips
Arts & Crafts	Paddle tennis
Badminton	Photography
Barbecues	Tennis

Future activities might include golf, trap and skeet shooting (on land not yet purchased).

## FEATURES AND SERVICES OF THE MASTER PLAN

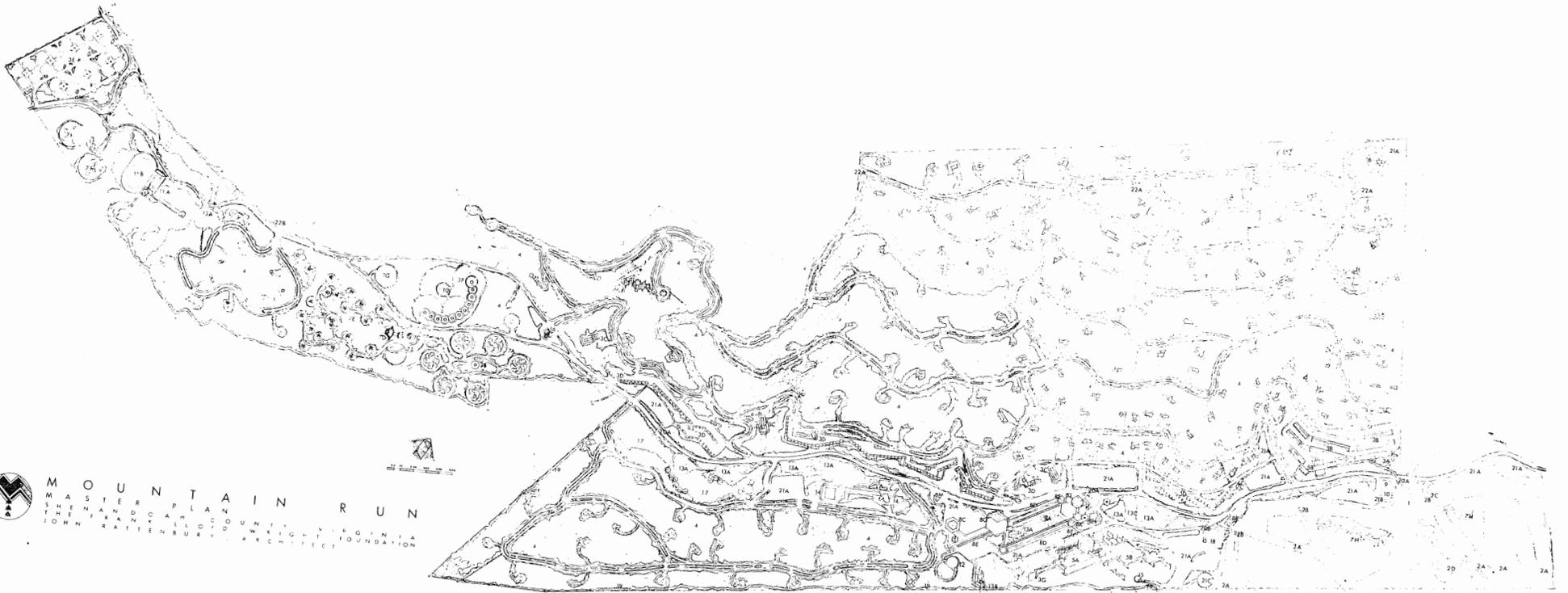
The following facilities and services are included in the Master Plan:

1. Ski lodge: lounge, dining area, cafeteria, kitchen, ski shop, nursery, director's office, ski school area, ticket sales, first aid station, ski patrol, nursery and toilets.
2. Ski runs and chair lifts, maintenance equipment storage.
3. Sleeping accommodations: condominiums, multiple housing (cluster house), apartments, villas, dormitory, motel, employee housing.
4. Housing development: ski cabins, vacation homes, retirement homes -- about 380 one-half to one acre lots.
5. Guest cottages with cottage group center (Resort Hotel).
6. Restaurants and clubs.
7. Camping facilities: tent-cabins, trailer camp; children's, scout and youth camps; picnic facilities; outdoor theater.
8. Village center: sales and information center, food market, shops and boutiques, arts and crafts, antique center, drugstore, auditorium (meeting hall, theater), doctor's office, laundry and cleaners, hardware store, men's apparel, women's apparel, sporting goods, shoe repair, coffee shop, beauty salon, barber shop, branch bank, bakery, liquor store, book store, mountain produce store, post office, library, fire protection center, service station.
9. Skating rink, skate rentals.
10. Swimming pool, sauna.
11. Stables, show ring.

12. Amphitheater.
13. Lakes, trout ponds, waterfalls, cascades, dams.
14. Elementary school and kindergarten.
15. Interfaith chapel.
16. Medical center.
17. Children's playground, zoo.
18. Tennis, badminton, archery.
19. Hiking and riding trails.
20. Transportation and traffic system, auto and pedestrian, bridges and culverts.
21. Parking, bus unloading, heliport.
22. Utilities, water supply and sewage treatment plant.

## LEGEND

1	Ski Lodge	8H	Coffee Shop
2A	Ski Run	8I	Bank
2B	Ski Lift	8J	Post Office
2C	Maintenance Equipment Storage	8K	Library
2D	Toboggan Run	8L	Fire Protection Center
3A	Lodge Rooms	8M	Service Station
3B	Condominums	9	Skating Rink
3C	Apartment Houses	10	Swimming Pool
3D	Multiple Housing - Cluster Type	11A	Stables
3E	Multiple Housing - Quadruple Type	11B	Show Ring
3F	Motel	12	Amphitheater
3G	Employee Housing	13A	Lakes & Ponds
4	Single Housing	13B	Waterfall
5A	Cottage Group Center	13C	Dam
5B	Cottages	14	Elementary School & Kindergarten
6	Restaurant	15	Interfaith Chapel
7A	Campground	16	Medical Center
7B	Toilets	17	Children's Playground, Zoo
7C	Gatehouse	18	Tennis
7D	Tourist Center	19	Hiking, Riding Trail
7E	Tourist Cabins	20A	Pedestrian Bridge
7F	Scout & Youth Camps	20B	Pedestrian Underpass
7G	Children's Camp	21A	Parking
7H	Picnic Grove	21B	Bus Unloading
7I	Outdoor Theater	21C	Heliport
8A	Village Center	22A	Well
8B	Sales & Information Center	22B	Sewage Treatment Plant
8C	Market		
8D	Shops		
8E	Arts & Crafts		
8F	Drugstore		
8G	Theater - Meeting Hall		



MOUNTAIN RUN  
MASTER PLAN  
SHENANDOAH COUNTY, VIRGINIA  
JOHN RATTENBURY ARCHITECT



## TRANSPORTATION

It is anticipated that the largest proportion of traffic will enter the project from the south. The Master Plan shows a recommended width increase for Highway 730, with consideration given to peak demand from weekend skiers, autos, buses, campers and trucks, through traffic and pedestrians. Access to Highway 730 from the project has been limited, to avoid congestion and promote safety. Roads within the housing development have 25 foot wide medians. All trees and shrubbery in the medians are undisturbed.

Scenic tour driving is popular in the Massanutten, and it is expected that the adjacent road system will be improved and expanded in the near future, as has been recommended by the Forest Service.

## PARKING

Because of the irregular topographical nature of the site, much study has been devoted to providing adequate parking, particularly for the weekend skiing crowd. Based on a peak day load of 2,400 skiers, parking has been provided for 1,000 cars. The area devoted to parking is 9 acres (at 400 sq. ft. per car) with 5 acres held in reserve for possible future parking. Attendant parking would increase capacity by 25%. It has been assumed that some skiers will arrive by bus and some will leave their cars at their condominium or ski cabin.

It is essential that a great deal of care be devoted towards hiding the automobile from sight. This can be done by landscaping and planting, and by not making any one parking area too

vast in size. The distance from a parked car to ski lifts and lodge facilities has been kept as small as possible.

## PEDESTRIANS

A pedestrian traffic pattern has been studied, and walks are laid out to encourage and facilitate pedestrian travel. Pedestrian crossings through automobile traffic is avoided by means of pedestrian overpasses or underpasses.

## SKIING AND SKATING

There are two double chair lifts (lift equipment is furnished by Ski Lift International). One lift rises 190 feet, with three 200 foot wide runs, the longest 2,000 feet; capacity is 1,000 skiers per hour. The other lift rises 200 feet, with two 200 foot wide runs, the longest 2,000 feet; capacity is 1,000 skiers per hour. A future double chair lift is planned to run up to Jawbone Gap. This lift will have a 1,000 foot vertical drop and a 6,000 foot run. A connecting trail will enable skiers to ski back to the lodge.

A warming hut is proposed for the top of Jawbone Gap, and eventually a small restaurant. The big ski run is proposed to be chiefly located on National Forest land. (There are presently 200 ski areas in the country located in National Forests in the United States, but none in Virginia.)

The runs have been laid out by Sepp Kober, ski consultant and manager of the Homestead ski area at Hotsprings, Virginia. The capacities are estimated at 1,000 to 1,250 skiers for the initial stage (2 lifts and 5 runs), and 1,000 to 1,250 skiers for the future lift, making a total of 2,000 to 2,500 skiers without overcrowding.

Of the five initial runs, one is a Beginner Slope, two are Beginner-Intermediate, one is Intermediate-Advanced and one is Advanced. The future run will have a lift in two stages. From the first stage, the run down will be Beginner-Intermediate. The upper stage will be Advanced.

It is estimated that the area will have weekend crowds of 2,000 to 2,500 skiers per

day and weekday crowds of 100 to 150 per day. Efforts should be made to attract the weekday skier, and the provision of attractive facilities for vacation skiers is a step in this direction.

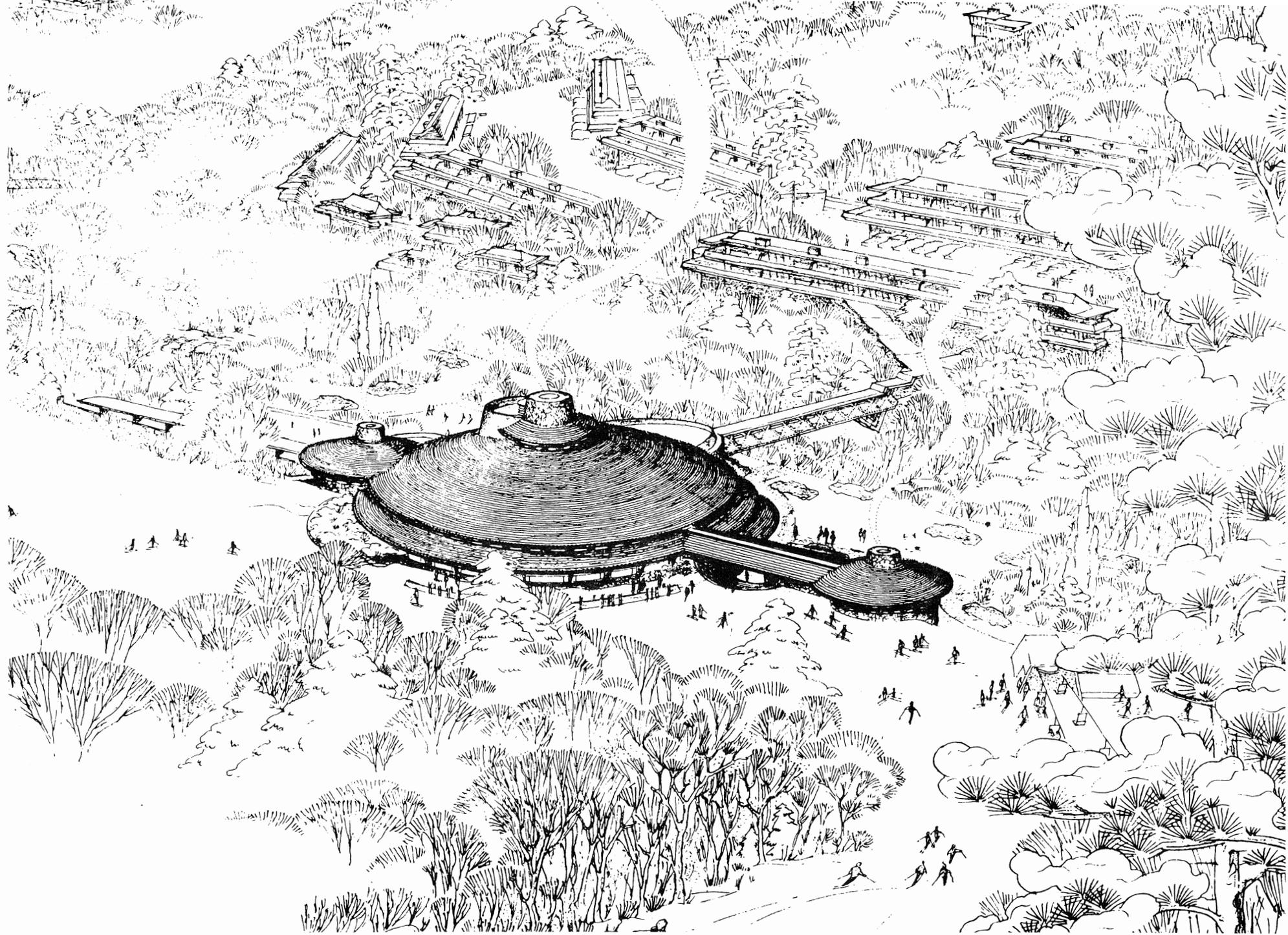
If the potential ski area on Catback Mountain is opened up, the chairlift up to Jawbone Gap could be changed from a double to a triple chair lift.

Ski slopes are being fertilized, seeded and maintained to prevent erosion, as recommended by the Soil Conservation Department, USDA. The slopes generally have a northwest aspect, and are well protected by trees. They should hold snow well. There will be one beginners' run, two for intermediates and two for advanced skiers. A ski school area has been provided and a toboggan slide is planned.

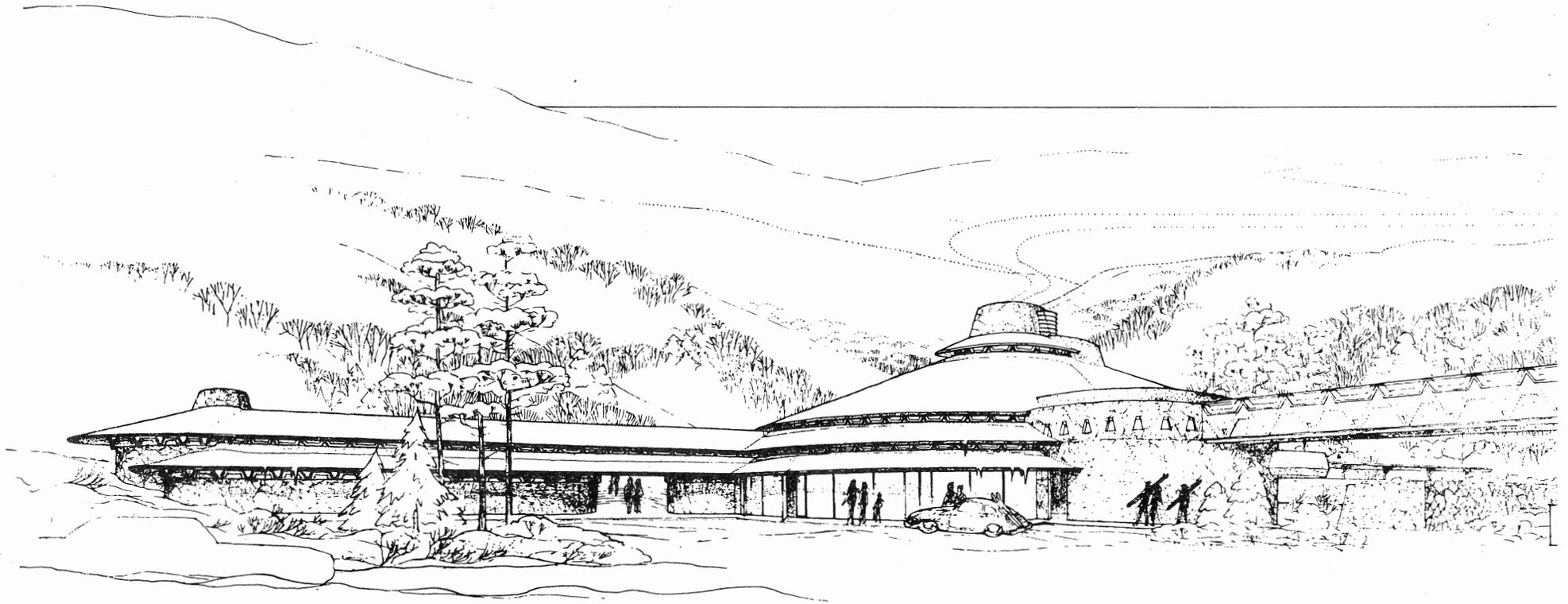
Snow will be made artificially using SnowStream equipment. This has the advantage in being much less noisy than the compressor type, and being all electric avoids pollution from diesel fumes.

A ski patrol should be kept on duty at all times, and lifts should have adequate crews. It is recommended that loading areas have an additional man to assist persons getting into chairs. All trails should be clearly marked with the new international ski signs.

Skating is proposed for on the small holding pond adjacent to the lodge, with skate rentals in the ski shop. The larger lake could be suitable for hockey and curling.



SKI LODGE · VIEW FROM SKI SLOPES



SKI LODGE · VIEW FROM HIGHWAY

## SKI LODGE

The first major building proposed for construction is Mountain Run Lodge. Located adjacent to the highway and parking, and at the foot of the ski slopes, the structure is circular in form. The principal feature of the design is one large room, divided into different areas and levels, but all under one broad, sheltering roof. In the entrance lobby on the ground level, the visitor is greeted by a large fireplace, one of five in the massive stone chimney that rises in the center of the lodge. At this level are located the information booth, ticket sales, ski school, manager's office, nursery and rest rooms.

On the mezzanine level, the skiers' lounge commands a vista of the ski slopes and mountain forest. On this level are the ski club room and the bar, with the dining area and kitchen another half level up. Lunch would be served cafeteria style, with the option of indoor or outdoor dining, and more gracious evening dining would be possible by screening off the cafeteria area.

A small lookout above the roof affords observation in all directions, while a covered bridge connects the main lodge with the condominiums and lodge rooms across the highway. A skating rink is provided next to the lodge, and a year round heated swimming pool and sauna.

The ski rentals and ski shop are located in a connecting wing, with the first aid station. This wing could be closed down during summer months.

The lodge is planned to give a sense of shelter and congeniality, a feeling of intimacy and warmth, with areas for gathering and social exchange. Easy access is provided to all

functions, and the theme of the plan is one of simple harmony and unity. The circular form, being the most human, lends itself well both to the movement of people and to coziness and relaxation.

The entire scheme is planned for both summer and winter use, with the view in mind that all functions will be more enjoyable for being served in a beautiful atmosphere, and more pleasurable because the design is meaningful.

Lower Level

Entrance Lobby	3,100 sq. ft.
Information, Tickets, Manager, Nursery	800
Ski School	350
Ski Rental	1,000
Ski Shop	800
Ski Patrol	150
First Aid	250
Restrooms	1,600
Employees	600
Mechanical	800
	<u>9,450</u>

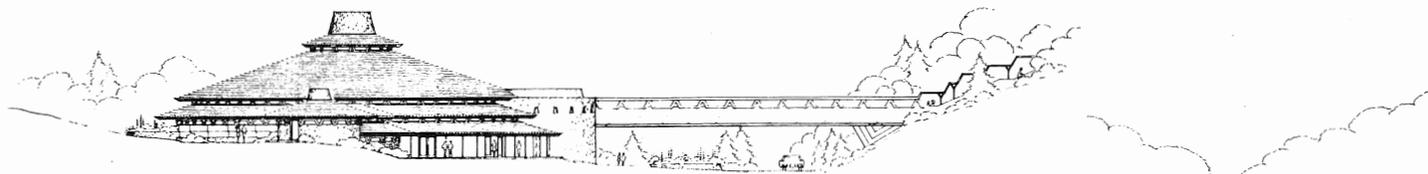
Mezzanine Level

Skiers' Lounge	3,400
Bar	780
Ski Club	870
	<u>5,050</u>

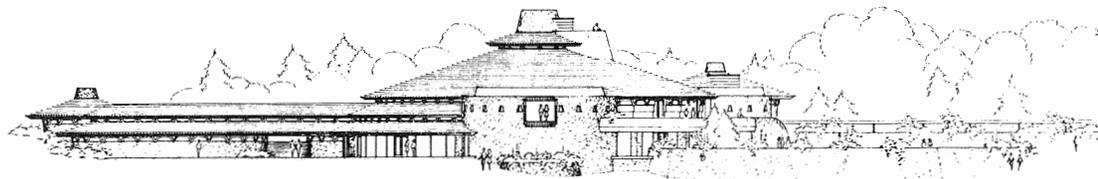
Upper Level

Dining	3,400
Cafeteria Serving Area	600
Kitchen	1,500
	<u>5,500</u>

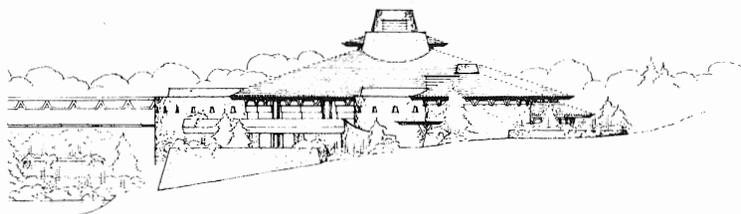
Total 20,000 sq. ft.



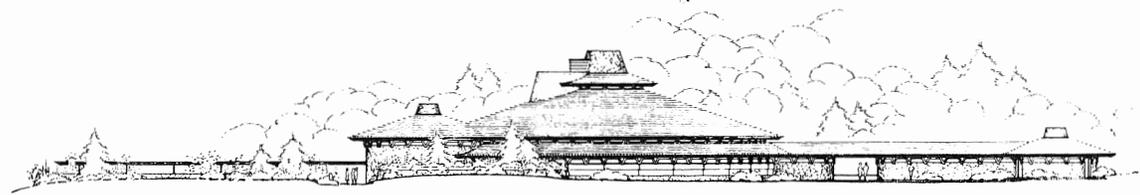
SOUTHWEST ELEVATION



NORTHWEST ELEVATION

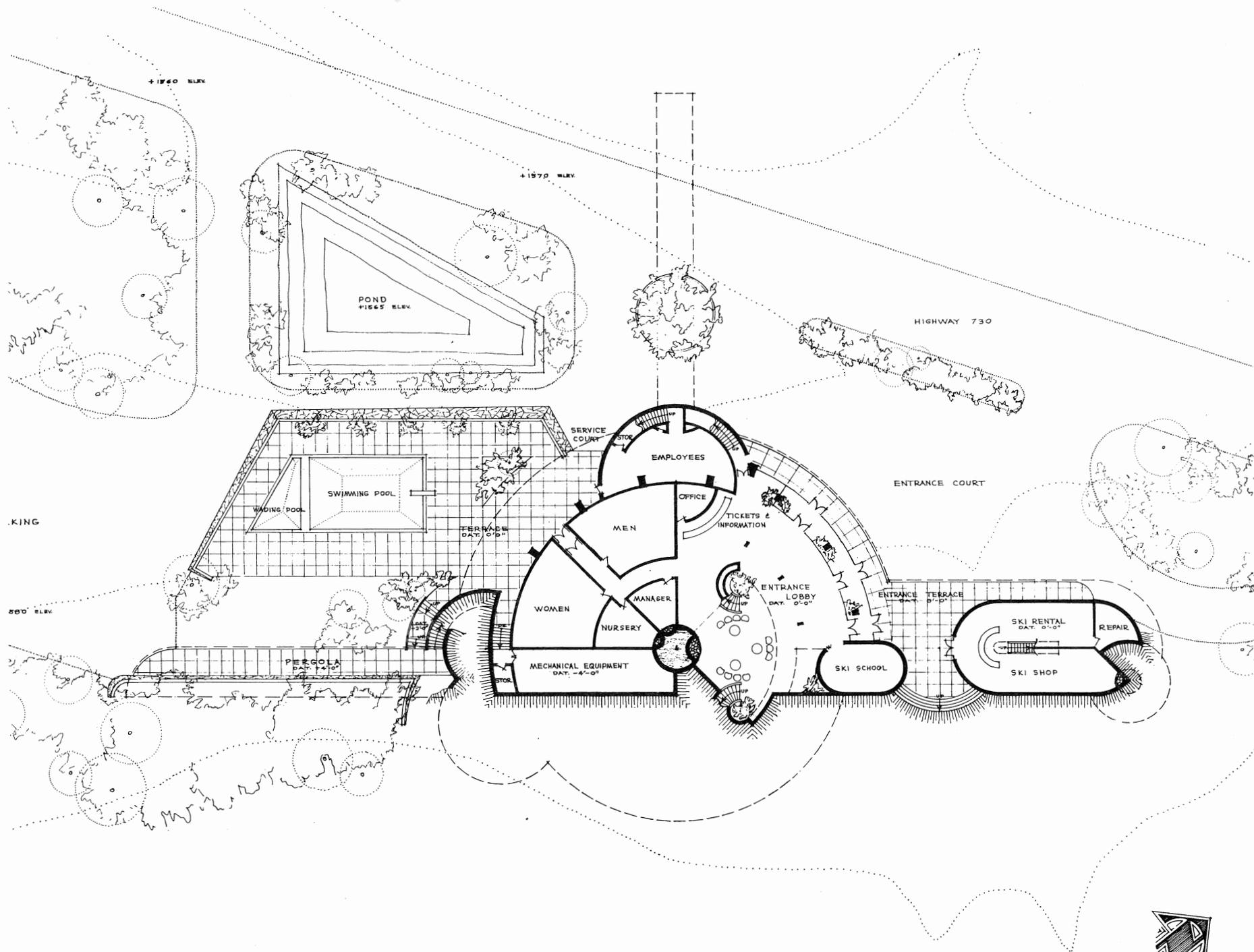


NORTHEAST ELEVATION

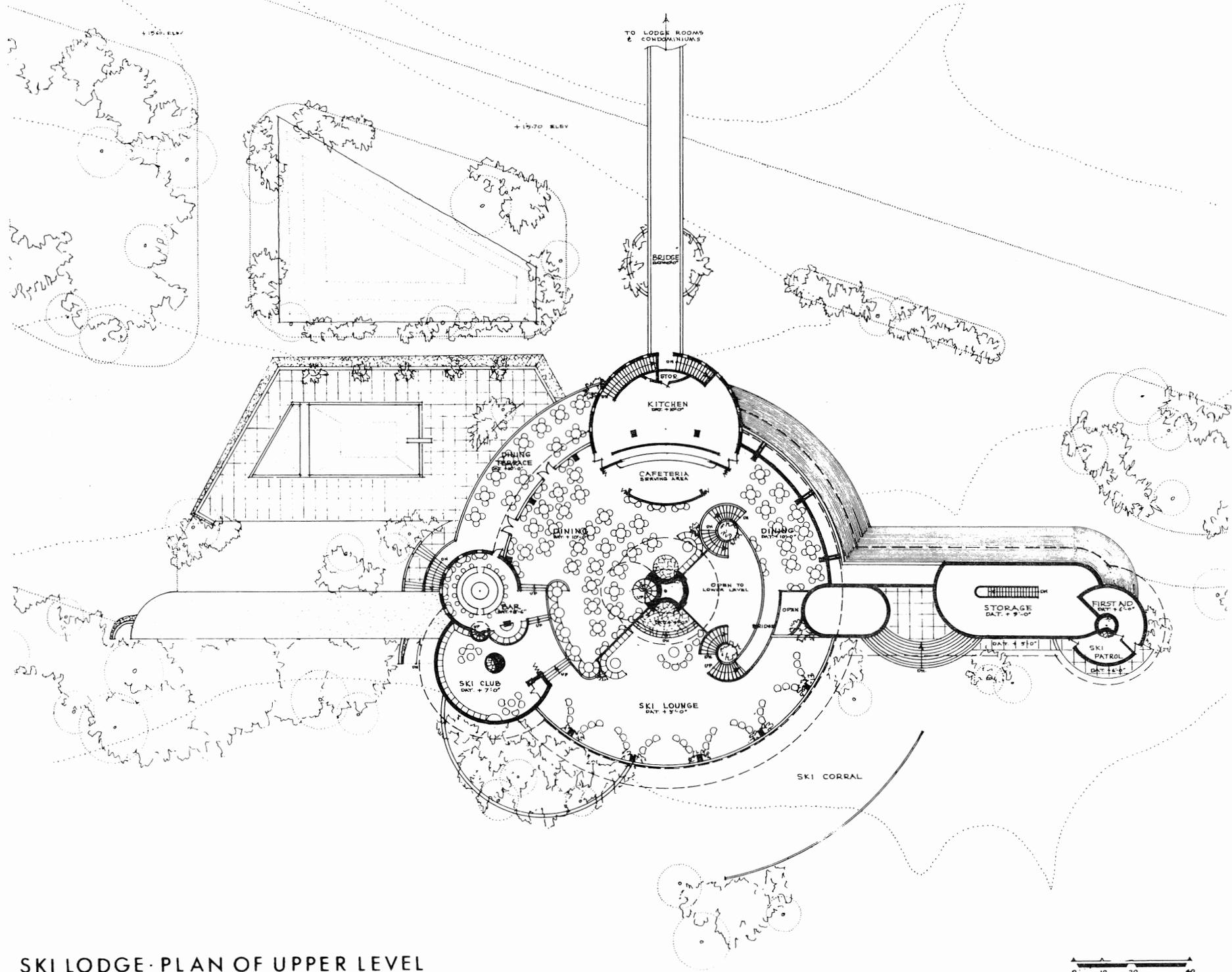


SOUTHEAST ELEVATION

# SKI LODGE ELEVATIONS

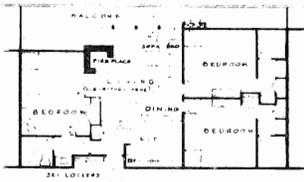


SKI LODGE · PLAN OF LOWER LEVEL

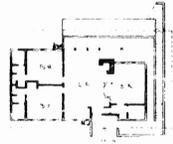


SKI LODGE · PLAN OF UPPER LEVEL

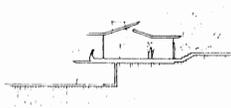




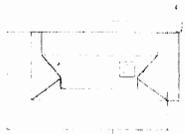
TYPICAL 3 BEDROOM APT



FLOOR PLAN



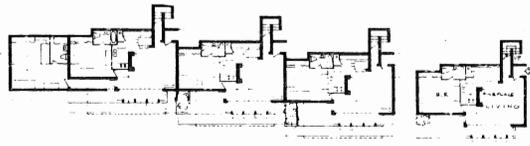
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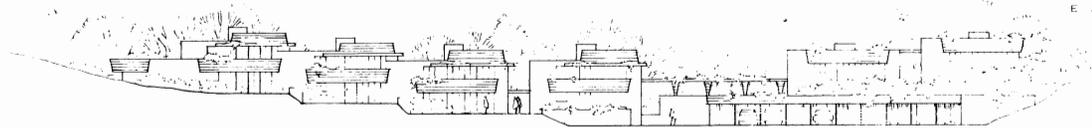
ROOF PLAN



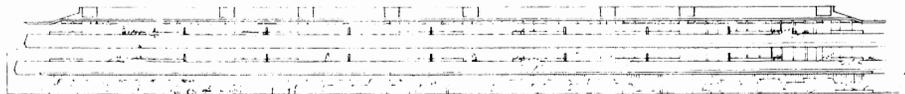
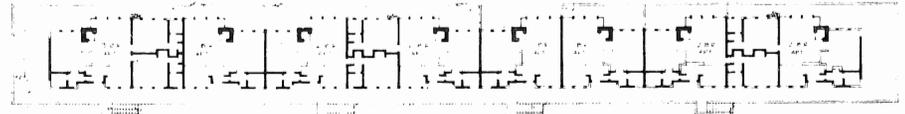
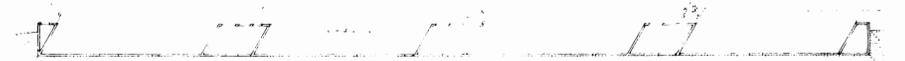
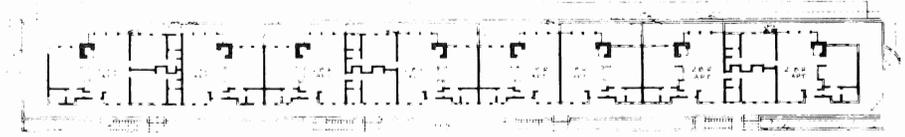
TYPICAL COTTAGE - 3 BEDROOM



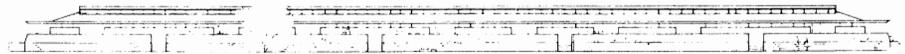
PLAN - MULTIPLE HOUSING



ELEVATION MULTIPLE HOUSING



WEST ELEVATION



SOUTH ELEVATION



EAST ELEVATION



WEST ELEVATION



SECTION

CONDOMINIUMS

## CONDOMINIUMS AND LODGE ROOMS

Sleeping accommodations are located across the highway from the lodge, connected by a covered pedestrian bridge. Several types of accommodations have been provided. The most popular types are lodges (often serving a continental breakfast) and condominiums. Cottages, villas and apartments have also been planned. Flexibility in room arrangements has been considered, so that rooms can be combined to make various size apartments or suites.

Connected to the lodge is a unit containing 24 double rooms. This could be expanded if necessary. The condominiums are planned to be built in stages. There are seven condominiums planned in the area adjacent to the lodge containing a total of 92 apartments (14 three bedroom units, 44 two bedroom units, 30 one bedroom units) plus 4 individual 3 bedroom cottages.

Each unit contains a large living area (with sofa bed to provide additional sleeping area), dining area and kitchenette, and a bathroom for each bedroom. Each unit also has a fireplace, ski locker, covered parking area, and private terrace overlooking the ski slopes.

It is recommended that an accommodations management group be set up to sublet condominiums and apartments when the owner does not wish to use them. This has worked very successfully at other ski resorts. For a percentage fee, the management handles all schedules, cleaning and maintenance, fuel, clean sheets, etc. This makes condominiums an attractive investment. Employee housing has been provided.

A resort hotel is proposed, with individual cottages, connected to the cottage group center by covered walkways. It provides 20 cottages and 50 rooms. The center would contain dining and other necessary facilities. A motel is also indicated, tentatively, containing 60

units. At present there are eight hotels and motels in New Market and eight more in Luray, with an accommodation of about 500 persons.

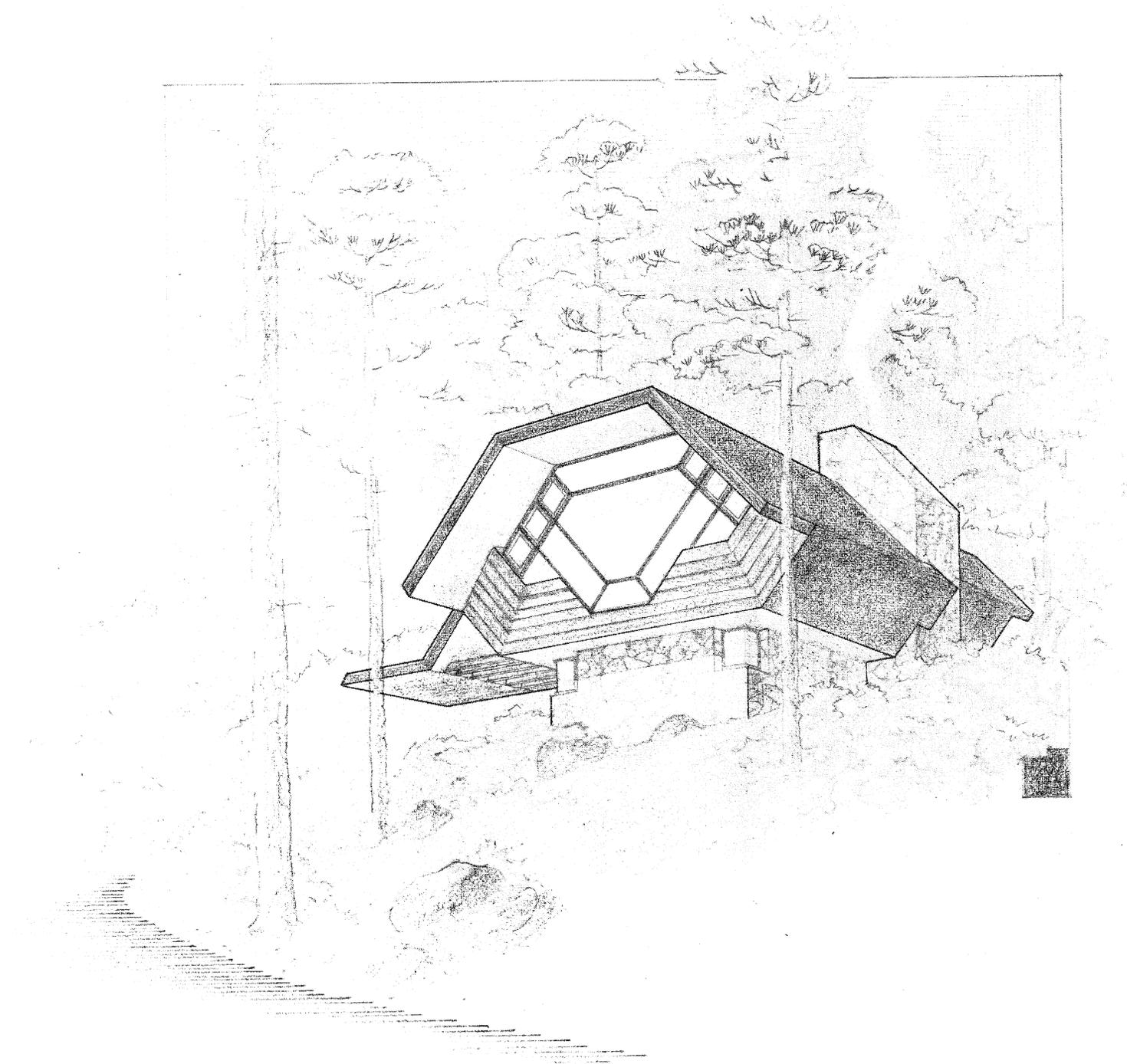
## HOUSING · MULTIPLE

In addition to the condominiums, a variety of designs for multiple housing and apartments is included in the Master Plan. Each concept is economical in design, yet provides the occupant with a maximum of privacy from his neighbor, and a view of the mountain slopes. The siting for these units is generally on the lower slopes of the mountain, looking south-east towards the ski runs. The plan indicates 167 cluster units, 7 quadruple units, and three apartment houses of 13 apartments.

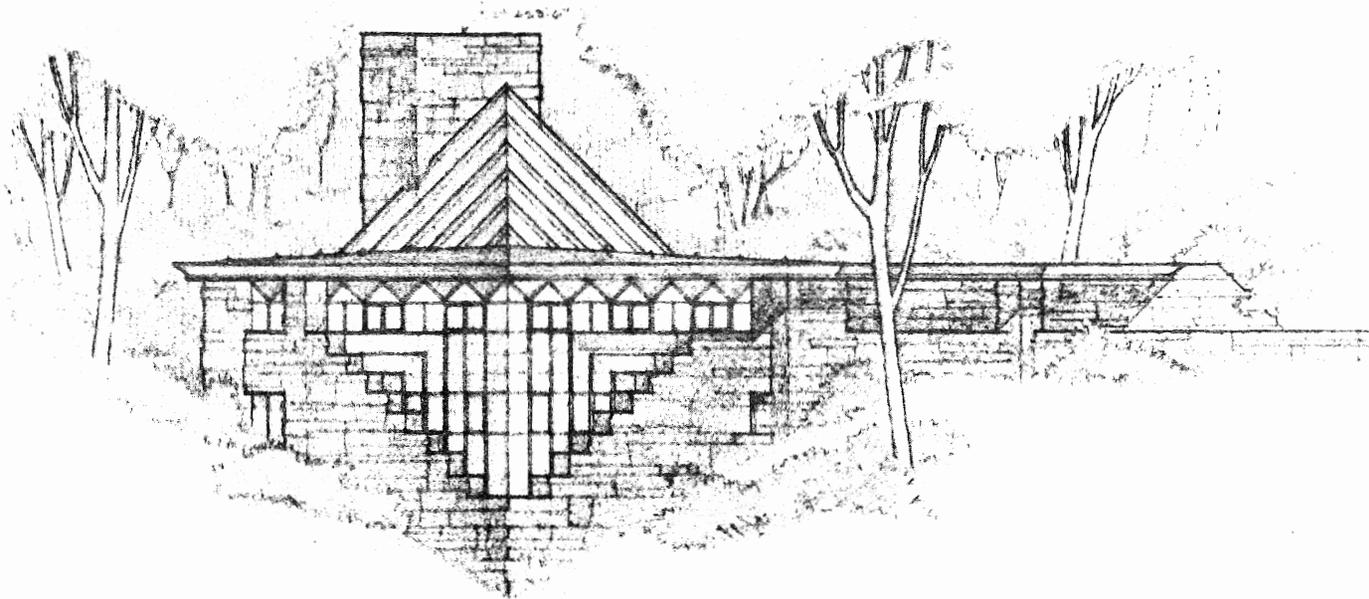
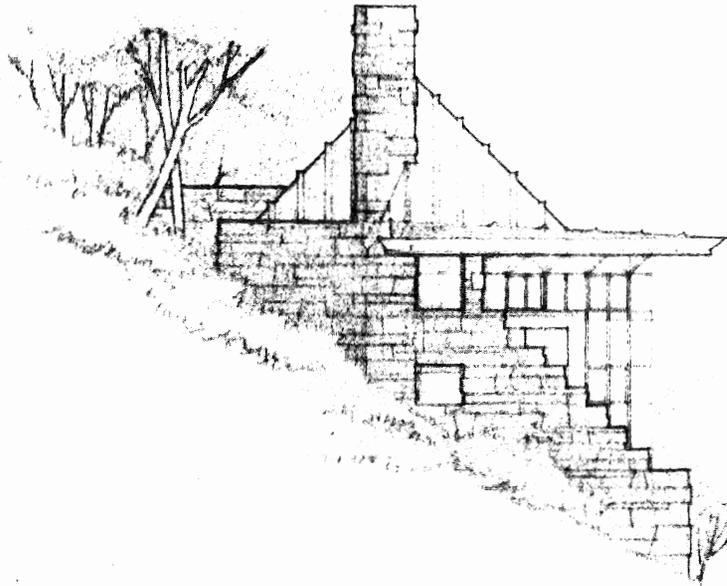
## HOUSING · SINGLE

On the lower slopes of the mountain forest, facing south-east and with a view across the ski slopes and over the Shenandoah Valley, is the housing development. About 380 lots are proposed, varying in size from 1/2 to 1 acre. A small selection of possible designs is included to give some indication of the variety possible. Most important is that the house fit the sloping site, and that the forest be preserved as much as possible. Cutting platforms into the mountain or setting houses on stilts should be avoided.

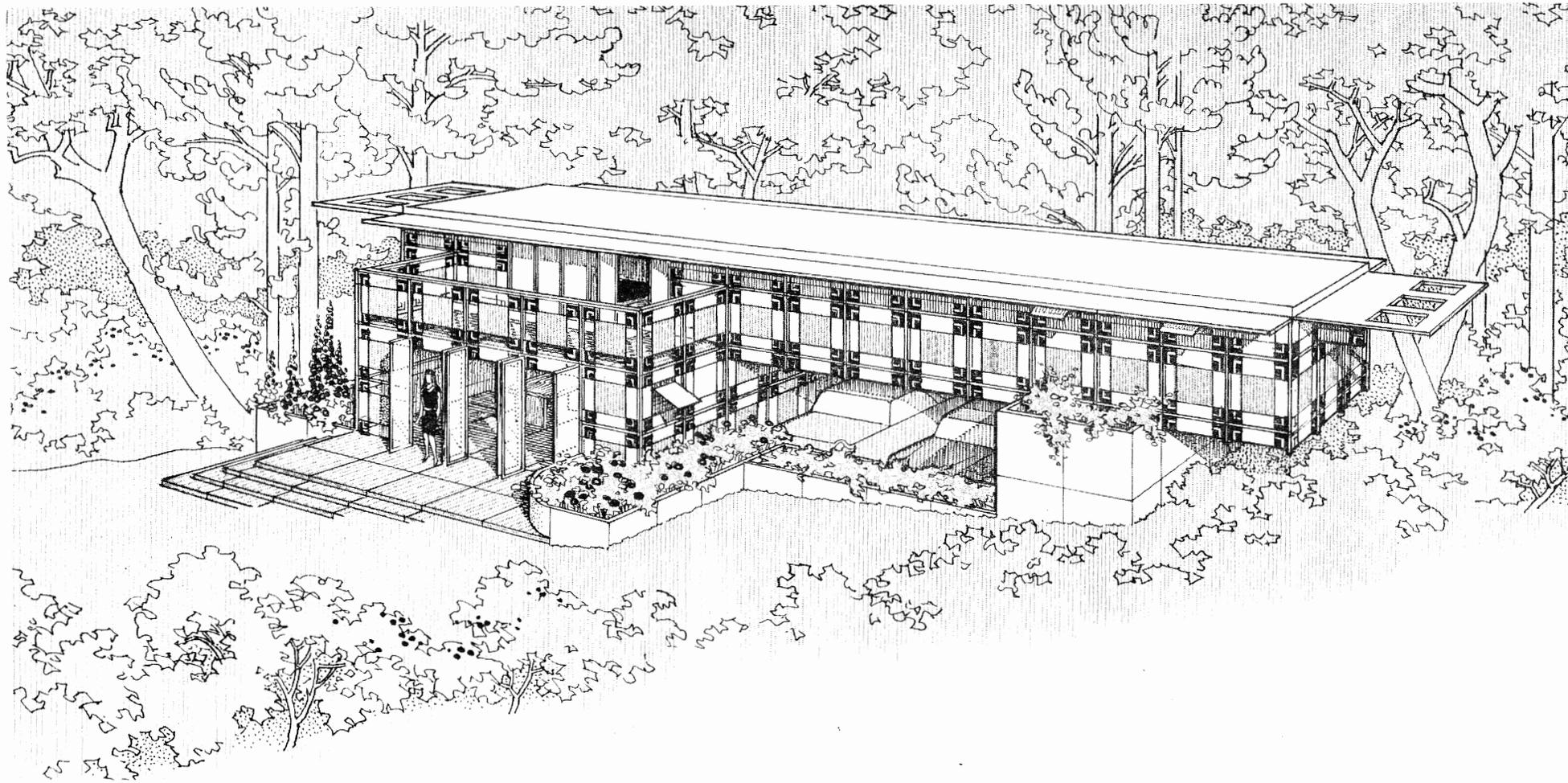
In order to maintain the integrity and high standards of the project, all structures will either be designed by the architect, or subject to his design approval.



SKI CABIN

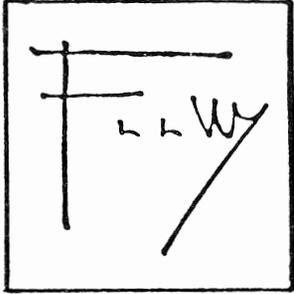


SKI CABIN



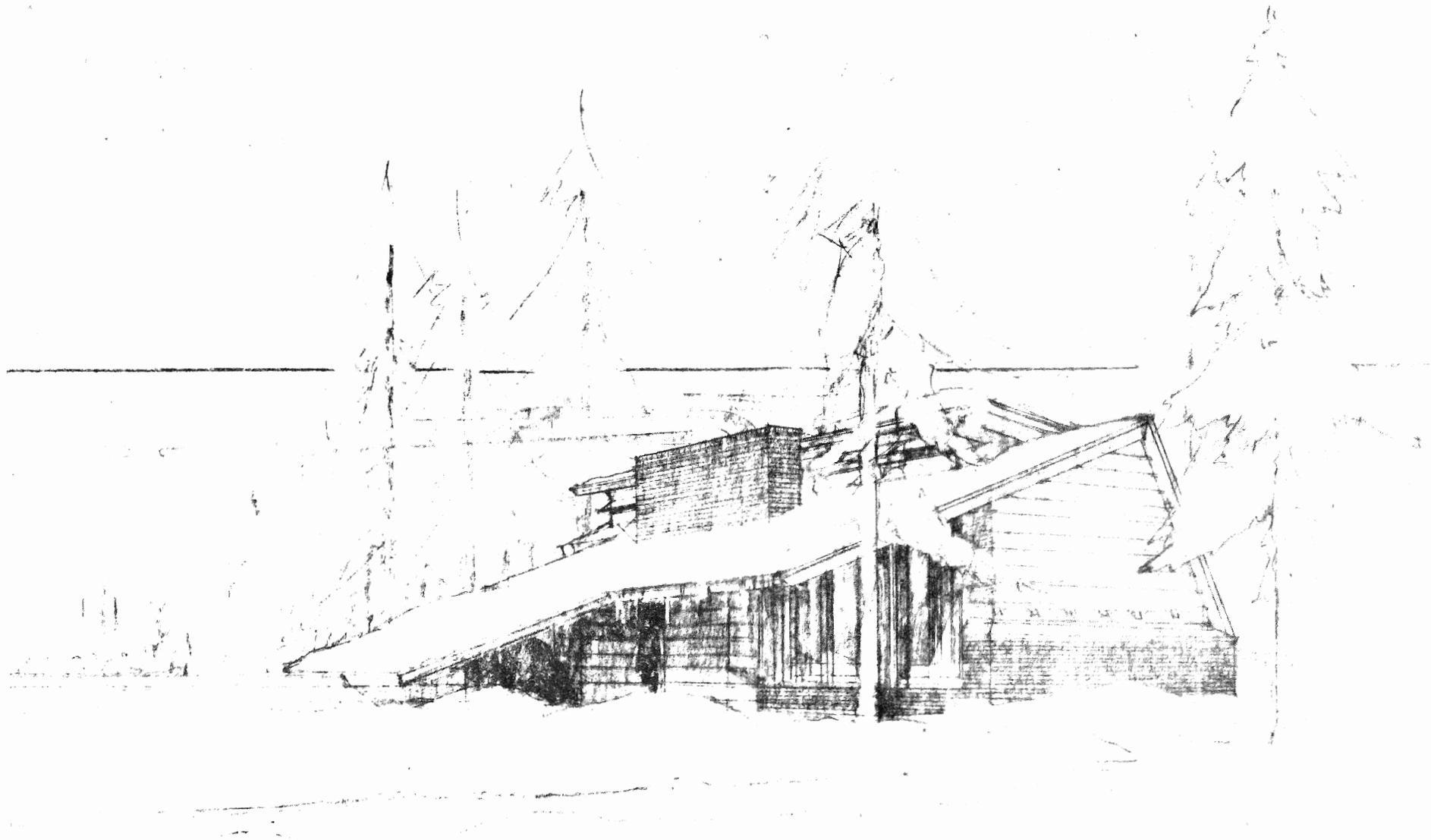
VACATION HOME



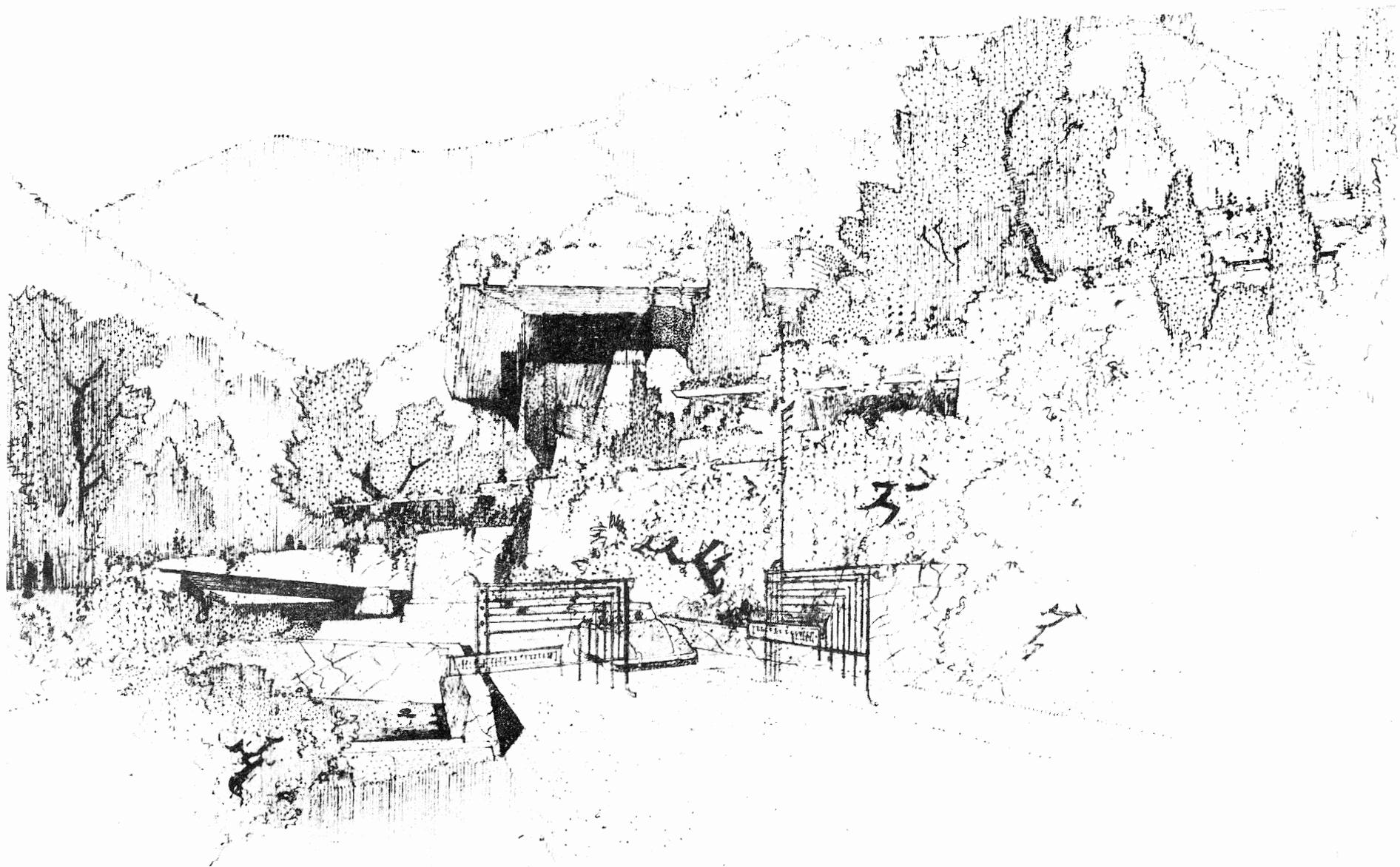


## DESIGNS BY FRANK LLOYD WRIGHT, ARCHITECT

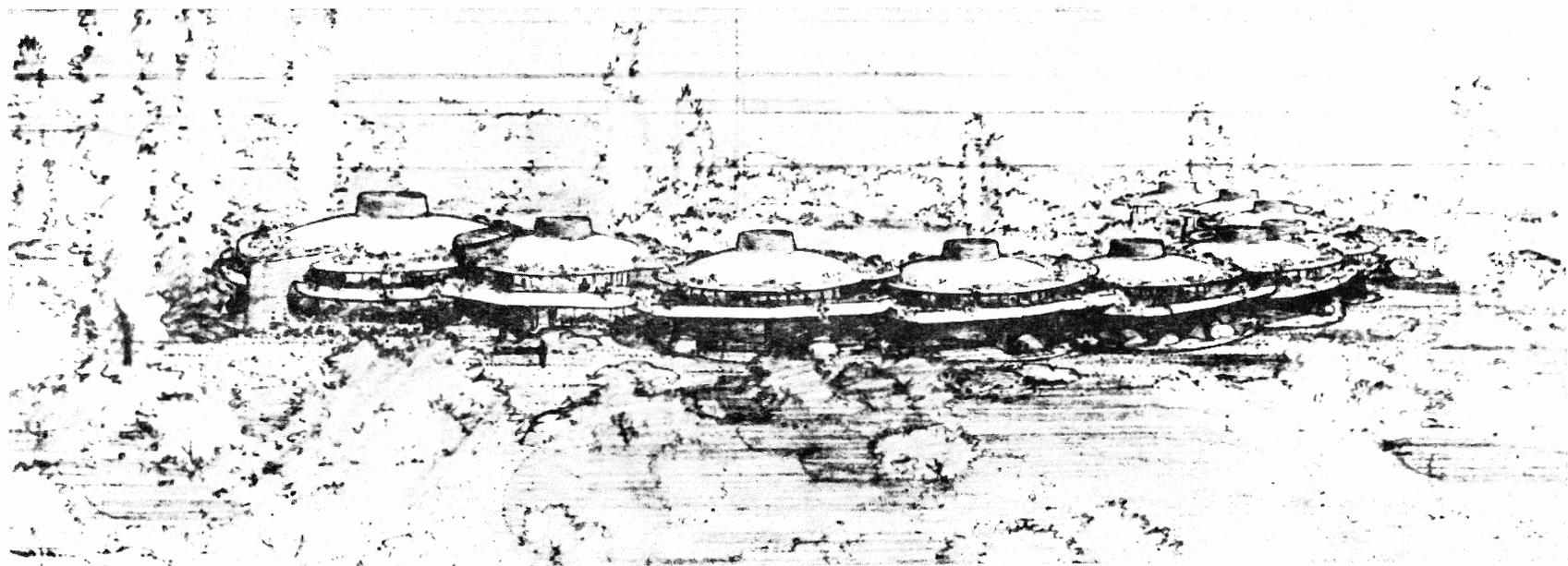
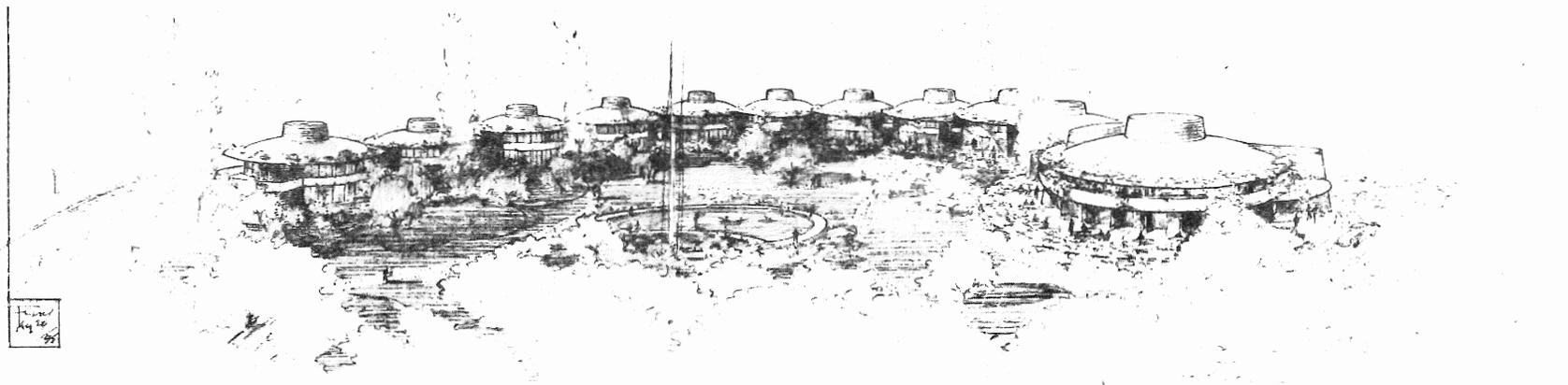
The following designs are unexecuted projects of Frank Lloyd Wright, which might be incorporated as features of the Community. Included are low and medium cost housing, apartments, a resort hotel, a school, a service station and a chapel -- all suitable for this development.



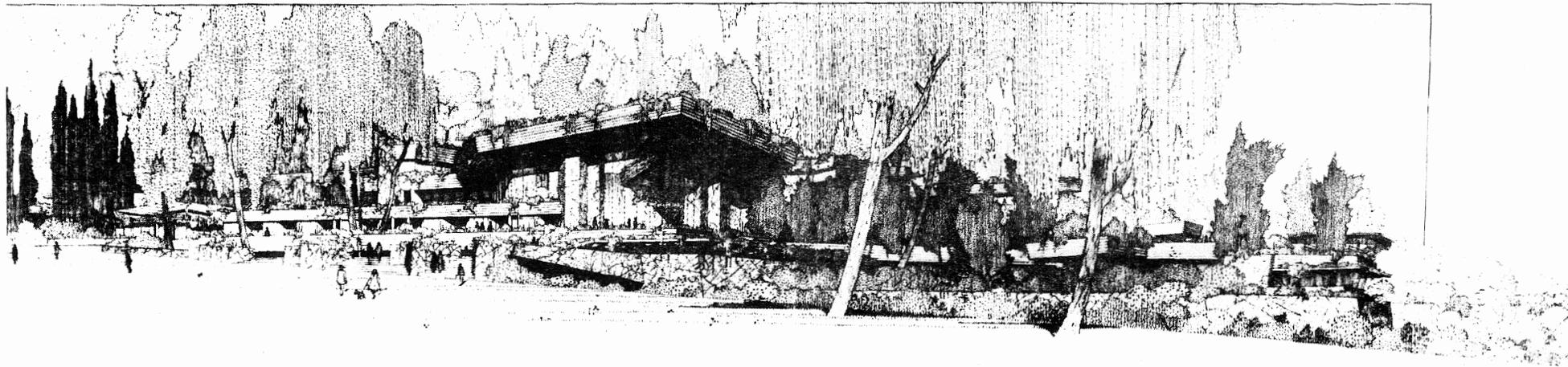
FRANK LLOYD WRIGHT, ARCHITECT - SKI CABIN



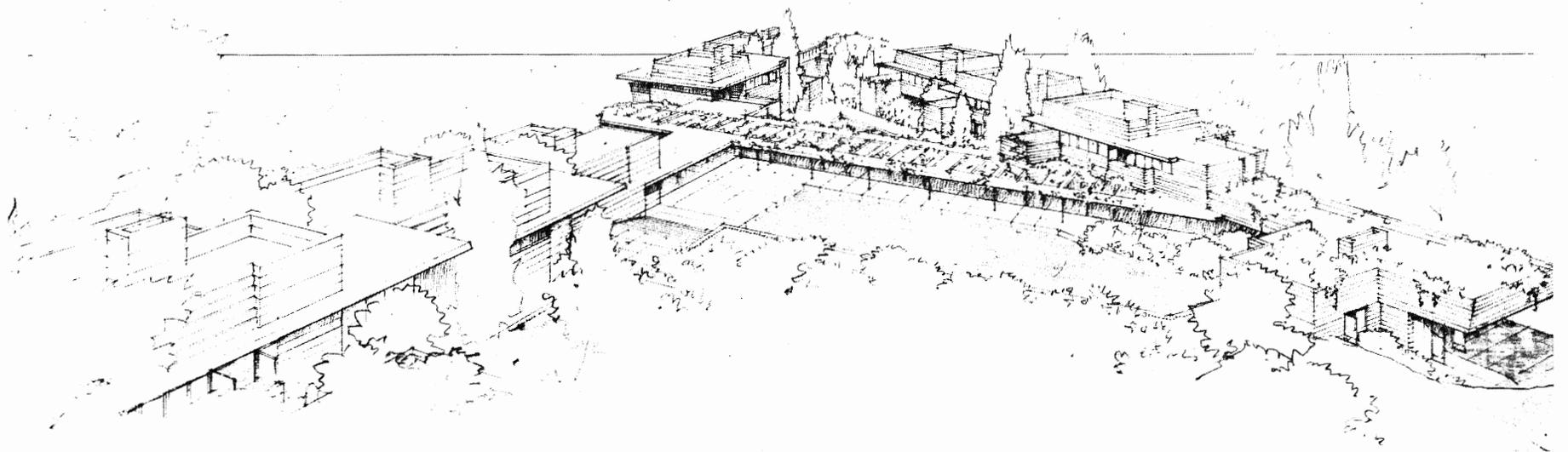
FRANK LLOYD WRIGHT, ARCHITECT - COTTAGE GROUP CENTER



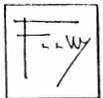
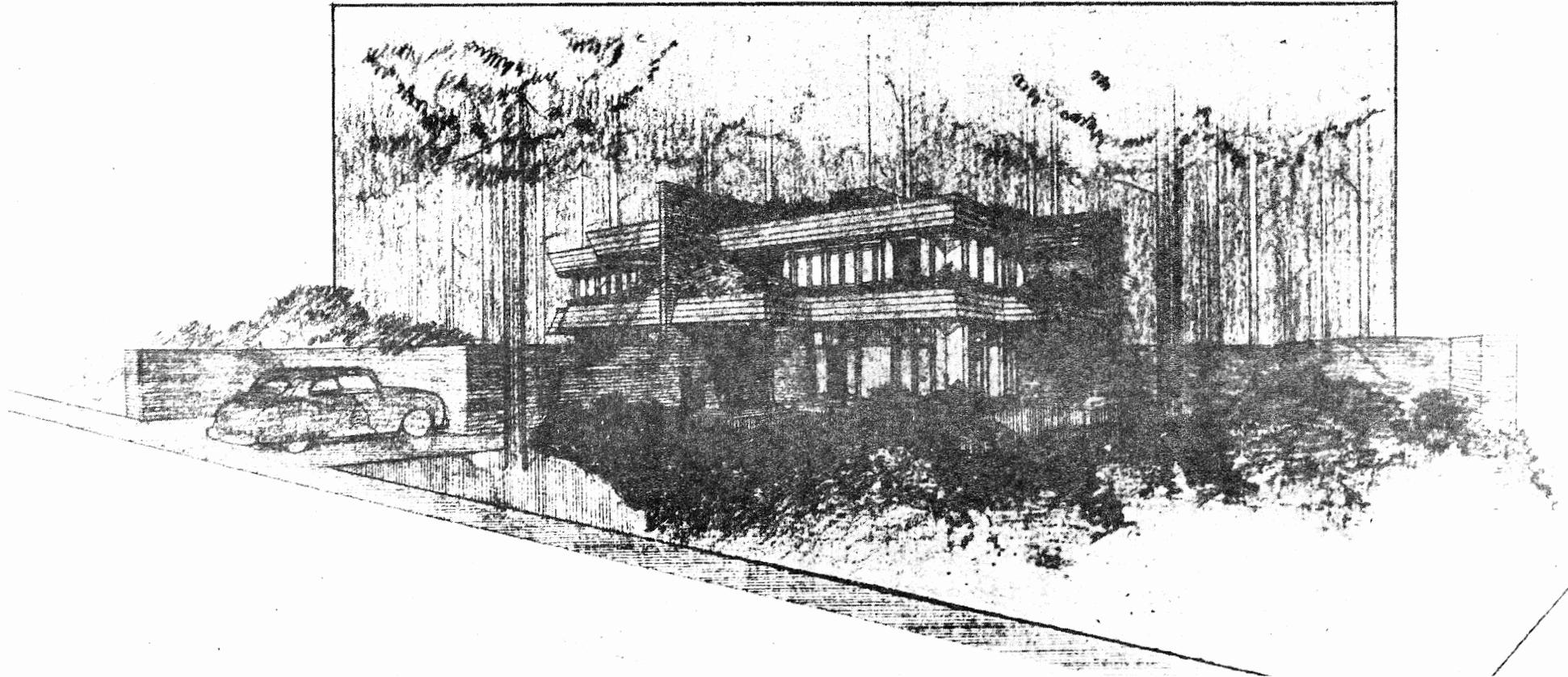
FRANK LLOYD WRIGHT, ARCHITECT - M O T E L



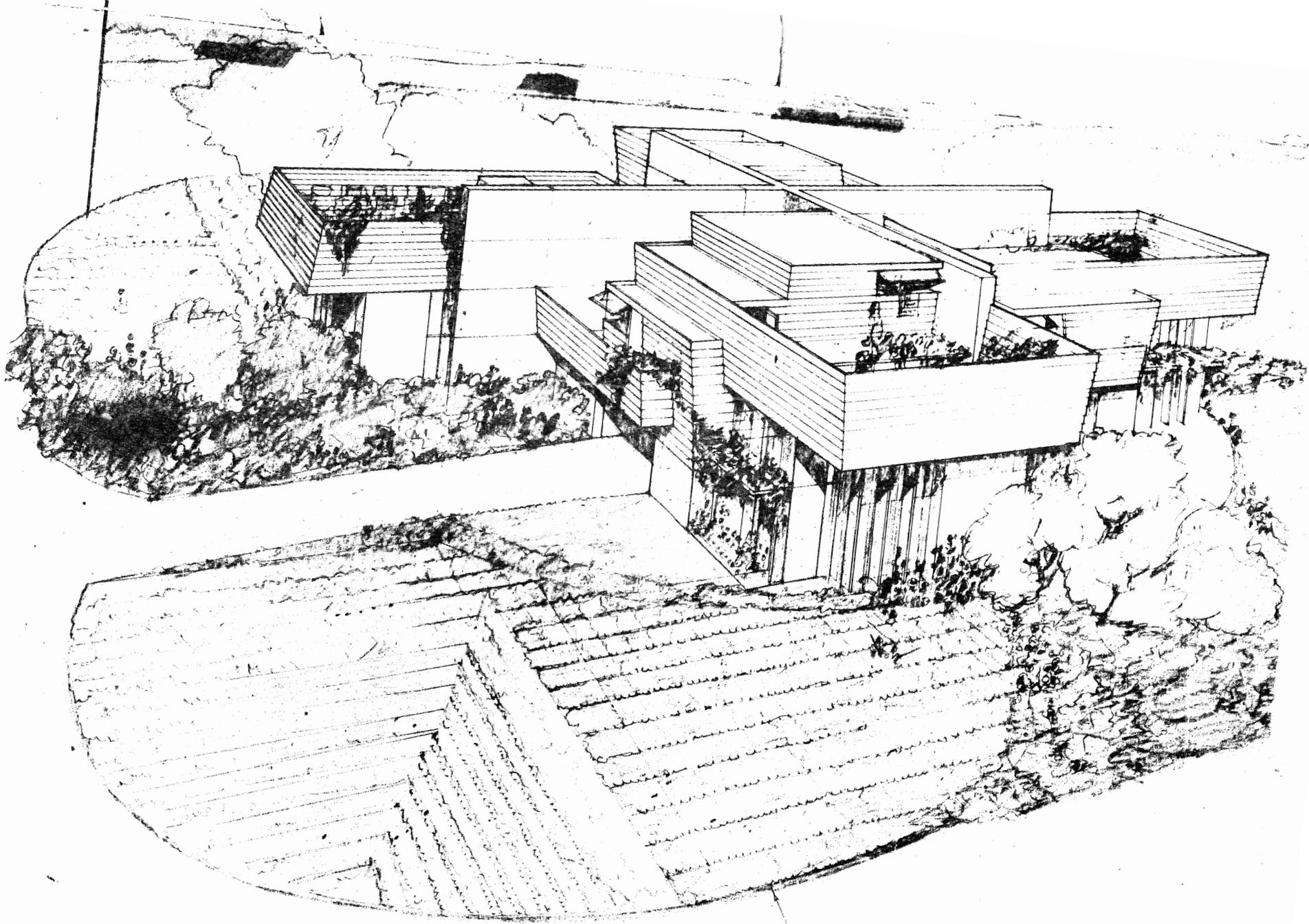
FRANK LLOYD WRIGHT, ARCHITECT - COTTAGE GROUP CENTER



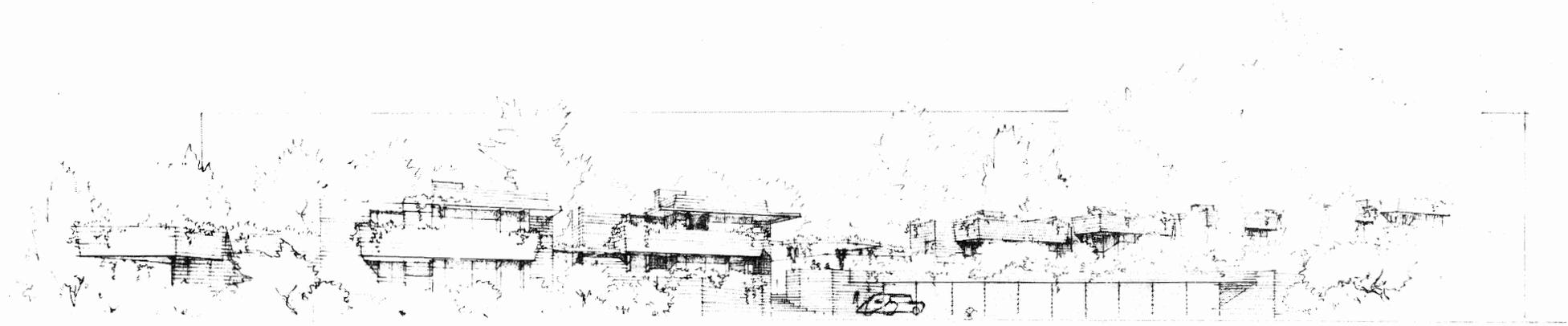
FRANK LLOYD WRIGHT, ARCHITECT - MULTIPLE HOUSING · HILLSIDE APARTMENTS



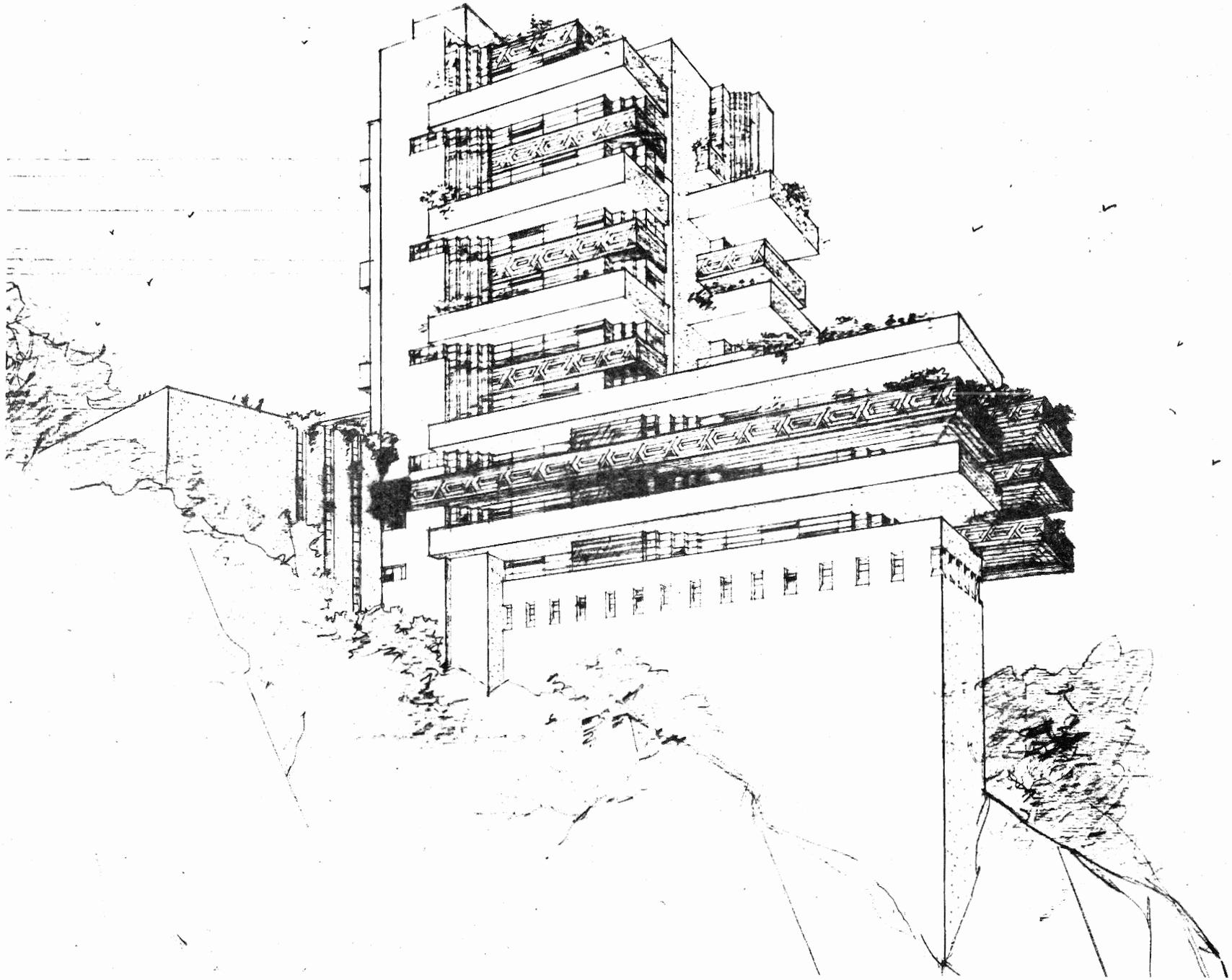
FRANK LLOYD WRIGHT, ARCHITECT - MULTIPLE HOUSING UNIT



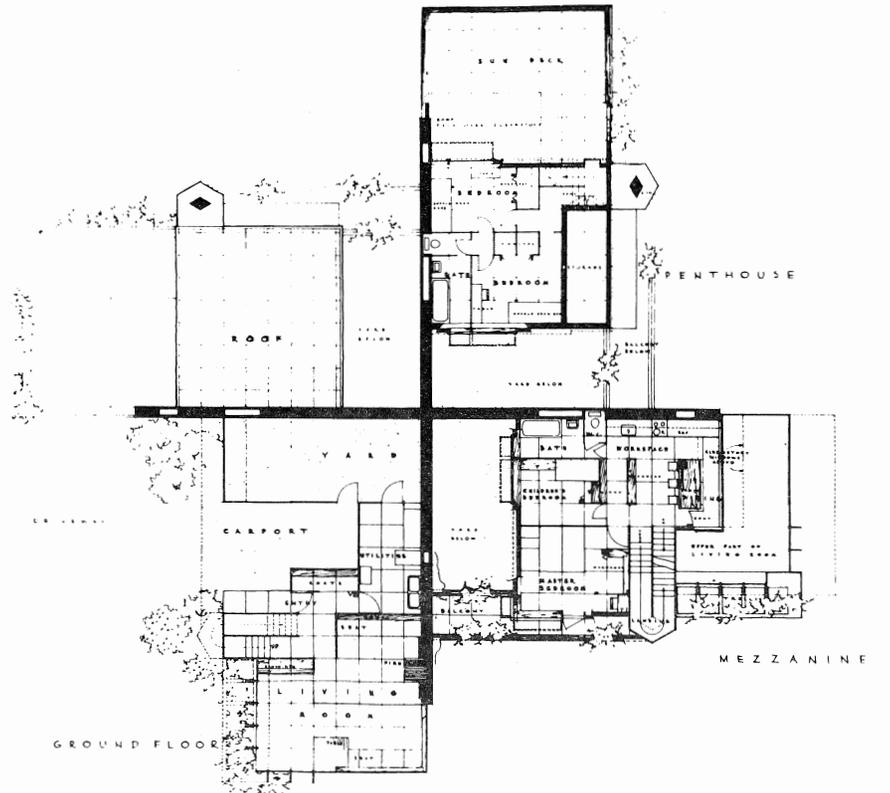
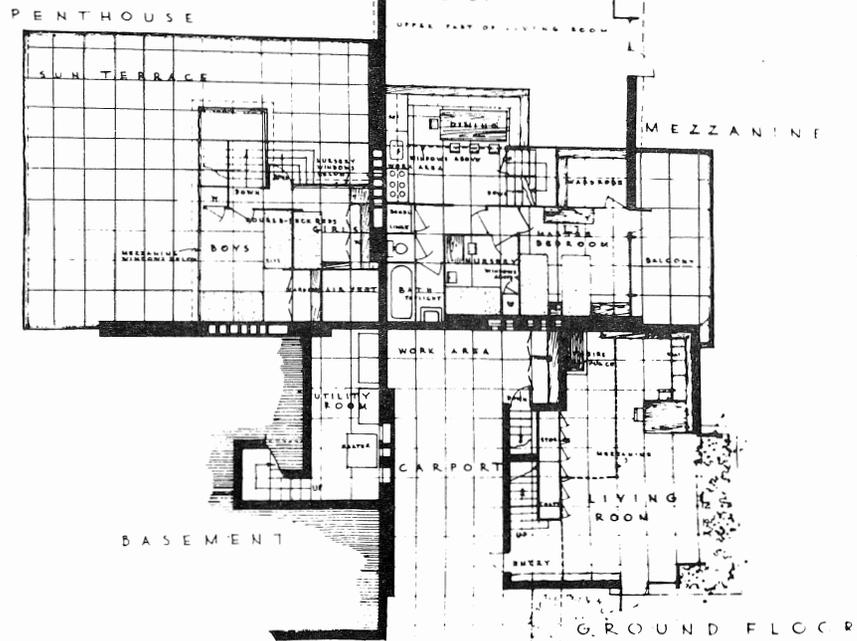
FRANK LLOYD WRIGHT, ARCHITECT - MULTIPLE HOUSING · QUADRUPLE HOUSE



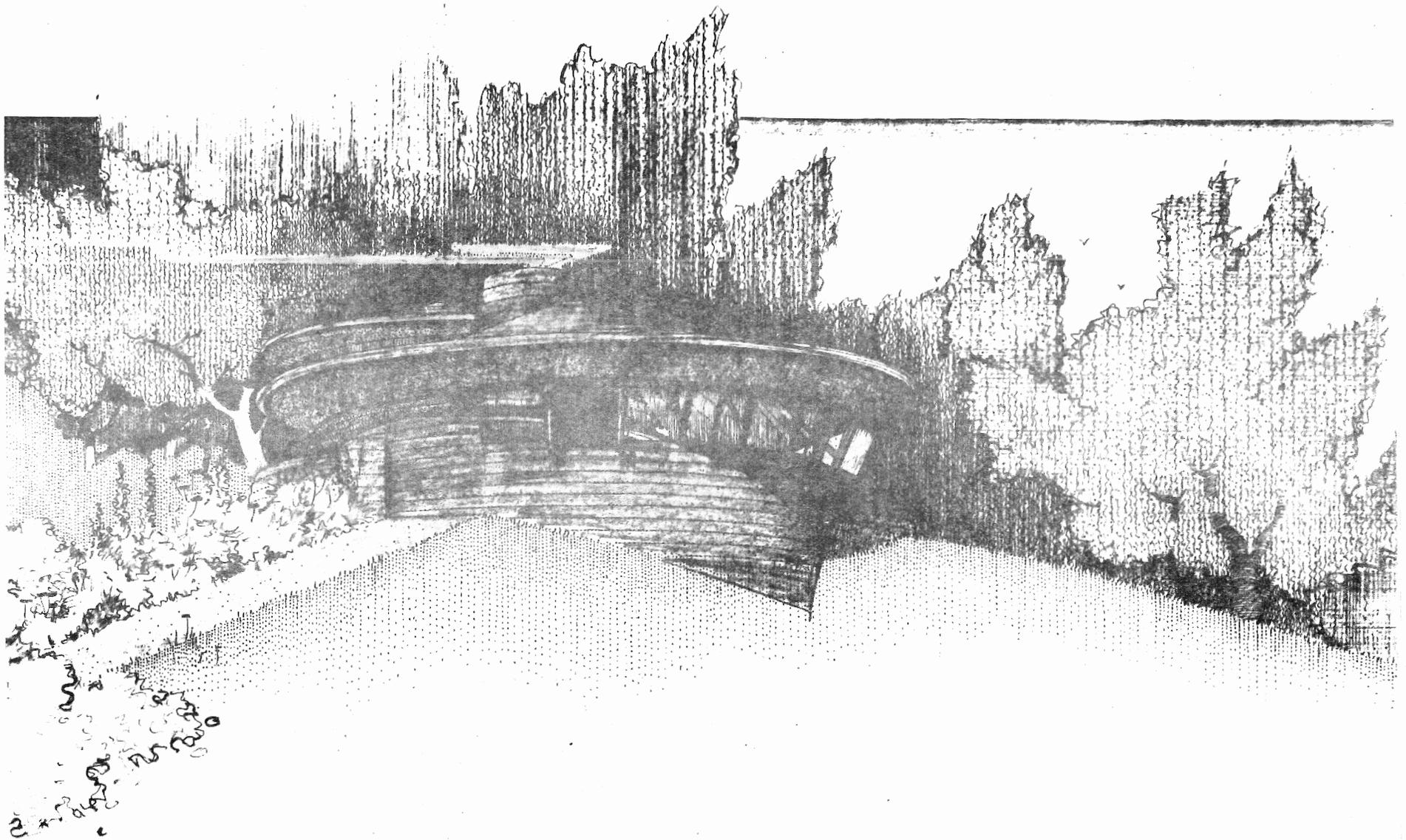
FRANK LLOYD WRIGHT, ARCHITECT - MULTIPLE HOUSING · HILLSIDE APARTMENTS



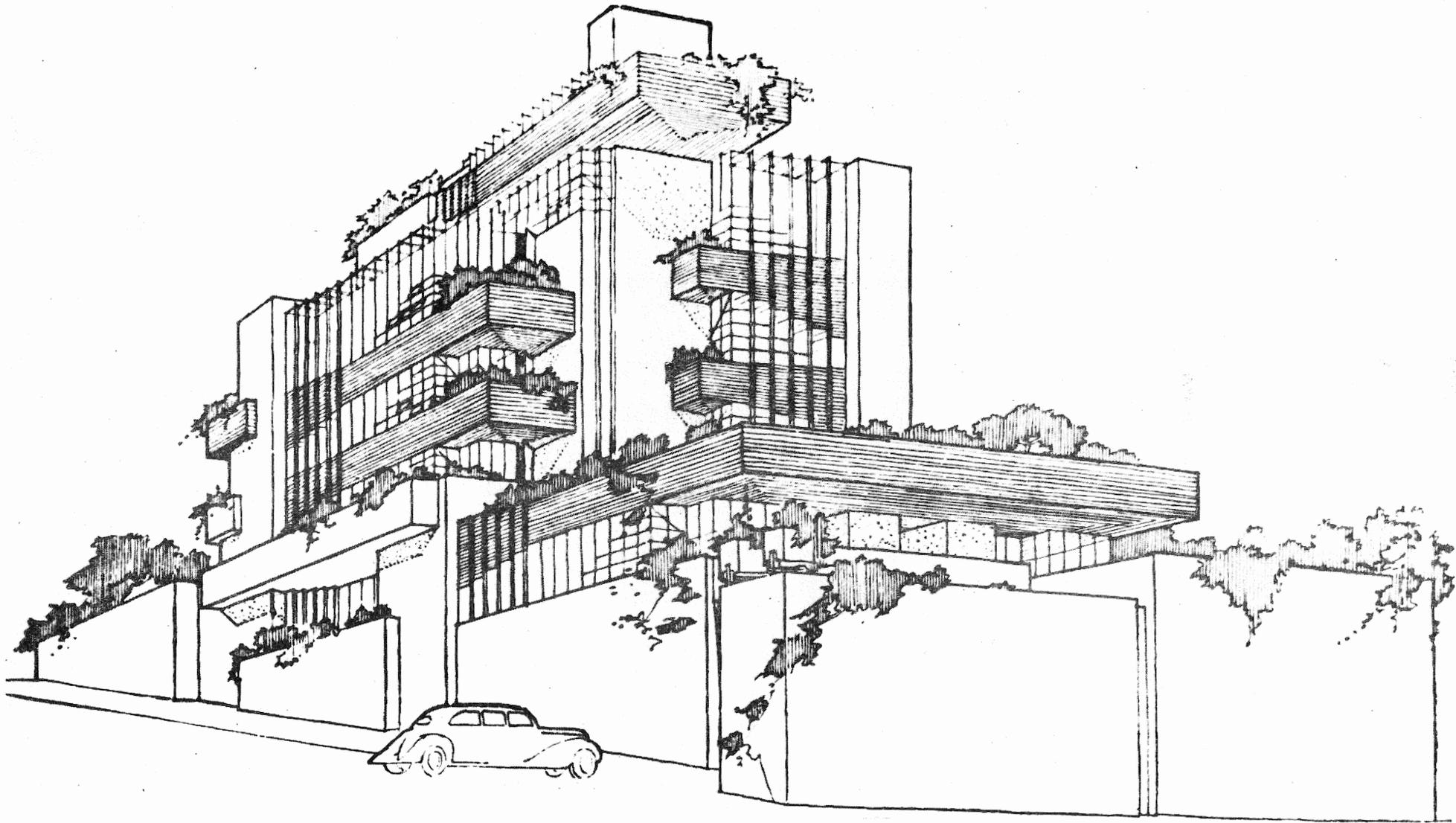
FRANK LLOYD WRIGHT, ARCHITECT - APARTMENT HOUSE



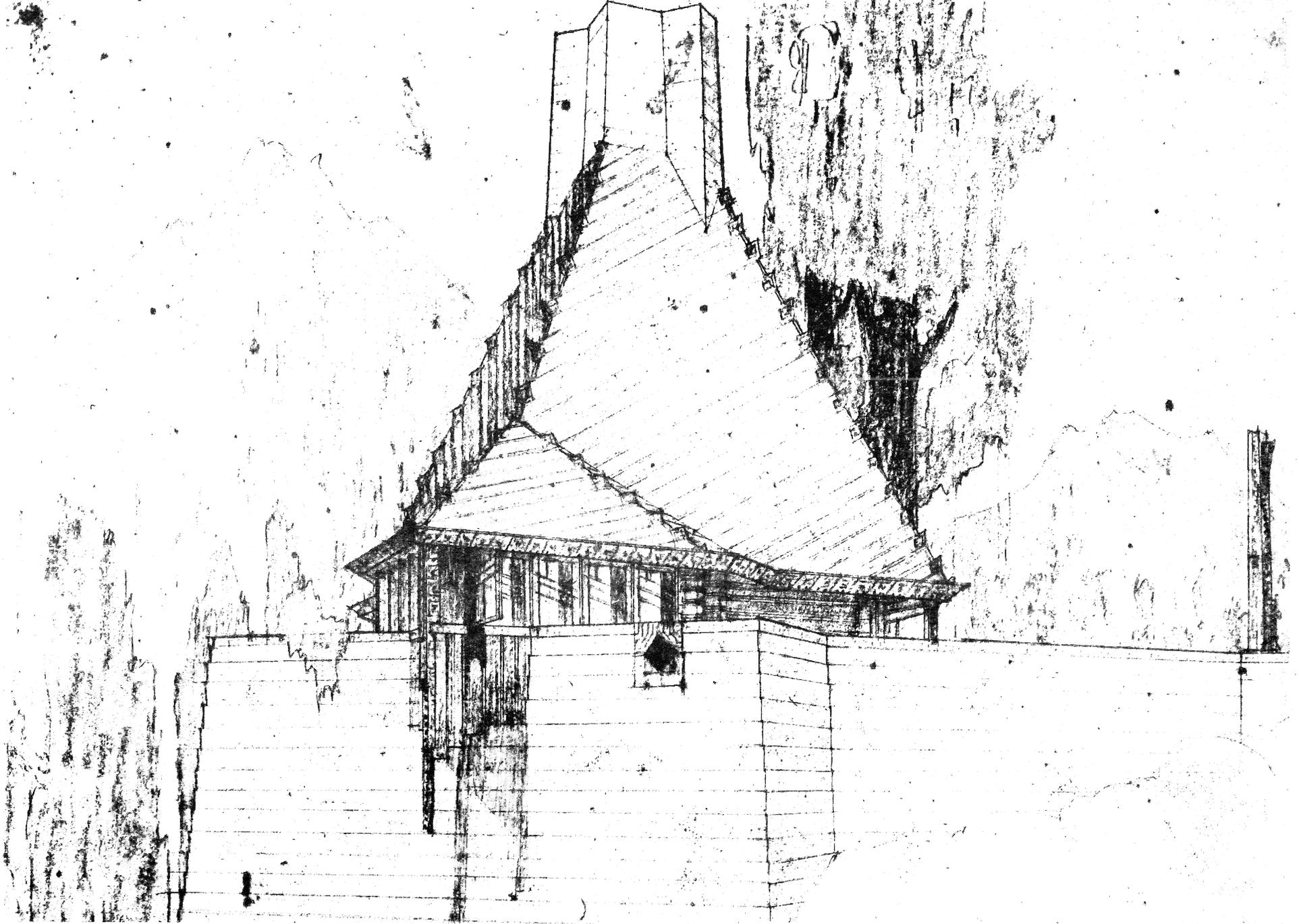
FRANK LLOYD WRIGHT, ARCHITECT - MULTIPLE HOUSING · QUADRUPLE HOUSE



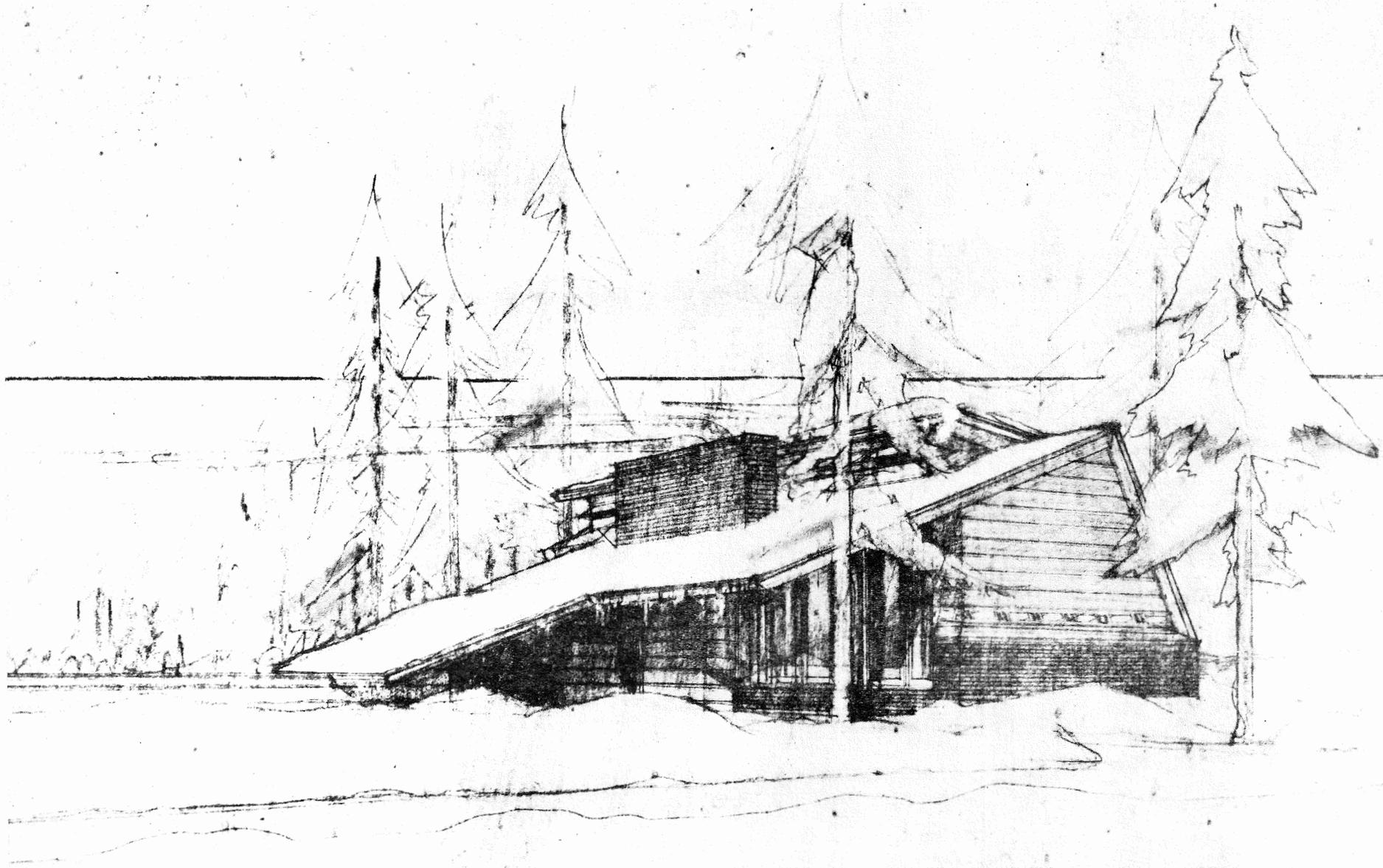
FRANK LLOYD WRIGHT, ARCHITECT - SKI CABIN



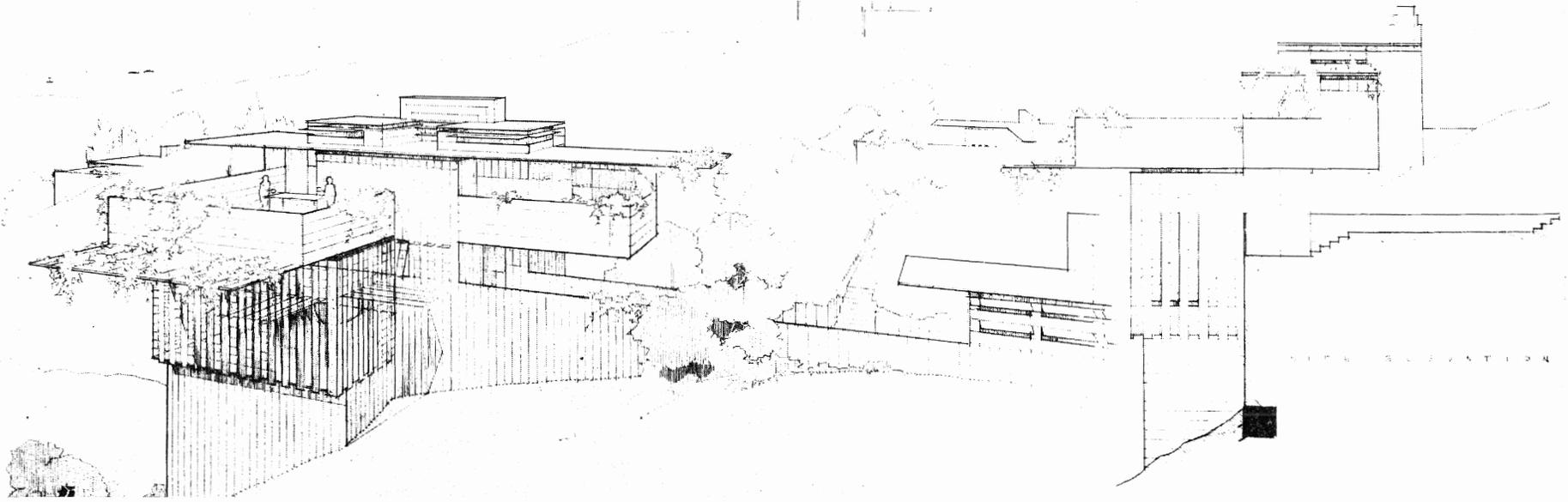
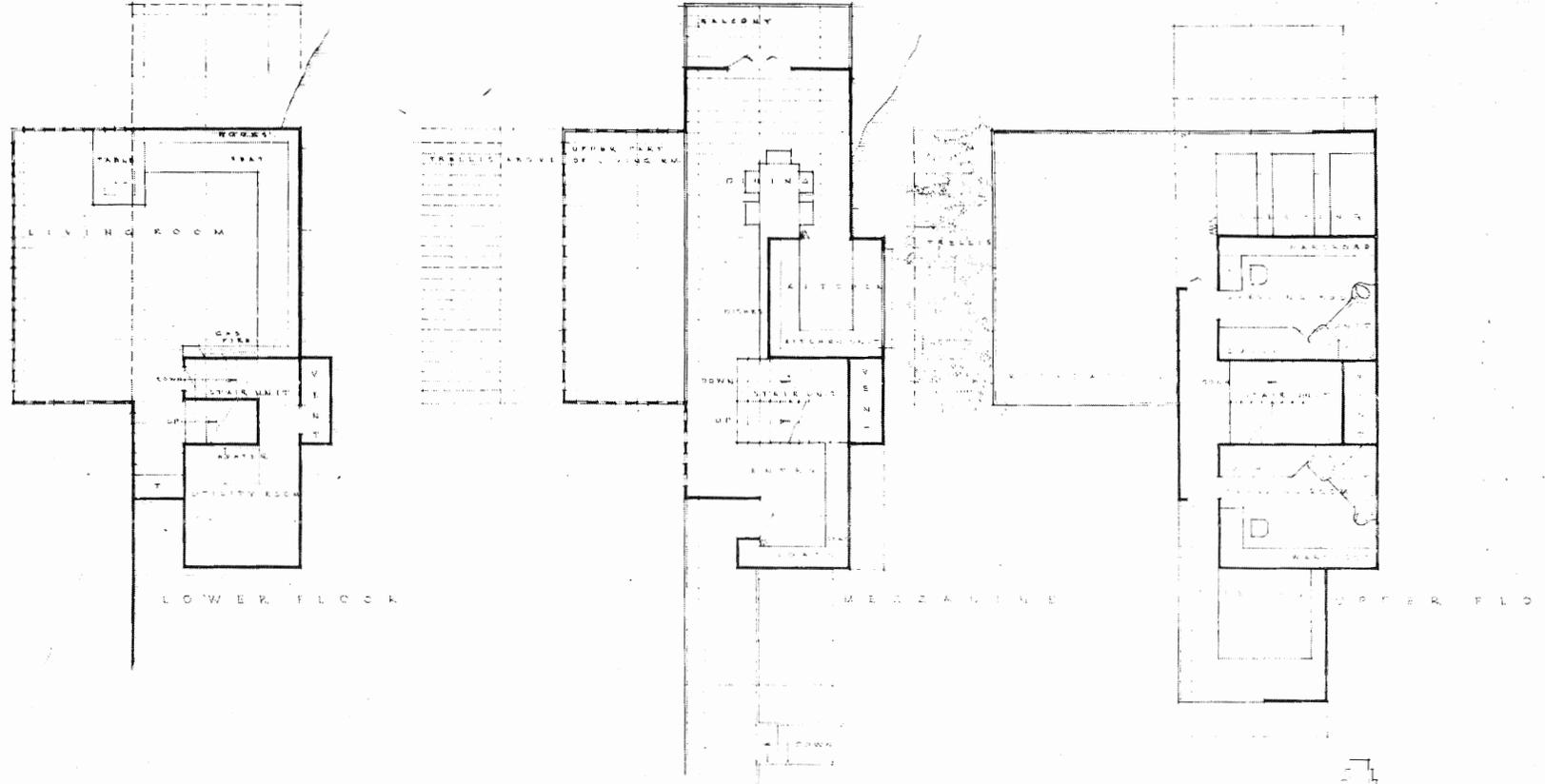
FRANK LLOYD WRIGHT, ARCHITECT - APARTMENT HOUSE



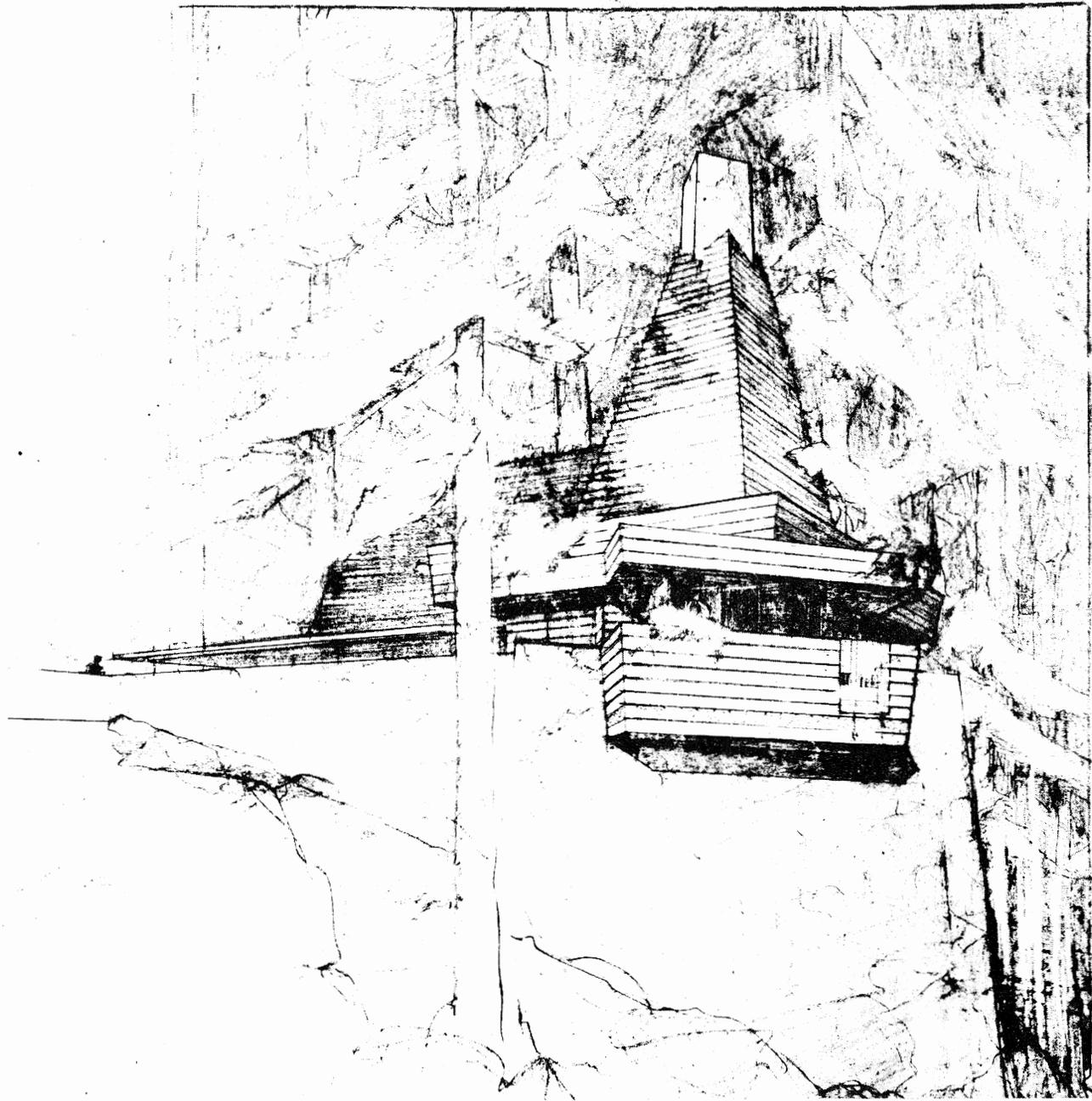
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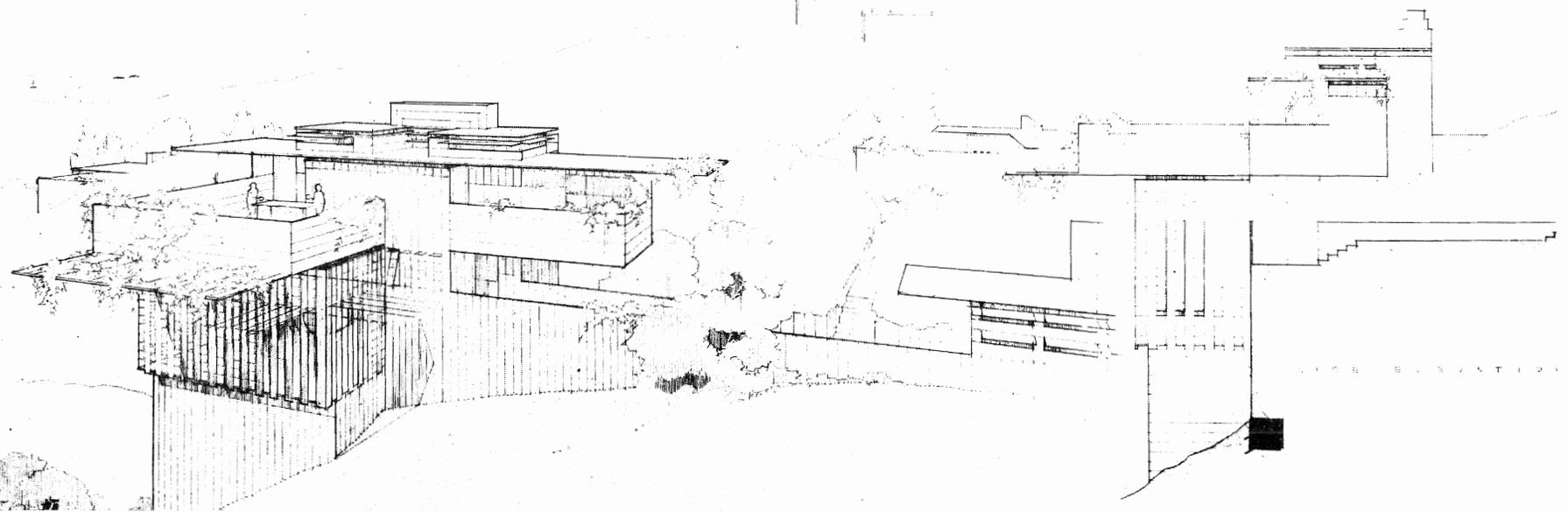
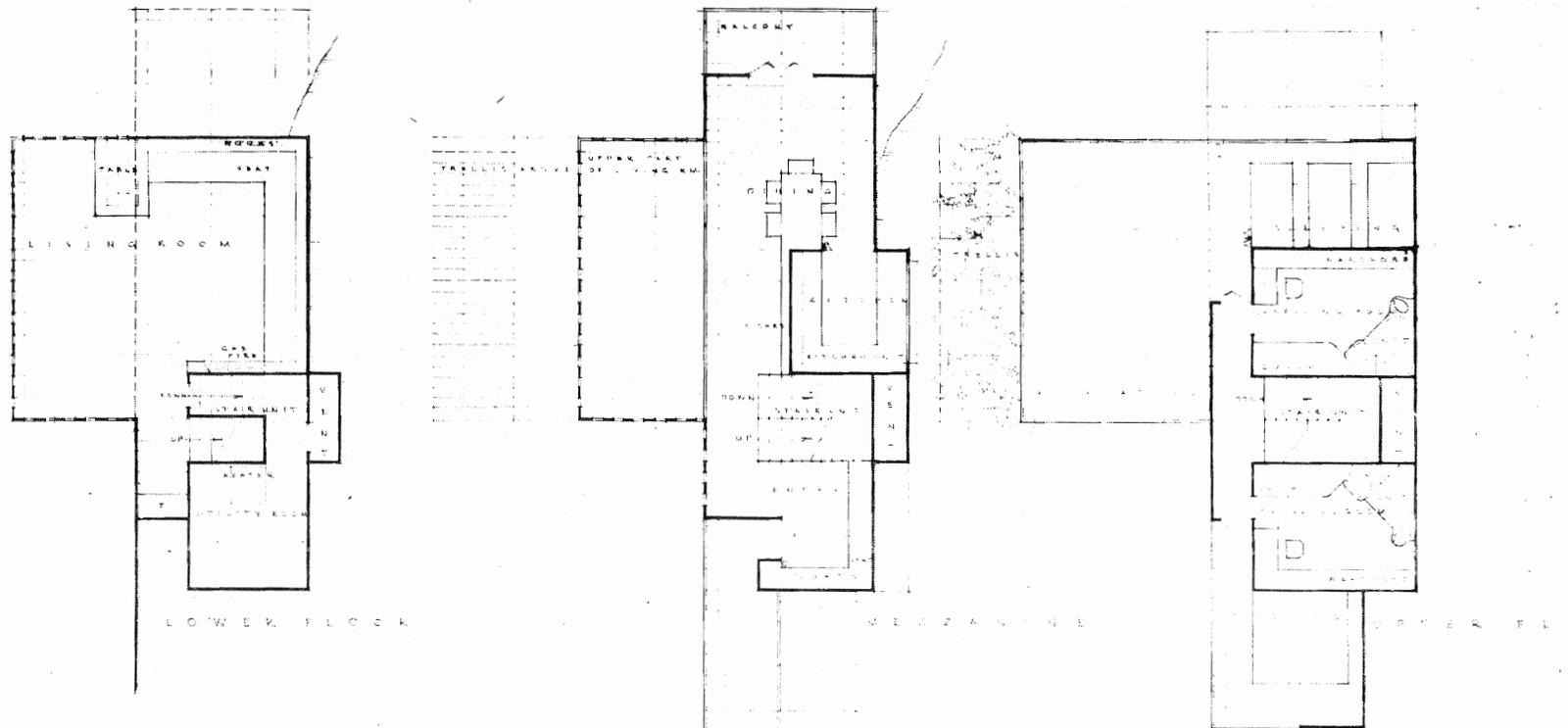
FRANK LLOYD WRIGHT, ARCHITECT - SKI CABIN



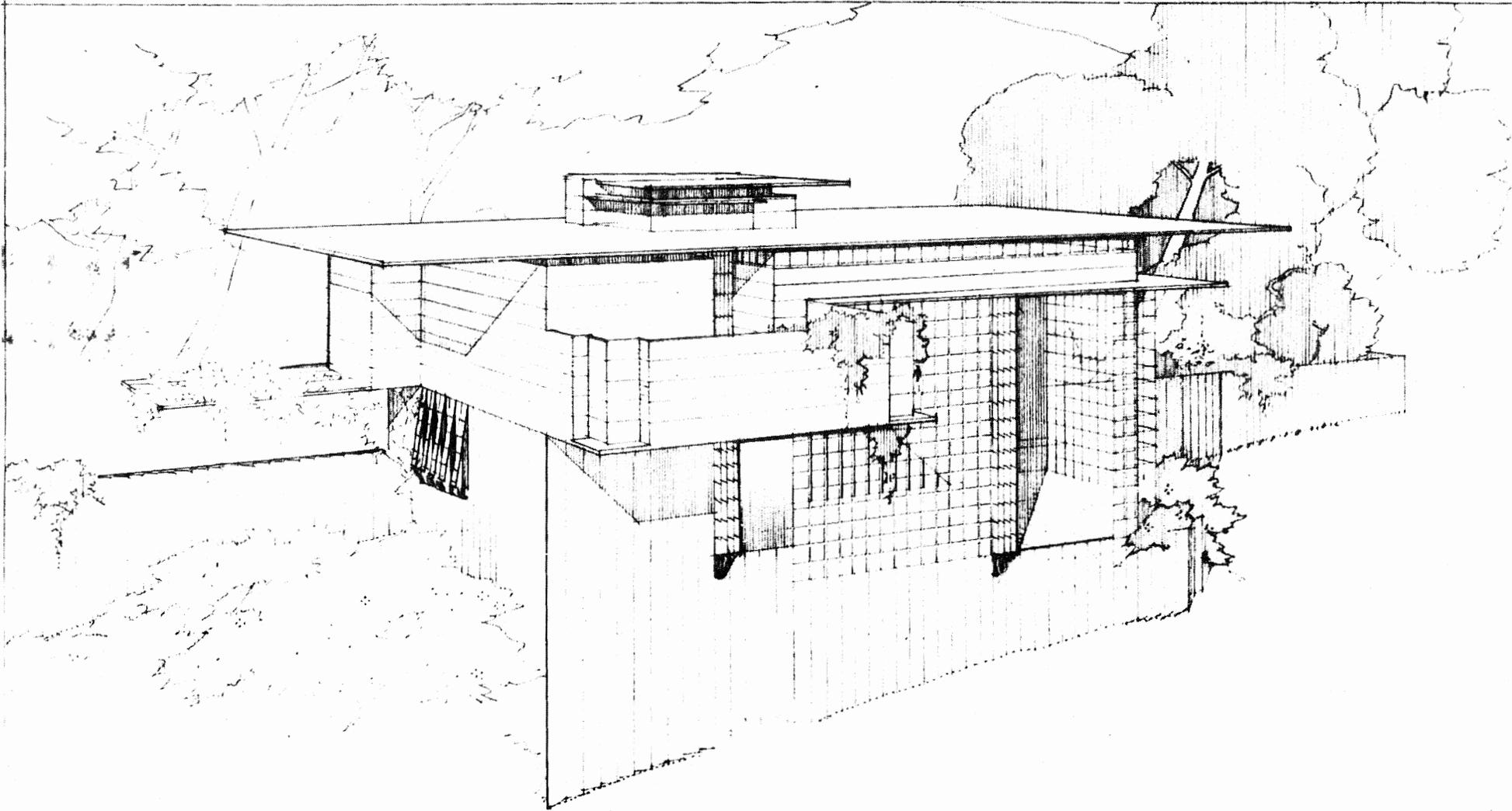
FRANK LLOYD WRIGHT, ARCHITECT - PREFABRICATED HOUSE



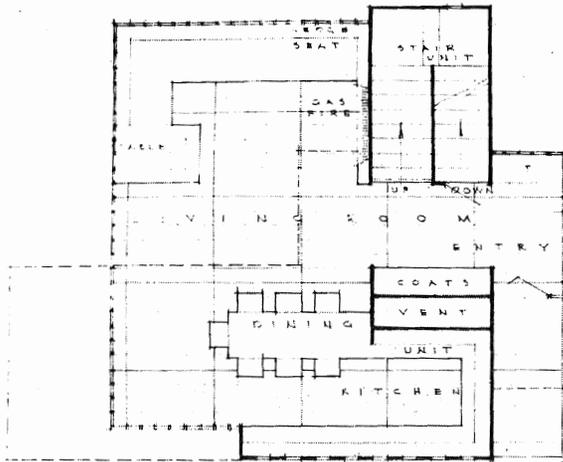
FRANK LLOYD WRIGHT, ARCHITECT - THREE BEDROOM HOUSE



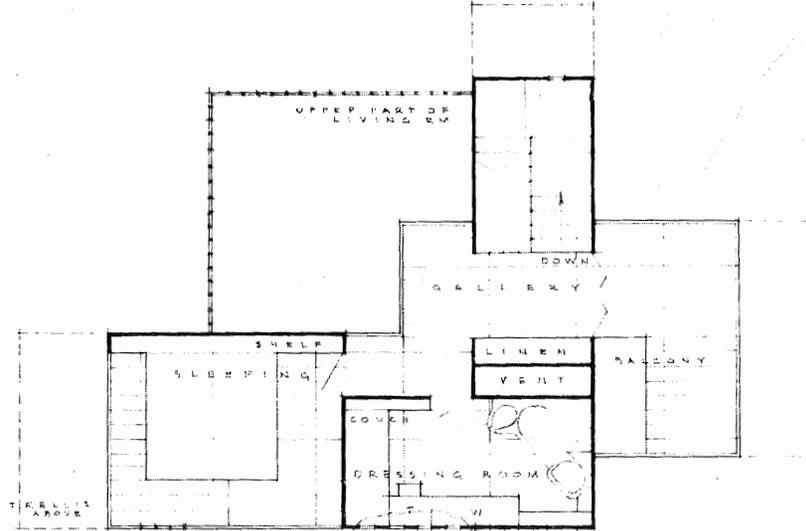
FRANK LLOYD WRIGHT, ARCHITECT - PREFABRICATED HOUSE



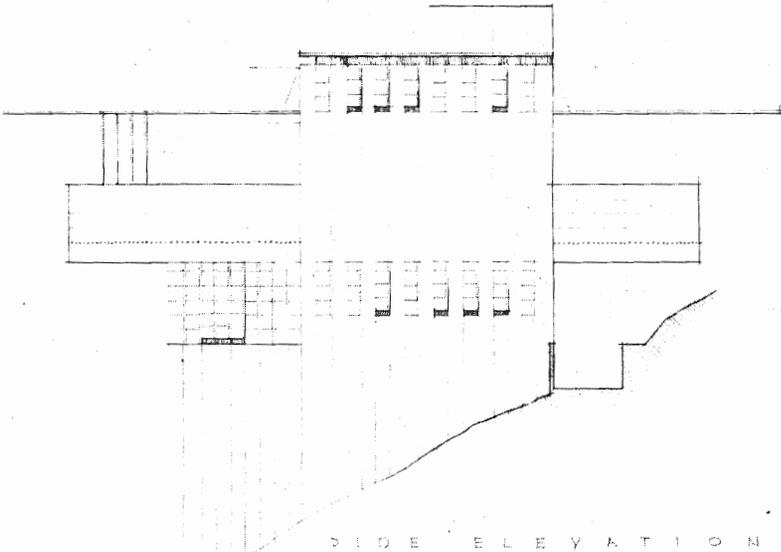
FRANK LLOYD WRIGHT, ARCHITECT - PREFABRICATED HOUSE



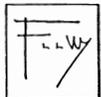
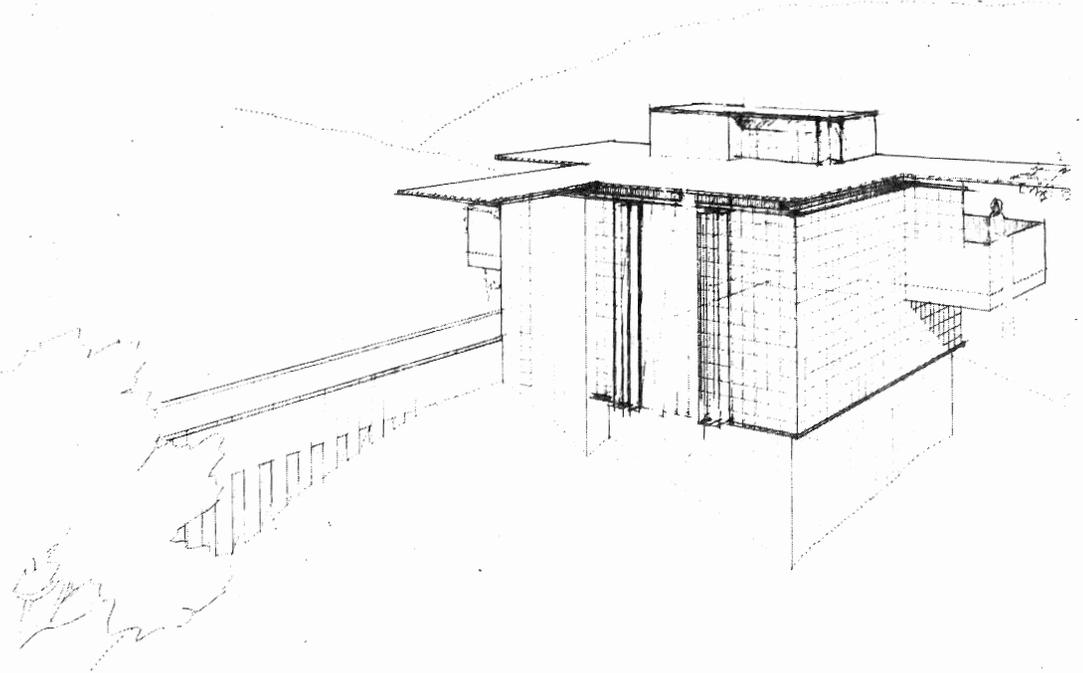
MAIN FLOOR



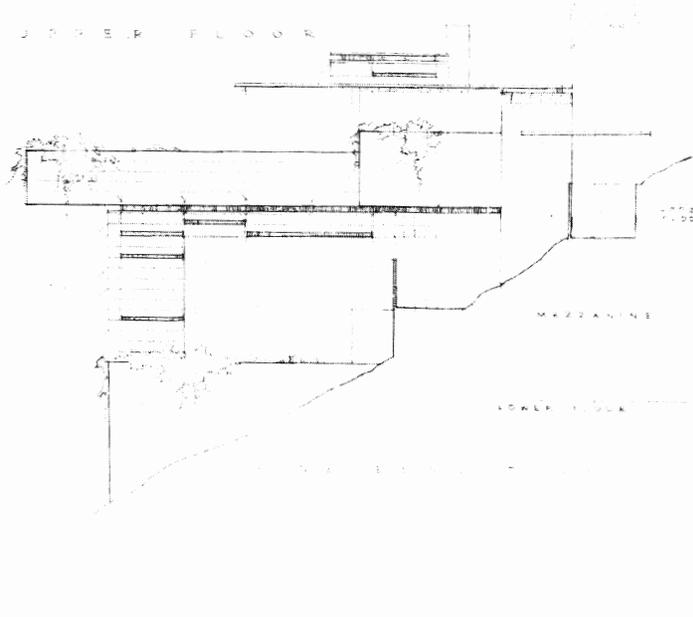
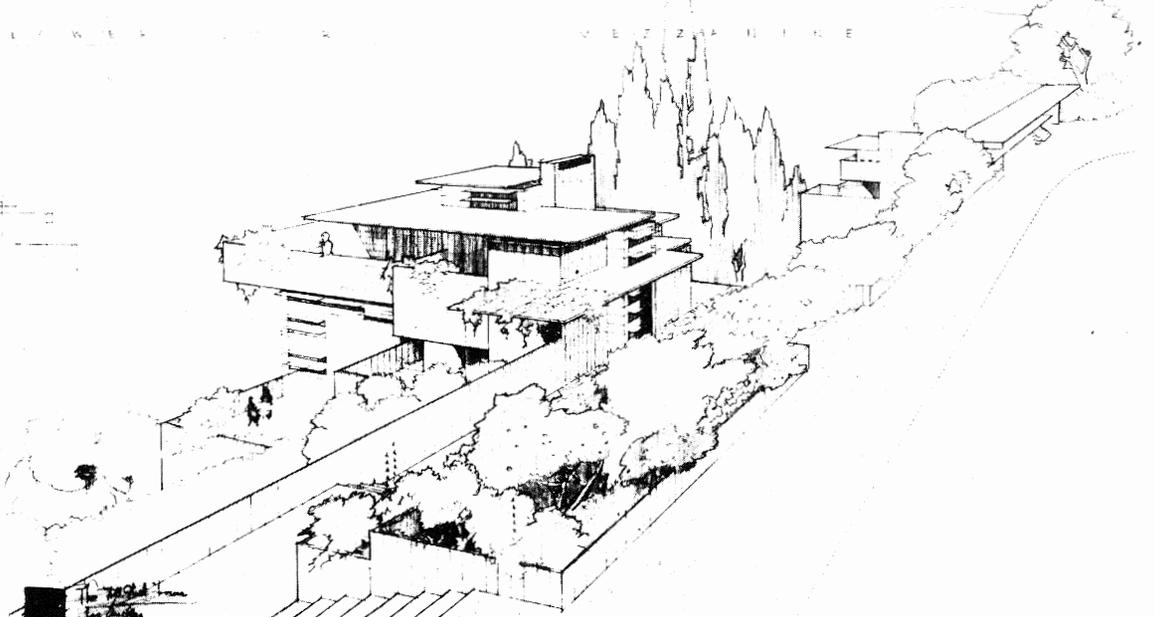
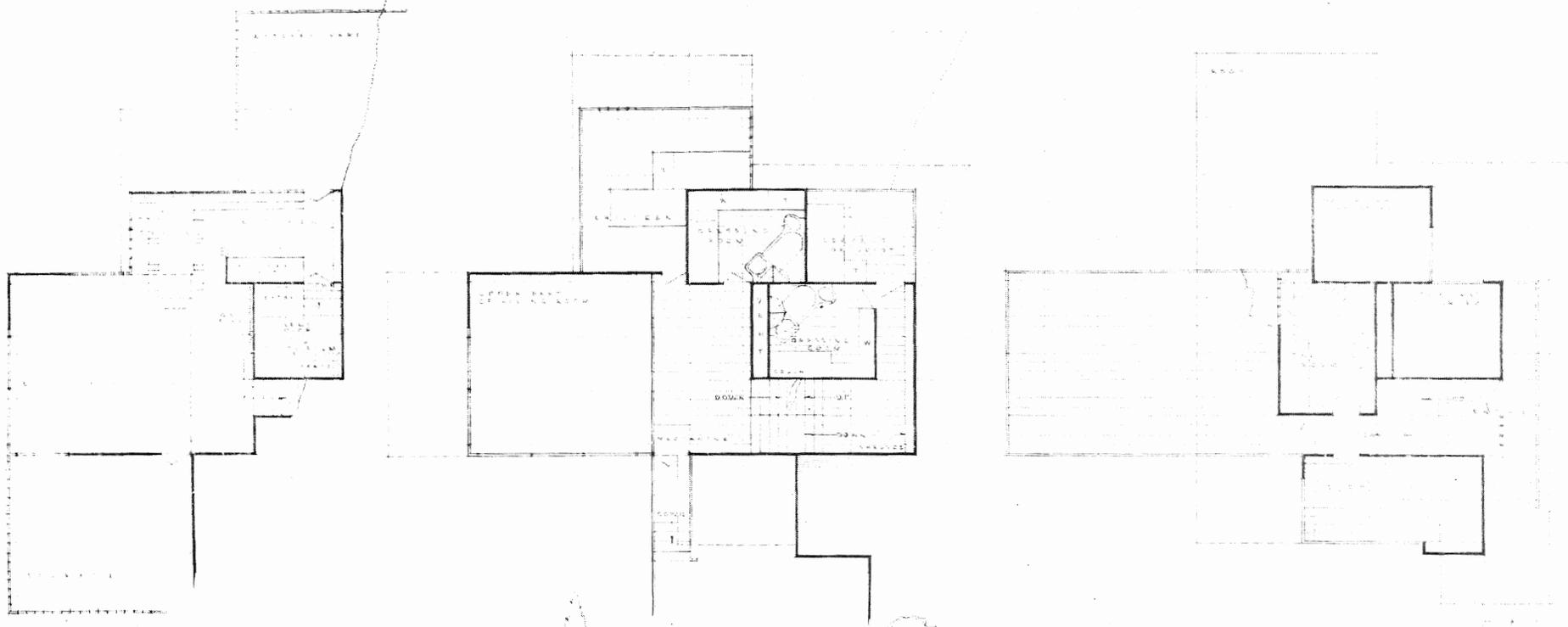
MEZZANINE



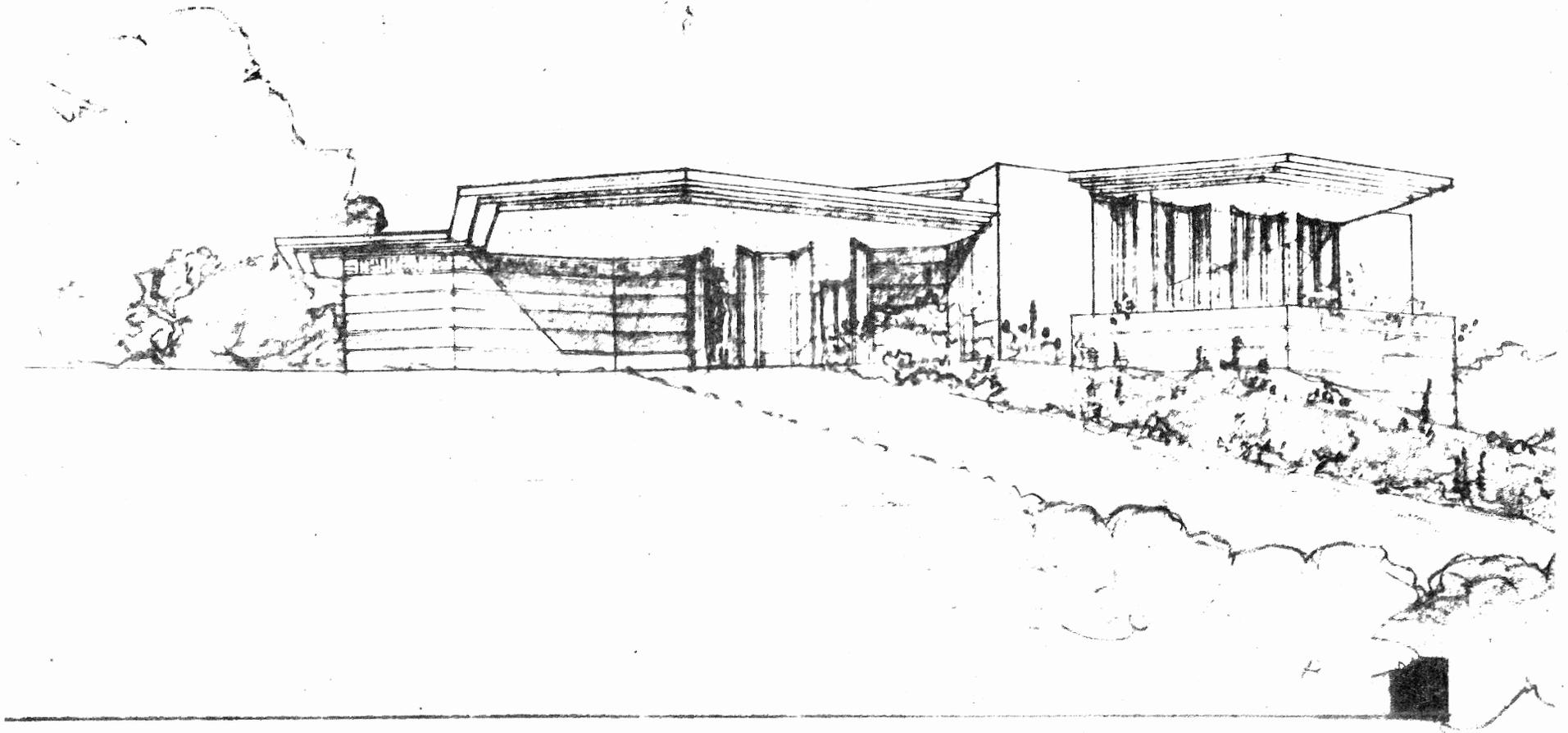
SIDE ELEVATION



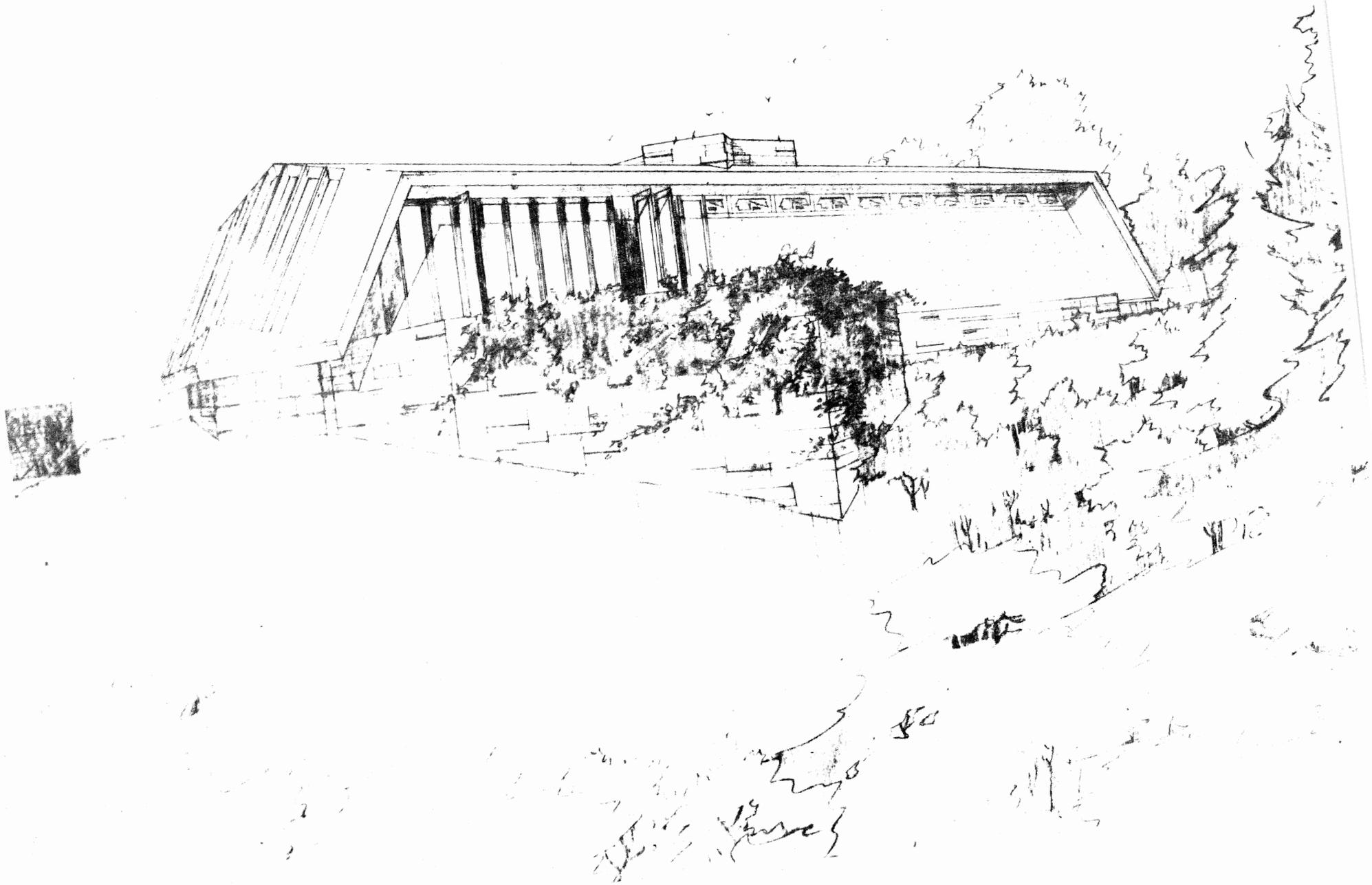
FRANK LLOYD WRIGHT, ARCHITECT - PREFABRICATED HOUSE



FRANK LLOYD WRIGHT, ARCHITECT - PREFABRICATED HOUSE

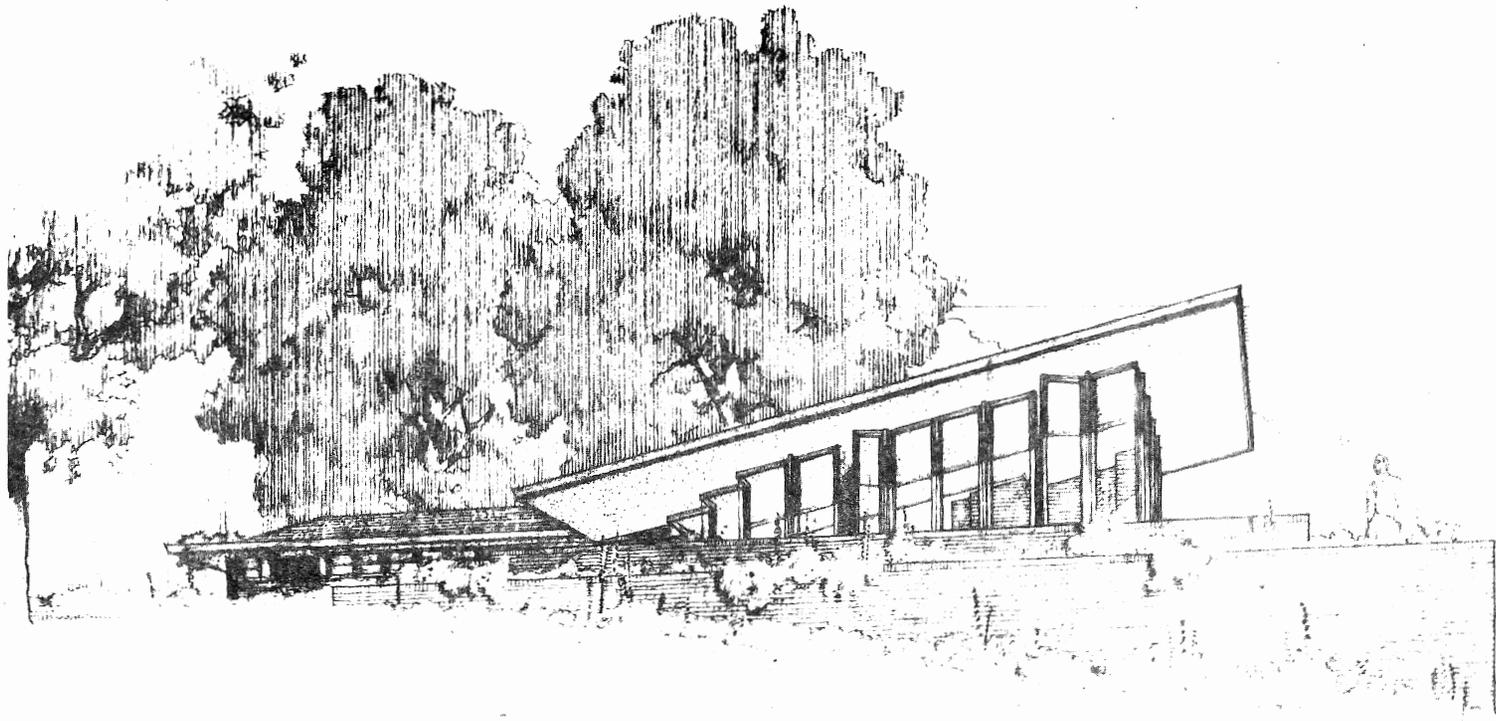


FRANK LLOYD WRIGHT, ARCHITECT - VACATION HOME

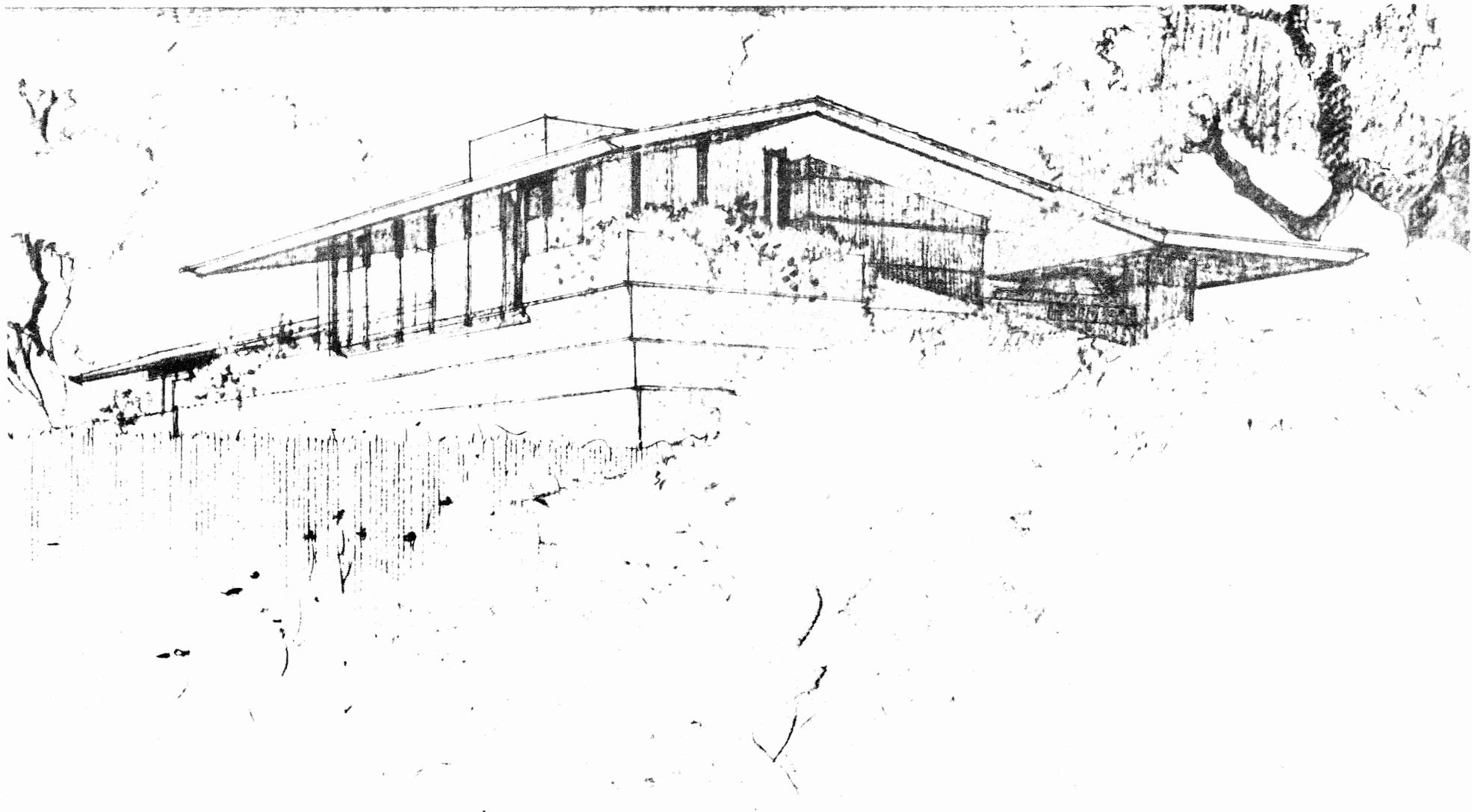


FRANK LLOYD WRIGHT, ARCHITECT - VACATION HOME

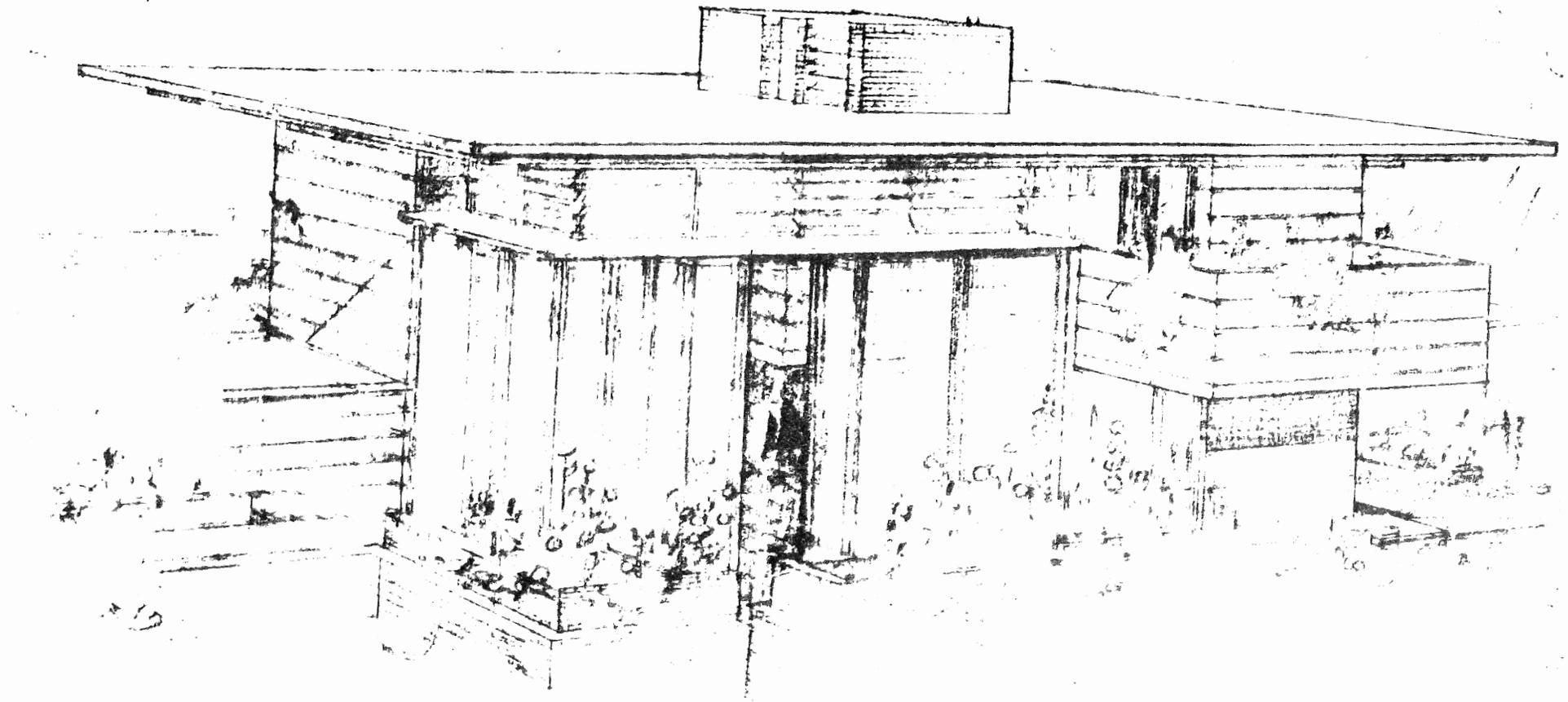




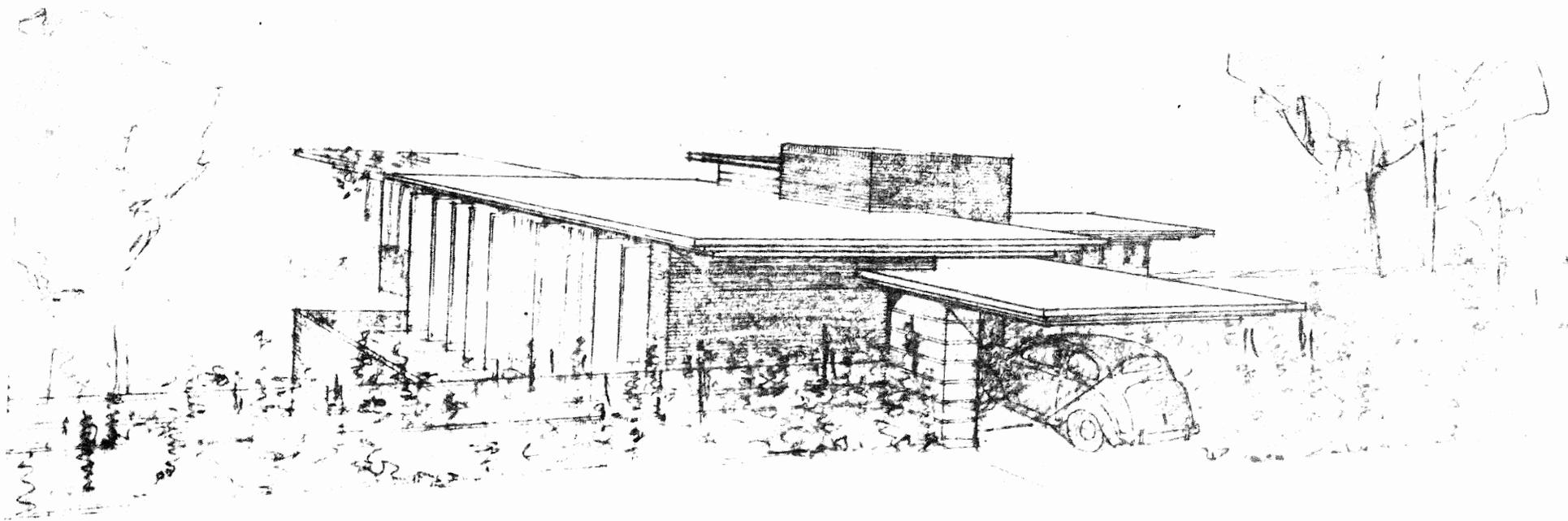
FRANK LLOYD WRIGHT, ARCHITECT - TWO BEDROOM HOUSE



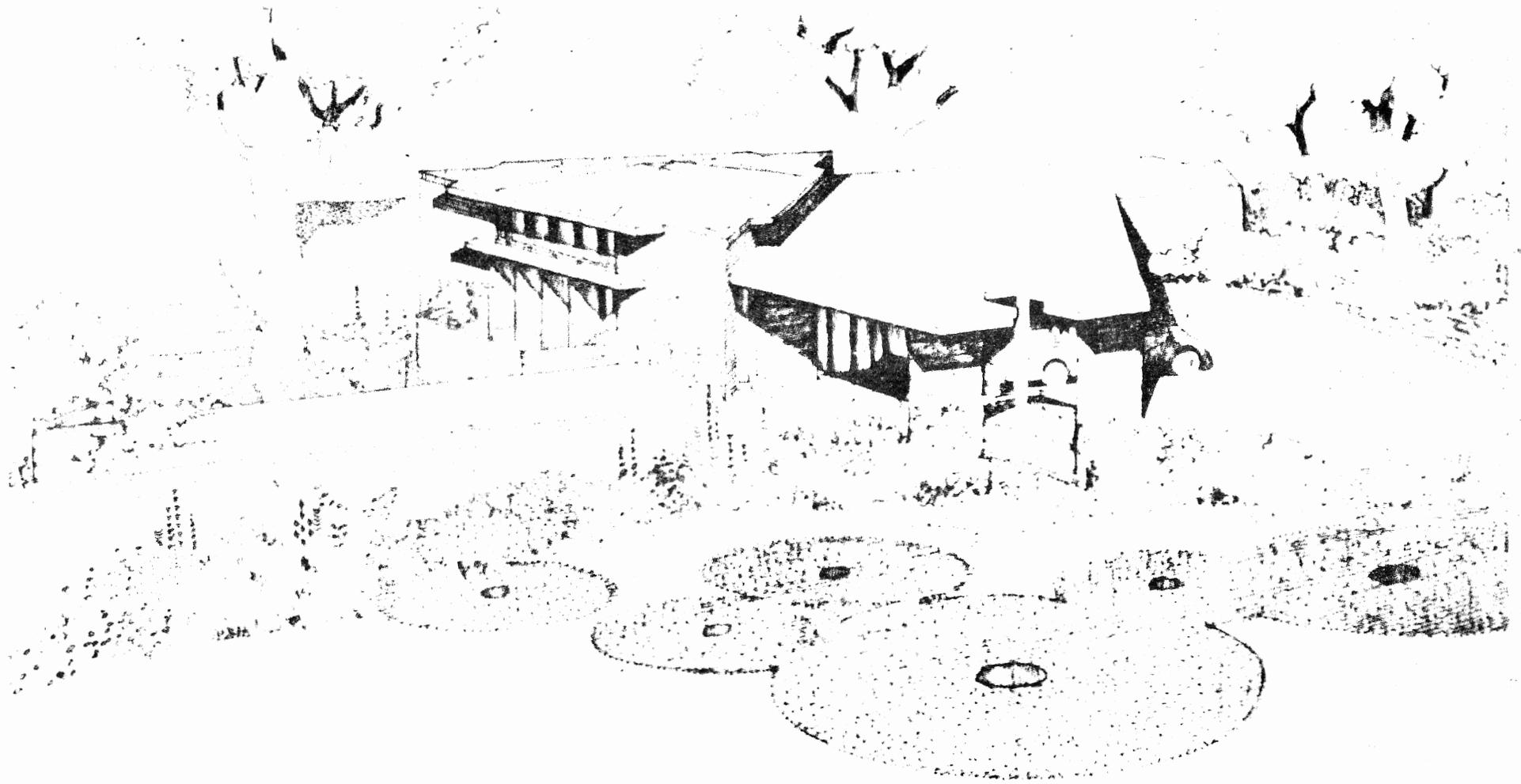
FRANK LLOYD WRIGHT, ARCHITECT - THREE BEDROOM HOUSE



FRANK LLOYD WRIGHT, ARCHITECT - PREFABRICATED HOUSE



FRANK LLOYD WRIGHT, ARCHITECT - THREE BEDROOM HOUSE



FRANK LLOYD WRIGHT, ARCHITECT -- TWO BEDROOM HOUSE



FRANK LLOYD WRIGHT, ARCHITECT - THREE BEDROOM HOUSE



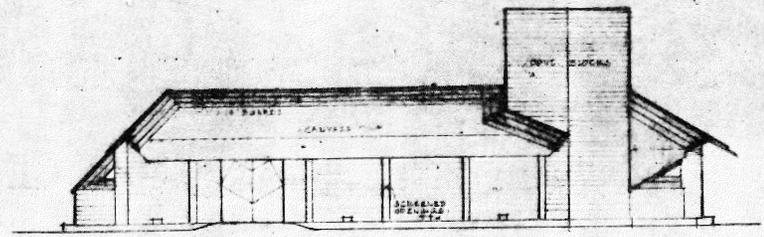
## CAMPING FACILITIES

Several types of camping facilities are included:

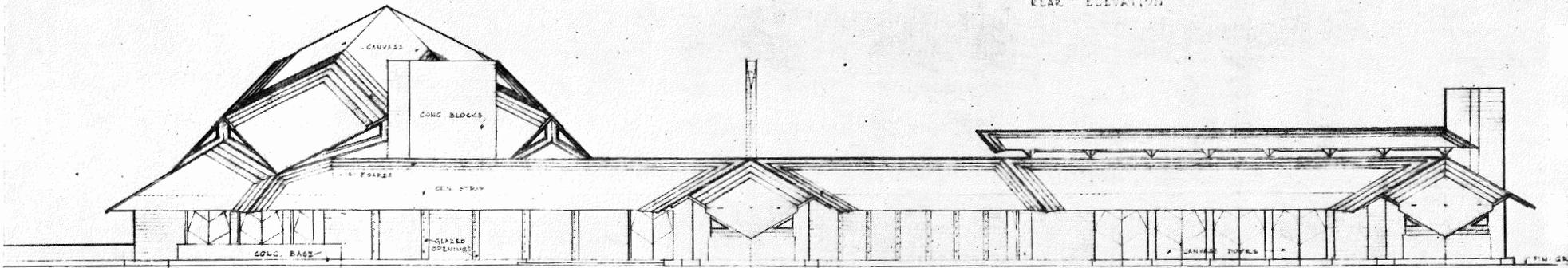
1. A Rent-a-camp area, with accommodations for 48 campers. The area includes a space for travellers to camp, with central toilets, campfires and refuse disposal. Twenty tent-cabins are also provided for vacationers, together with a tourist center.
2. Group camps, proposed for nearby National Forest land, and related to their outdoor educational program for promotion of ingenuity and self-reliance; for Scouts, youth groups, the handicapped and children.

The camping area is screened from the highway. Each individual camp is surrounded by natural forest, but the camps permit socializing with other campers. Particular attention has been paid to hiding trailers and campers from view. Fire protection, sanitation and refuse disposal are provided. The tent-cabins could be used as inexpensive dormitory facilities for skiers.

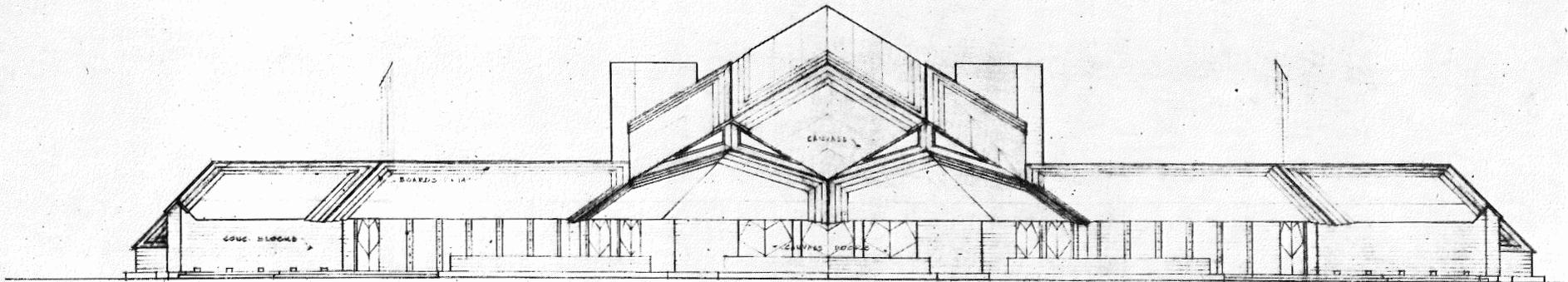
Several picnic spots are designated, some of them located in the forest area between the ski runs to take advantage of this otherwise unusable land.



REAR ELEVATION



SIDE ELEVATION



FRONT ELEVATION



FRANK LLOYD WRIGHT, ARCHITECT - TOURIST CABINS



## HIKING, CLIMBING, RIDING

As part of the George Washington trail system, the National Forest has a hiking trail along the top of Kerns Mountain and Short Mountain, on either side of the project, part of the trail that rings the Massanutten. The project provides a trail connecting to this. A narrow trail exists to the top of the Knob on Short Mountain. This is recommended for improvement, and several other spur trails and short hiking trails are planned.

Two riding trails extend from the project, one passing through Hidden Valley and Moreland Gap to Crisman Hollow, the other along Short Mountain to Edinburg Gap. Several Horsemen Clubs exist in the area, which is adjacent to the famous Virginia horse country. A stable and showring is included in the Master Plan.

## FISHING AND HUNTING

The two acre lake on the project could be stocked with small mouth bass, and a smaller trout pond (trout farm) has been included.

Passage Creek, in the next valley, is a stocked trout stream, along with six other streams in the Massanutten. The South Fork of the Shenandoah, under the management of the Virginia Commission of Game and Inland Fisheries is a popular fishing spot. Species include small and large mouthed bass, trout, croppie, bream, channel catfish and rock bass.

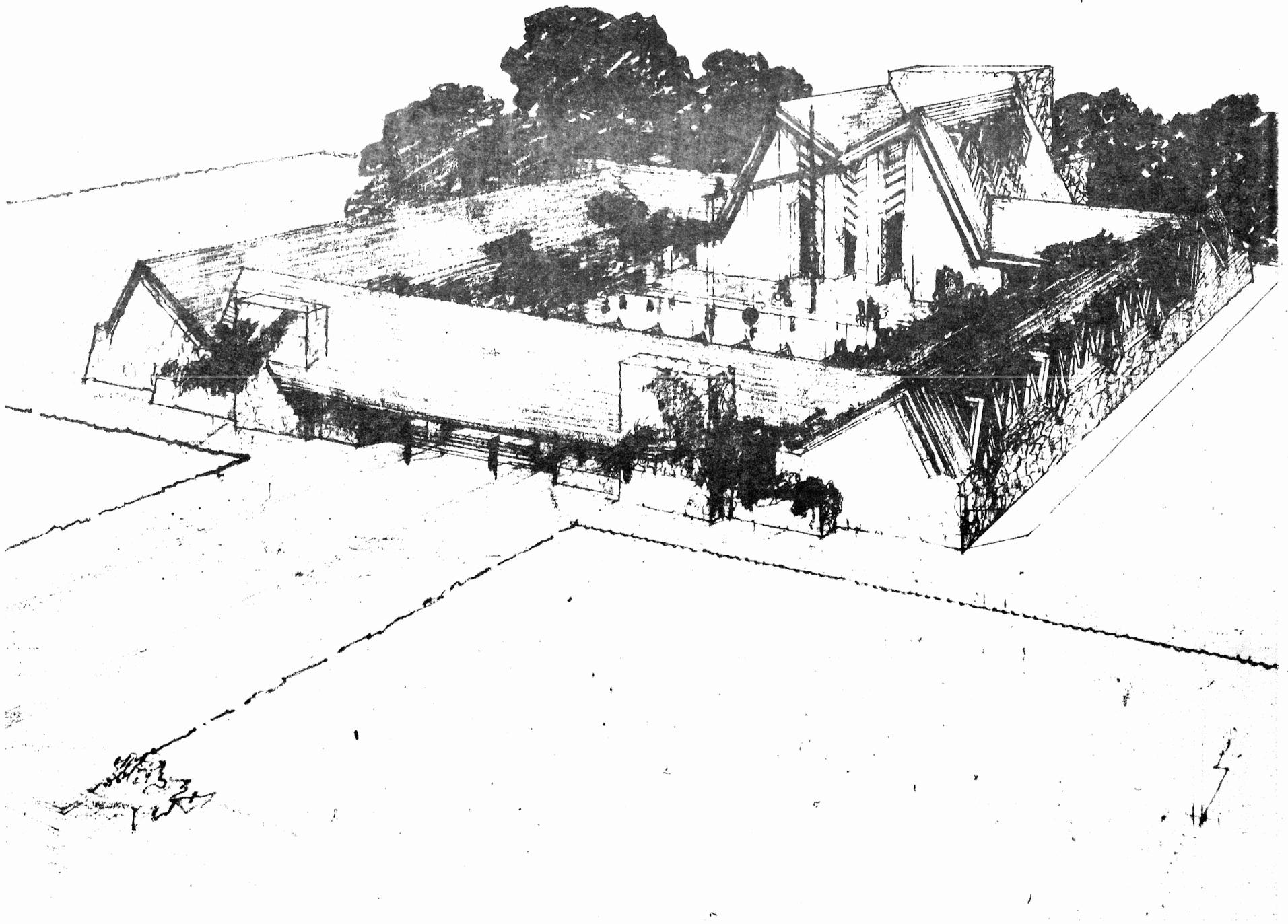
The Massanutten sees about 25,000 big game hunting visits a year. Game consists chiefly of deer, bear and turkey. Shenandoah County ranks in the top five counties for amount of deer bagged. Small game hunters (40,000 visits a year) seek chiefly squirrel and grouse. Since only 25% of the hunters are local residents, this should bring in trade during the spring and fall months.

## SWIMMING AND CANOEING

A swimming pool is incorporated in the Master Plan, adjacent to the lodge. Swimming in the winter is popular in ski resorts, and a heated pool, sheltered from the wind, would be a great attraction year round.

Canoeing is now a popular sport on the nearby Shenandoah River, and vacationers staying at Mountain Run would be able to participate in this activity. White water races are held annually. Boat launching facilities are available on both forks of the river.

A 75 acre lake is suggested in the Master Plan, to be located in the next valley. If this is realized, it would help fulfill the current popular demand for boating.



FRANK LLOYD WRIGHT, ARCHITECT - ELEMENTARY SCHOOL

## EDUCATIONAL FACILITIES

An elementary school is proposed in the Master Plan. With an eventual population estimated at 3,000, up to 550 children between the age of 5 and 11 may be expected. A kindergarten is also planned, for a capacity up to 180 children between the age of 2-1/2 and 5 years.

The new county school, Stonewall Jackson High School, is located between New Market and Mt. Jackson, about 5 miles from the project.

## CULTURAL FACILITIES

Facilities have been included for the performance of music and drama, in the form of an outdoor amphitheater and an enclosed theater. With the inclusion of these facilities, there will be a good chance of being able to hold summer music festivals and a theater-workshop.

## UTILITIES AND SERVICES

All electric service and telephone service will be distributed completely underground.

Planning for the community should include all other required services, including mail, police protection and fire protection. This will require cooperation with Shenandoah County. If the community grows large enough, these might eventually be incorporated within it.

## WATER

Preliminary studies indicate that several wells will be required to service the community. It is proposed to develop wells to give a flow of approximately 300 g. p. m. with storage facilities of about 300,000 gallons. The water supply system would be constructed in stages.

It is anticipated that the artificial lake and holding ponds will furnish a more than adequate supply of water for fire protection and snowmaking equipment. The base flow rate of Gap Creek is 420,000 gallons per day.

A series of small dams is proposed at various locations along the length of Gap Creek, to provide a series of ponds and cascades. Since the main highway parallels the creek, it is proposed to develop the natural scenic beauty of this drive, and display the mountain stream to its best advantage. Investigations could be made into the possibility of increasing the flow.

The two acre lake could be stocked with small-mouthed bass, and a small trout pond (trout farm) developed.

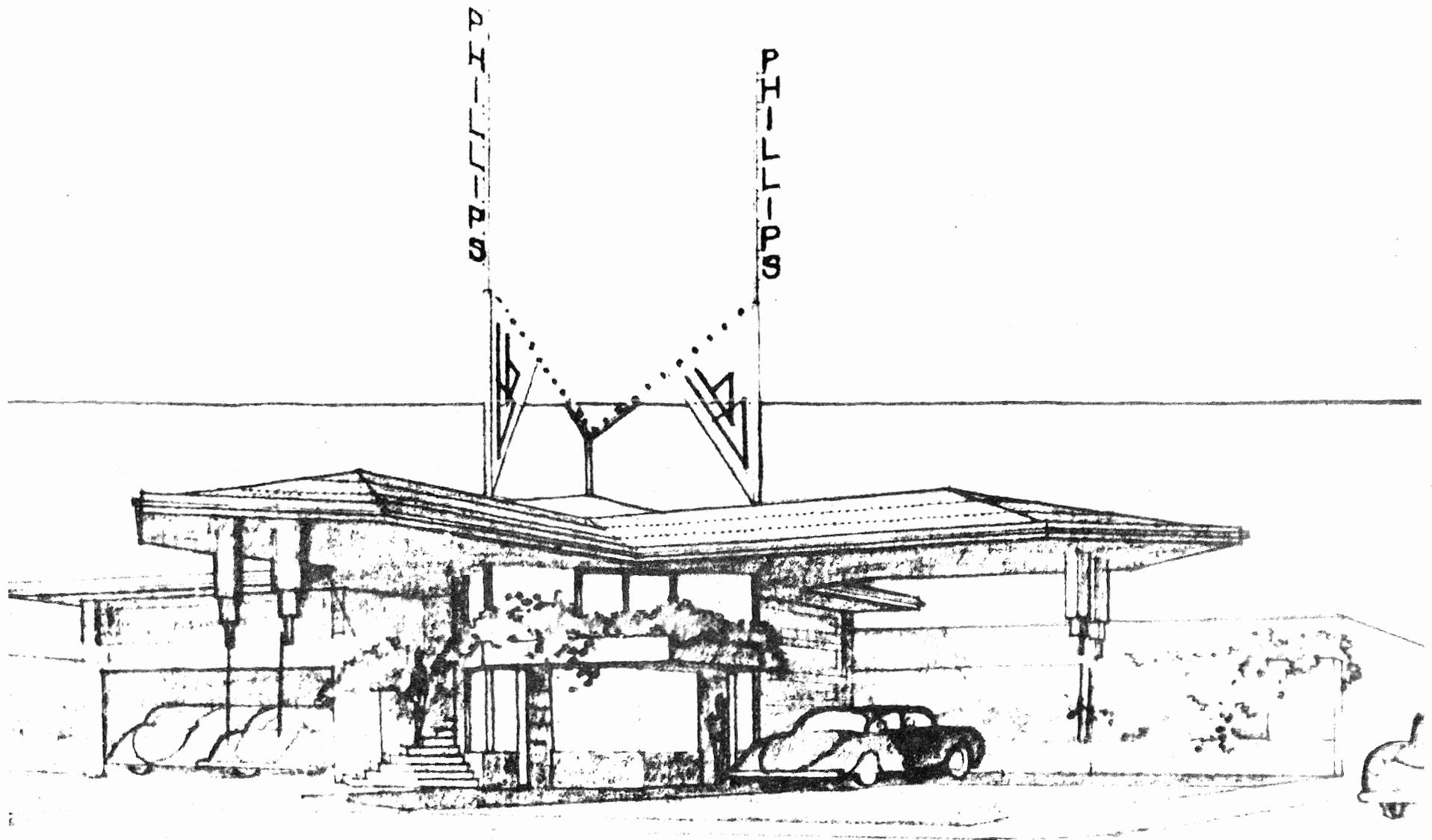
## SEWAGE TREATMENT

The initial stage of the sewage treatment plant would probably be designed to operate as an extended aeration plant while the loading was light. As the load increased, it would be converted to an activated sludge system with a capacity of at least 100,000 gallons per day. Additional units of equal capacity and design would be added as required, to bring the rating to over 300,000 gallons per day.

## REFUSE DISPOSAL

As soon as occupation of the project is initiated, arrangements should be made for a refuse collection service, since no dumping by lot owners will be permitted. As the community develops, this could be a service provided by the community. Studies should be made to find the best way to dispose of refuse, since new laws are being introduced in many parts of the country which affect this problem. Possibilities of compaction and incineration should be investigated.

Instead of common practice of leaving garbage cans exposed on the street for pickup, it is proposed to design a simple and inexpensive screen to hide them.



FRANK LLOYD WRIGHT, ARCHITECT - SERVICE STATION

## DEMAND

There exists an extremely heavy demand for recreational facilities in this location. Several factors would indicate this, including the interest already shown by the public in the project. At Ski Bryce, the only nearby competitor, the skiing demand became so heavy over the last few years that it switched to private membership.

In "Outdoor Patterns for People", the Forest Service reports, "If the Massanutten is to have a successful recreation program, private enterprise must play an active and planned role. The private sector will be needed to offer recreation service and activities at Forest Service areas as well as private developments. Support services related to recreation programs will also be needed. The proposed Forest Service programs for education and recreation will provide the impetus and the 'drawing card' for private enterprise to complement the program."

The objectives reported were:

1. Recommend means whereby the Forest Service may provide an active service in working forward a balance in outdoor recreation through comprehensive planning and development by public and private sector.
2. Utilize National Forest resources in the Massanutten to help meet recreational needs through multiple use planning and management along with coordination with the private sector.
3. Stimulate development of privately-owned recreational resources on a profit-making basis and thus help meet the recreational needs of the community, State, and Nation.

The National interest in skiing has increased phenomenally in the last ten years, the growth rate accelerating to 20% annually over the last decade. Postwar increases in leisure time, income, and population mobility have all affected outdoor activities. With skiing participation increasing so rapidly and steadily, and with so few other ski areas in this part of the country, much of the market could be captured by a quality ski resort this close to Washington, D.C. The other ski areas include Bryce Mountain and the Homestead, in Hotsprings, Virginia, Beech Mountain in North Carolina, the Pocono Mounts and Charnita in Pennsylvania.

There is also a heavy demand for camp facilities, scenic drives, and hiking and riding trails. In 1970, recreationists to the Massanutten engaged in the following activities:

Camping	71,400	visitor-days
Driving for pleasure	71,300	
Organization camping	16,400	
Hunting	23,100	
Hiking & horseback riding	7,100	
Fishing	14,100	
Picnicking	8,200	
Attending talks & exhibits	<u>13,000</u>	
	<u>242,000</u>	

The percentage growth of outdoor recreational activities over the last few years shows camping to be increasing the fastest. Next is water based sports, such as swimming, boating and canoeing, followed by nature walks and hiking. Skiing is the next fastest growing sport, with a 50% increase predicted over the next ten years. Next in order are sightseeing and pleasure driving, picnicking, hunting, golfing, fishing and horseback riding.

A trend already exists for urban dwellers to build a vacation or retirement home in the country, and much interest has already been shown in the purchase of 1/2 to 1 acre lots in this proposed community development. With 75% of the population living in urban areas, there is a tremendous need for outdoor recreational facilities. The decline in population of Washington, D.C. and the recent growth of Columbia and Reston are an indication of the move to decentralization. With the completion of I-66, it is estimated that by 1975 over 10 million vehicles a year will pass around or by the Massanutten.

With no year-round recreation facility existing in the Massanutten, and with the unique natural environment, proximity to Interstate highways and large metropolitan areas, this development is most timely, and should fulfill a heavy demand.

It is anticipated that the lodge, with its restaurant facilities, can expect a fairly heavy summer trade. As a basis of comparison, statistics are included on the Spring Green Restaurant at the Wisconsin River Development Corporation, which was designed by Frank Lloyd Wright and opened in September, 1968. It is located 40 miles west of Madison, 270 miles from Minneapolis-St. Paul, 120 miles from Milwaukee and 185 miles from Chicago. Capacity is 125 persons plus 75 in the banquet room. The following excerpt is from a feasibility and market study made by Levanthol, Krekstein, Horwath & Horwath:

"Since the opening of the restaurant in October 1967, the patronage has grown steadily and the restaurant is becoming a major tourist attraction in the area. In the following table, we show the growth rate of the restaurant's patronage during the last eight months:

<u>Month</u>	<u>1970</u>	<u>1969</u>	<u>1968</u>	<u>Percentage of Increase</u>
August		9,108	8,989	1.3%
September		5,964	5,873	1.5
October		7,489	6,833	9.6
November		3,067	2,881	6.5
December		1,691	1,051	60.9
January	1,815	1,078		68.4
February	2,272	1,928		17.8
March	2,841	2,504		11.3

"The encouraging increase in patrons for December, January and February can be traced, in part, to the full-time operation of the new forty-acre ski area, Wintergreen, designed by Taliesin Associated Architects, and which was only partially operative a year ago.

"The following examination of the recent 12 months' restaurant statistics for each month indicates the number of patrons dining at the Spring Green Restaurant:

<u>Month</u>	<u>Patronage</u>	<u>Ratio to Total</u>
January 1970	1,815	3.2%
February 1970	2,272	4.0
March 1970	2,841	5.2
April 1969	3,553	6.3
May 1969	5,651	10.1
June 1969	6,148	10.9
July 1969	6,565	11.7
August 1969	9,108	16.2
September 1969	5,964	10.6
October 1969	7,489	13.3
November 1969	3,067	5.5
December 1969	1,691	3.0
	<u>56,164</u>	<u>100.0%</u>

"The ski area, Wintergreen, which opened to the public in December 1968, is located approximately one mile west of the Spring Green Restaurant and consists of eight slopes with lengths up to 2,000 feet and a vertical drop of almost 400 feet.

"Three lifts, consisting of two double-chair lifts and a J-bar, will eventually service the ski area, and lights will be installed to encourage skiing at night.

"Most of the skiing facilities are now housed in temporary structures, but there are plans for the following permanent facilities: cafeteria, bar, ski and rental shops and a building for the ski school.

"Attendance figures at Wintergreen indicate an impressive growth after only two years of operation, as evidenced in the following table which shows the number of tow tickets sold in 1969 and 1970 and the projected sales for the 1971 season:

<u>Yearly Sales by Season</u>	<u>Patrons Buying Tow Tickets</u>	<u>Ratio of Increase</u>
1968 - 1969	5,552	
1969 - 1970	18,059	225.3%
1970 - 1971 (projected)	20,728	14.8%

## MARKET AREA

Over 8 million persons are located within 2 to 3 hours drive of the project, and 60 million within 8 hours. Urban areas from which the project may be expected to draw include Washington, D.C. (pop. 764,000); Bethesda, Rockville, Annapolis, Baltimore, Columbia, Hagerston and Cumberland, Maryland (with an aggregate population of 1,138,000); in Virginia, over twenty-five metropolitan areas are within a 2 or 3 hour drive.

Included in this area are many colleges, universities, and academies and military bases. College enrollment in Virginia and Washington, D.C. is over 110,000. In the neighbor states of Pennsylvania, New Jersey, West Virginia, Maryland, Delaware and North Carolina, it totals over 500,000. Undergraduates from these colleges will be the pacesetters for skiing activities. Of the estimated 5,000,000 skiers in the U.S. today, there are an estimated 400,000 within 8 hours drive of Mountain Run.

## RELATED FACILITIES AND NEARBY ATTRACTIONS

Many factors are at work to assist the development of this summer-winter resort. These include the following (see map on page 12):

1. Among the established and nearby popular tourist attractions are several excellent subterranean caves. These include Shenandoah Caverns, Luray Caverns, Endless Caverns, Skyline Caverns, and the Melrose Civil War Museum and Caverns.

2. A major tourist attraction is Virginia's wealth of historical landmarks, early American culture, and folklore. The Shenandoah Valley is endowed with a rich historical background, particularly in the eras of the early 18th century frontier, and the War Between the States. Significant points of interest include the New Market Battlefield and visitor center, and George Washington's survey office in Winchester. The land is full of legend from the days of the Indians to the pioneers, farmers and miners who carved out the wilderness to settle here. George Washington planned to retreat into the natural fortress of Fort Valley if he had been defeated at Yorktown.

3. The George Washington National Forest and the Shenandoah National Park combine to form a tremendous attraction to the tourist and vacationer. The Massanutten portion of the Forest had 242,000 visitor-days in 1970.

4. Ski Bryce, a popular and successful ski resort, is about 25 miles away. In 1969, Bryce reported 114 days of skiing, of which 32 days averaged 2,500 skiers. Peak day had 4,200 paid skiers. Since this time, and because of the crowded slopes, Bryce has closed to the public, and is open only to a limited number of members. There is therefore already a large group of skiers in the vicinity with no place close by to ski. Instead of being considered a competitor, Bryce can be considered beneficial to the success of this project.

5. Massanutten Mountain is a fascinating area for students of geology. Birth of the Massanutten was recorded in the rock formation, beginning 500 million years ago when eastern North America was a great plain near sea level. Sedimentary deposits of the Devonian and Silurian periods were uplifted in a mammoth synclinal fold and carved by the age-old Shenandoah to form the craggy peaks and hidden valley.

6. The Forest Service has a progressive program called Outdoor Patterns for People, which includes plans for recreation and education in outdoor living in the Massanutten. The Mountain Run project expects to cooperate and share in this concept.

7. Other local attractions are the Wayside Theater in Middletown, Camp Roosevelt (America's first CCC camp), canoeing on the Shenandoah, covered bridges, the annual apple blossom festival, and the Elizabeth Furnace and campground. Hunting and fishing are very popular local sports. The Shenvallee gold course in New Market is an 18 hole PGA course.

## PROFILE OF A TYPICAL SKIER

The image of the skier is one of a clean, active, invigorating, well-educated person. Skiers are predominantly a young group, two-thirds of them being under 30, and over half of them less than 23. About 20% are skiing their first season, 55% are intermediates and the balance are advanced skiers. Male skiers outnumber female almost 2 to 1, but among skiers aged 13 - 22 the proportion is about equal.

The average skier skis 10 days out of the year, and would like to devote more time to the sport. About 75% of skiers report their occupation as either student or professional students constituting the largest group of skiers. Usually the whole family skis, and their income is higher than average, exceeding \$13,000. Approximately 50% of skiing is done on weekdays, 30% on weekends and 20% on vacations. Day skiers rank proximity as the most important reason for skiing at a particular area.

The physical quality of the ski slopes (not including snow quality) was ranked second by the day skier and first by skiers planning weekend or vacation trips. Lift facilities are the next most important. The day skier next considers low ticket prices and the area's reputation with other skiers, while the weekend vacation skier considers the area's reputation, the expected amount of crowding, and after-ski entertainment.

Weather variables were ranked first by operators as limiting attendance. Inadequate tow and lift capacity and not enough skiable area, both of which relate to crowdedness, were ranked next. Inadequate service facilities and overnight accommodations were ranked fourth and fifth.

## ECONOMIC CONSIDERATIONS

Both the general economic climate of the ski trade and factors associated with individual ski area success should be examined in assessing the likelihood of financial success. The market structure is important because some special feature may affect the likelihood of successful investment.

The market structure is usually assessed by considering the number of buyers and sellers, the degree to which one seller can make his product appear different from others, and the difficulty of entering or leaving the industry.

Considering that in excess of 400,000 skiers are estimated to be within 8 hours of this ski area, and that there are only three competing ski areas, it becomes obvious there is presently an excess of skiers to ski areas.

Skiers may be categorized as single-day, weekend, or vacation skiers. Single-day skiers travel an average of 75 miles one way. After I-66 is completed, it is expected that some day skiers may be expected from Metropolitan Washington. Day skiers are important to balance the frequent under-utilization of facilities during the week.

The weekend skier (1 to 3 days) travels an average of 200 miles one way, the vacation skier an average of 340 miles. Few ski areas are in strong, direct competition for the same skier.

Ski areas providing vacation trips must compete with foreign and domestic package plans, private clubs, and a host of resorts accessible by air. A ski area can exert more control over prices and protect a share of the market by differentiating its product. One way to differentiate is by manipulating the quality of the skiing experience (amount and condition of snow, type and length of lift facilities, and variability of slopes and trails). Weekend skiers rate quality high among the most important reasons for going to a particular ski area, and advertising low. (80% give word of mouth as the reason for choosing a particular ski area.)

Weekday skiers rate proximity as the main motive. Other motives, in approximate order of priority, are lift facilities, lift rates, expected amount of crowding, after-ski facilities, lodging and eating facilities.

Barriers to entering the skiing industry are low. Product differentiation such as "good" location of established ski areas can be a barrier, but this may be ignored if there is an excess skier demand. Equipment and other necessary inputs are readily available in the open market. Skilled personnel are usually also available. One difficulty is the possible high cost or unavailability of capital funds. However, long-term debt is available to the ski trade. Further, the amount needed to enter is not an insurmountable barrier. Profits appear to be slightly increasing in the ski trade.

Rate of return varies with ticket price; therefore, experiments may be necessary to find the best price. Weekend ticket prices are sometimes made higher. For eventual future expansion, opening a second area rather than enlarging the first one should be considered. The possibility of night skiing should be considered.

Good managerial ability is essential, and adequate accounting records are needed to guide decisions. Attendance records must be kept.

On trips, the estimated average expenditure per skier per day is about \$22; the amount increases from about \$12 for single-day trips through \$25 for weekend trips, to \$55 for vacation trips. On the average, the skier spends about 25% of his money on lift tickets, 30% on transportation and meals, 20% on lodging and after-ski entertainment, 5% on equipment rental and repairs, and 5% on package plans. The remaining expenditure is on other items. Skiers spend relatively little on ski rental or repair. About 80% own their own equipment.

Ski areas, however, do not receive all skier expenditures, even those made while on a trip. Transportation expenditures go elsewhere and the skier may also buy lodgings, meals, after-ski entertainment, and other items away from the ski area. The ski area can count on receiving as little as half of day-skier expenditures and only about a quarter of weekend and vacation expenditures. Attention to attractive on-site food service, lodgings, and after-ski entertainment therefore is important and should be provided as an integral part of the project.

Weekly distribution of skier attendance is one of the critical factors in economic operation. The facilities should be directed towards handling the day skier, weekender and vacation skier. Lifts which run at full capacity during the weekends are uneconomical if they have to run at low capacity during the midweek. However, the proximity to urban centers, colleges and military bases should encourage day skiers, which will help balance utilization of facilities. In general, the closer people live to ski areas, the more likely they are to ski, so that opening another ski area should increase the ski population.

Available data on ski-area expenditures show wages and salaries are by far the largest single item. Goods sold in eating and drinking places are next, followed by snowmaking operating expenses, and then by lift maintenance, goods sold in the ski shop, interest and advertising.

The seasonal employee averages just over 4 man-days work per week and is paid an average of \$1.90 an hour. An estimated 95% of all employees are local residents. At least three men should be assigned to each lift. Additional employees are required for snowmaking and slope grooming.

The project will undoubtedly give a boost to the local economy. More goods and services will be sold. It will create additional jobs and opportunities for new investment. Considerably more "new money" will be spent in the area.

Since winter activities will occupy less than a third of the year, it is essential to the realization of an adequate return on capital investment in lodges and lifts, that utilization be made of as many of the facilities as possible during the summer. The lodge should certainly be planned for year-round operation, as well as the chairlift to Jawbone Gap. Summer income will also include camping, lift rides, swimming, golf and tennis.

Probably the main source of revenue will be in land sales. The cost of land will of course increase tremendously if the project shows signs of success.

Although not providing any source of revenue, facilities for cultural activities should

also be included. This will provide the necessary balance to the community. Skiers are more oriented to culture than most sports groups. Facilities could include a small theater and an outdoor amphitheater. Aspen, Colorado, for instance, has an extensive and successful summer program in music and humanistic studies.

Another important source of revenue to consider is conventions and conferences. These could use the proposed theater and the cafeteria for meeting places.

The possibilities of government funding assistance should be investigated. In the event of the possibilities of sufficient land acquisition and expansion of the Master Plan to include a balanced community, the New Community Assistance Programs of HUD (Title VII) might offer aid.

A revenue sharing act for more effective assistance for rural community development has been proposed, to make funds available to states. This could include direct financial incentive to private enterprise from the state.

## **COSTS**

A cost analysis is not included but has been prepared as a separate study to accompany this brochure.

## SEQUENCE

A time schedule should be established to coordinate financing, marketing, construction and occupation, and maintain a workable cash flow. The following items will all overlap to some extent:

1. Surveys and topographical maps, research, feasibility studies and policies.
2. Master Plan.
3. Financing and land acquisition.
4. Correlation with local, state, and government agencies, obtaining leases and permits.
5. Layout of ski area and design of lifts and snowmaking machinery.
6. Engineering of site utilities, water, electricity, telephone, sewage, storm water and roads.
7. Construction of basic ski facilities, roads, utilities and parking.
8. Land sales.
9. Initiation of winter sports program.
10. Management and Administration Program.
11. Design and construction of further facilities.

It is anticipated that sufficient lifts, snowmaking equipment and temporary base facilities will be completed in time to open the area for skiing in the winter of 1971-72.

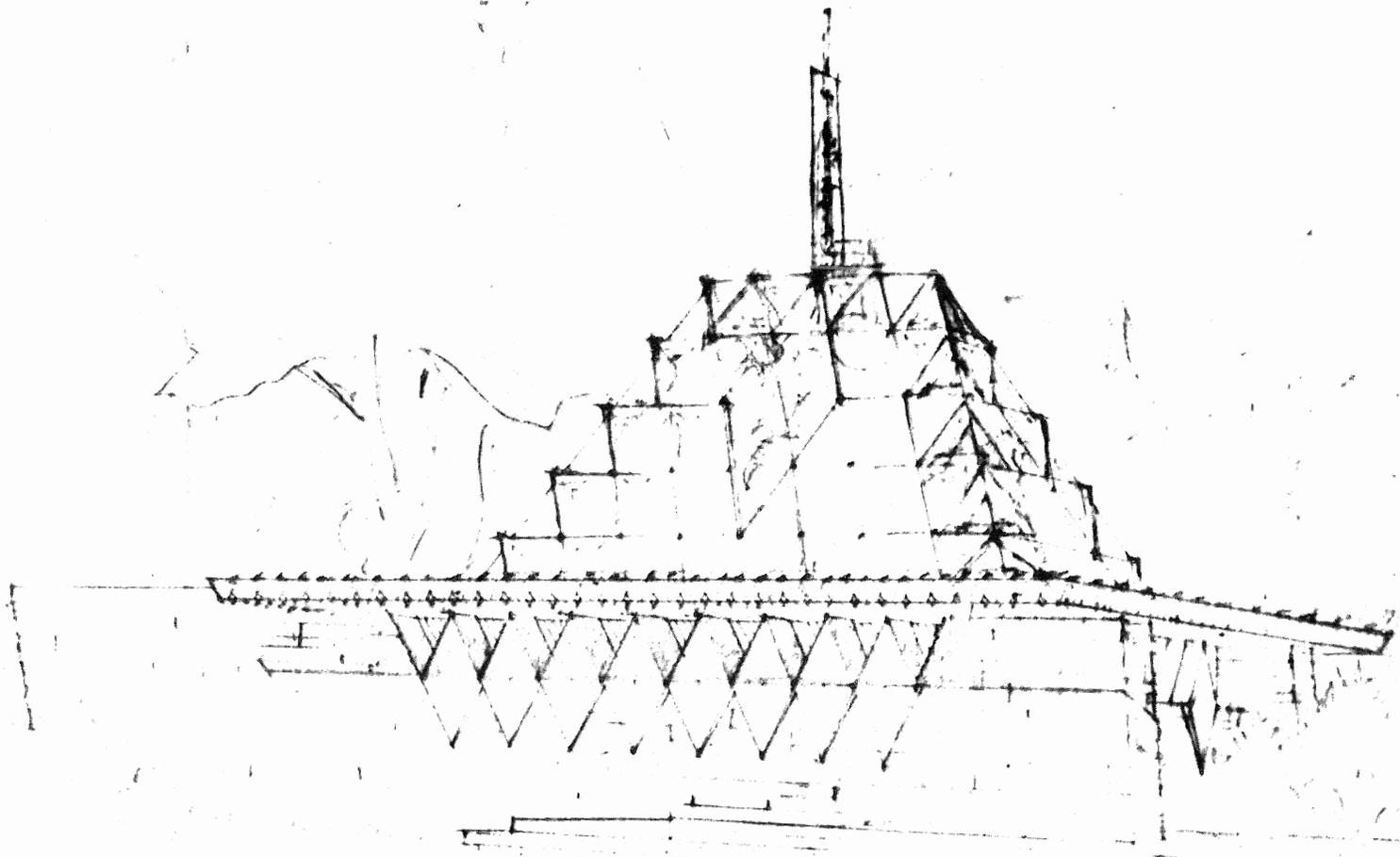
Experience will help shape the time table, and influence decisions for balanced planning, so that the amount of parking, lifts, runs and support facilities can grow in proper proportion to each other.

## FUTURE EXPANSION

In order to explore the full potential, the Master Plan indicates several possibilities for development occurring on land not actually under lease or purchase option at this time. These include the development of another major ski area contiguous with the first one on the east slope of Kern's Mountain and the northwest slope of Catback Mountain (Duncan Knob) and the knob at the north end of Waterfall Mountain. The larger ski areas have proved to be the most popular and successful. The chair lifts would be proposed for summer operation. Also suggested is a 75 acre lake in Crisman Hollow, fed by Passage Creek (presently a stocked trout stream).

A golf course is suggested for the area southwest of the project. Consideration is given to increasing the size of the project sufficiently to provide a balanced community of about 8,000 persons including basic activities: housing, education, cultural facilities, transportation, commerce, industry and recreation. The community would be designed for the fullest possible range of people and families of different compositions and incomes, open to members of all national, ethnic and racial groups. Within the land area of the initial development, it is proposed to plan for a series of apartments and condominiums to be built in stages. The village center would grow in stages, as needed, and as funds permitted. Additional shops and restaurants would be added, but always within the framework of the Master Plan.

It is recognized that the Master Plan will be subject to some future modifications, but the basic principles should not be altered.



FRANK LLOYD WRIGHT, ARCHITECT - INTER FAITH CHAPEL

## SUMMARY

A great opportunity exists in this charming and picturesque forest, with its blue hazy mountains, sheltered valley and quiet stream. It will be the goal of this project to blend with these natural resources, developing an enlightened and imaginative scheme for progressive development of the community, in scale with the human being, devoted to quality in life, and to enabling the individual to get back in touch with the land, his most valuable heritage.



Vital new forms are needed for environment, new expressions of life as now changed and as it will change continually.

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