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**2007  
General Plan  
Tahoe Donner Association**

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**Prepared by the General Plan Committee**

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## Explanation of Priority Numbers

**Priority 1** – To be started on and/or completed **within one year**.

**Priority 2** - To be started on and/or completed as early as **1 year** and no later than **3 years**.

**Priority 3** - To be started on and/or completed as early as **3 years** and no later than **5 years**.

### Summary of Recommendations and Priorities (Listed in order of appearance in General Plan)

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## 1. Executive Summary

Two years ago the General Plan Committee (GPC) began the task of updating the Tahoe Donner General Plan. The purpose of the General Plan is to provide long term guidance to the Tahoe Donner Board of Directors for future spending programs for amenities and infrastructure. This report summarizes the results of that effort.

The objective of the General Plan update is to:

- 1) Prioritize for the Tahoe Donner Board of Director (BoD) short, mid-term and long term amenity and infrastructure investment needs.

To understand the short and long term needs of the Tahoe Donner property owners the GPC conducted an extensive study of all Tahoe Donner Amenities and facilities. This study resulted in 6 key findings:

1. The highest priority of the property owners is to maintain and enhance open space areas and the trail system within Tahoe Donner and preserve the natural and peaceful environment.
2. There is a general lack of property owner support to invest in new amenities or expansion of existing amenities at this time. Rather, owners would like to see Tahoe Donner maintain successful amenities at or near their present level of service.
3. The current maintenance and storage facilities of the Tahoe Donner Association are in serious need of upgrading and/or replacement.
4. The ski lodge requires a detailed study that is beyond the capability of the General Plan Committee. The study should take in to consideration:
  - Identifying short- and long-term maintenance needs that are required to maintain the long-term viability of the building, including the structure, foundations, utility systems, deck, etc.
  - Identifying concepts for a larger, new facility that would fit in with the surrounding ski hill condominiums if structure replacement is found to be required for long-term operation.
  - Identify short-term facility modifications/expansion that would increase level of service and be economically justified.
5. The need for additional parking is pervasive across a significant number of Tahoe Donner amenities.
6. Consideration should be given to modifying or closing amenities that have limited property owner utilization, poor financial performance, and have perhaps evolved beyond their original purpose.

### 1.1 Methodology and Approach

The findings from this study are the direct result of information the GPC collected during the past two years using the following methods.

- Interviews with amenity managers
- Property owner input
- Tahoe Donner Surveys
  - 2006 Tahoe Donner Demographic Study
  - 2006 General Plan Committee Survey
  - 2005 General Plan Committee Survey
- Tahoe Donner financial reports
- Data from the Town of Truckee and other public entities

The GPC broke into several teams where each team was assigned a section of the General Plan to update. The General Plan Committee invited Tahoe Donner property owners to participate in the bi-monthly meetings as well as review drafts of each section on-line. Few property owner comments were received. At the bi-weekly meeting the team reviewed and critiqued each section of the plan. Sections were reviewed a minimum of three times before being finalized.

## 1.2 Key Findings & Recommendation

**Finding 1:** According to a significant majority of survey respondents, property owners wish to maintain and enhance present open space areas and the trail system within Tahoe Donner and preserve the natural and peaceful environment. Our research indicates that although Open Space is technically not an amenity, many Tahoe Donner property owners place as much or more value on it as they do the official amenities. The Tahoe Donner Board may want to take a more deliberate role in preserving our open space and enabling property owners to receive maximum benefit from our natural surroundings.

### Summary of Recommendations:

1. Establish a General Policy Review function for review of general policies both related to open space and trails, and any other policy modifications. Among other policies, this committee would suggest procedures for further development of OARP and suggest procedures for binding or non-binding results of membership surveys.
2. Change the TDA By-Laws so that any sale, disposal, or change of use of Other Association Real Property (OARP) outside of the bounds of the subdivided development of TD, including the sale or swap of OAR property, would require membership approval. If during the acquisition of land, the Board determines it necessary or prudent to swap or trade Association property to facilitate the acquisition of desired land, the Board does not need member approval if it deems that waiting for such approval might endanger the desired acquisition.
3. Establish a process and structure for identifying a comprehensive list of property whose acquisition might be of benefit to TDA, and establish policy to ensure that any proposal for acquisition of new property include a detailed discussion of potential cost/benefit analysis to the TDA membership and demonstrate the useful purposes of the property to the TDA membership.
4. Create a budget line item budget to fund permanent and temporary staff, labor, and materials to preserve, maintain, and enhance the TDA trail system.
5. Create trail access parking at existing roadside trail access points where parking currently does not exist.

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**Finding 2:** The 2005/2006 General Plan Committee Survey indicated that property owners are not in support of the association investing in the creation of new amenities at this time. Property owners are pleased with the current amenities and would like to see them maintained. There is a lack of support for any new project that would result in an assessment increase.

### Summary of Recommendations:

1. The board should focus on maintaining the current Tahoe Donner amenities. The board should only consider making a large amenity improvement when the infrastructure of an amenity is no longer safe or creates a risk for the association.

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**Finding 3:** The current maintenance and storage facilities (general maintenance, forestry and vehicle maintenance) are in serious need of upgrading and/or replacement. There is likely an opportunity to improve maintenance productivity and/or reduce costs by combining these facilities at a single location.

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**Summary of Recommendations:**

1. The GPC recommends a detailed evaluation for combining all maintenance facilities (except Golf and DSL grooming equipment) into one facility. This would provide an improved efficiency in the use of space by combining such common facilities as administrative support staff offices, restroom, locker and break room facilities, hazardous material handling, and other such facilities.

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**Finding 4:** Although recognizing that property owners do not support a major investment in the downhill ski center, the long-term viability of the downhill ski lodge has been questioned so the GPC recommends a detailed study that is beyond the capability of the General Plan Committee. The study should take in to consideration:

- Identifying short- and long-term maintenance needs that are required to maintain the long-term viability of the building, including the structure, foundations, utility systems, deck, etc.
- Identifying concepts for a larger, new facility that would fit in with the surrounding ski hill condominiums if structure replacement is found to be required for long-term operation.
- Identify short-term facility modifications/expansion that would increase level of service and be economically justified.

**Summary of Recommendations:**

1. In the shorter term, appropriate steps should be taken to maintain and upgrade the existing building, including replacing the roof, replacing leaking windows, etc.
2. That the Association retains appropriate consultants to evaluate the long-term structural and functional viability of the ski lodge building.

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**Finding 5:** The need for additional parking is an issue that is pervasive across Tahoe Donner. Cross County Skiing, Downhill Skiing, the Marina, and trail access points all face parking challenges.

**Summary of Recommendations:**

1. Establish a small task force to investigate creative and cost effective ways to address the limited parking issue.
2. Investigate opportunities to provide small additional parking areas that could serve multiple amenities.
3. Explore parking management strategies that would provide more spaces for amenity users, such as relocating employee parking at the downhill ski area during peak periods.

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**Finding 6:** Tahoe Donner may want to consider modifying the use or closing amenities that have limited property owner utilization, poor financial performance, and have perhaps evolved beyond their original purpose.

**Summary of Recommendations:**

1. The original purpose of the Alder Creek Campground was to provide property owners with a place to camp/RV while developing their lots. Now that the majority of Tahoe Donner lots have been developed the GPC questions the need of this facility by property owners. Additionally, property owner usage accounted for only 19% of the total usage in 2005.

2. The Equestrian Center is the second least used amenity with 2% of property owner use and is the third most expensive amenity at the cost of \$34.51 annually per property. If property owner usage and financial performance of this facility cannot be improved the board should, take steps to change use or retire the amenity.

Table 1 below shows the 2005 usage amenity fee allocation per property and usage rates.

**Table 1: 2005 Amenity Cost and Usage**

Amenity	2005 Property Owner Cost	Use 10+ times a year	Use 6-10 times a year	Use 1-5 times a year	Never Use
Trout Creek	\$30.30	47%	17%	21%	16%
Marina	\$11.00	19%	17%	41%	22%
Downhill Ski	\$115.66	12%	13%	42%	33%
Golf	\$137.99	11%	12%	31%	46%
Cross Country	\$24.04	10%	6%	26%	58%
Tennis	\$17.12	7%	5%	21%	67%
Equestrian	\$34.51	2%	3%	27%	69%
Campground	\$5.52	0%	1%	12%	87%

### 1.3 Summary

The Appendix contains complete information for each key finding including background, usage and revenue data, analysis and recommendations. The Appendix also includes reports for all Tahoe Donner amenities that were not specifically mentioned in the Key Findings section.

Refer to Exhibit 1 for the GPCs prioritized list of actions we recommend the board take. Each action has been categorized by priority level and time frame.

Refer to Exhibit 2 for a list of potential joint use parking opportunities with a list of corresponding maps.

The GPC requests that the Board vote to accept this plan and make a commitment to implement the key recommendations from the 2007 General Plan Update. We think a board/committee workshop is needed to consider the recommendations of this plan, and we recommend that an implementation schedule be formed and that status reports be provided on a quarterly or other timely basis to document the progress of executing this plan. Lastly, because the various findings and recommendations are complex, the GPC recommends that the Board establish appropriate overview committees to lead efforts that result from this report.

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**2.1****ALDER CREEK CAMPGROUND****BACKGROUND**

Tahoe Donner's campground is located on a ten-acre site on Alder Creek Road two miles east of the intersection of Fjord Road and three miles west of State Route 89. The campground is open from the last week of May until mid-September, weather permitting. It is managed by seasonal employees who live at the site.

Along the banks of Alder Creek, the campground has 44 campsites, 21 for tents and the remaining 23 are RV sites, 18 of which provide electricity and water. Three of the RV sites include a sewer hook-up, including the site used by the manager. There is one large campsite with electricity and water that is utilized for group camping. The group site, which provides eight parking spaces, can accommodate 100 people; an extra porta-potty is leased when a large group uses the facility.

The campground has a restroom and laundry building that provides hot showers, flush toilets, sinks, etc. A stainless steel outdoor sink is available for dish washing, etc. The campground is spacious and has fire rings, barbecues, horseshoe pit, volleyball/ badminton court, a sandbox, and other amenities. Wireless internet access was added in 2006.

Since the previous General Plan was prepared, five tent sites have been converted to RV sites in response to demand levels. The women's bathroom has been made ADA compliant but the men's has not yet been modified.

**INFORMATION AND ANALYSIS**

The Campground is one of the Tahoe Donner amenities that is open to the public. During 2005, public usage days represented approximately 50%, with the remainder split between property owners and their guests. The season is approximately three and a half months, with the greatest percentage of use during July and August when the campground may be full on weekends but there is usually capacity on weekdays.

**Table 2.1.1 2006 Campground Rates**

Campground Rates	Members	Guests	Public
Campsites	\$14	\$18	\$20
Campsites w. hook-ups	\$19	\$25	\$28
Group Site	\$80	\$90	\$100
Additional vehicle	\$5	\$5	\$5
Wood (per bundle)	\$5	\$5	\$5
Sewer (per day, limited# hook-ups)	\$5	\$5	\$5
Dump Station (for non campers)	\$5	\$5	\$5

**Table 2.1.2. 2006 Rates at other Camping Facilities**

Coachland RV spaces	\$39
Donner Memorial State Park campsites	\$25

Occupancy is limited to 28 days and monthly rates are available, \$365 for a tent site and \$535 for a RV campsite with hook-ups.

Spring runoff of Alder Creek overran three of the tent sites, and they need to be raised slightly in order to continue to use them. Boulders and debris in the creek also contributed to the problem, but this should be repaired.

Additional marketing and information should help raise the usage level of the Campground. Its rates are lower than Coachland, which has a limited number of transient RV spaces, as well as Donner Memorial State Park, which

charges \$25 a night for tent or RV sites, but charges for showers and does not provide hook-ups or a dump station for RVs.

**Table 2.1.3. Campground Operating Results**

	2001	2002	2003	2004	2005
Revenue	\$23,188	\$26,790	\$38,848	\$37,872	\$46,610
Operating Expenses	\$39,002	\$51,324	\$48,565	\$58,556	\$60,177
Net Operating Results	-\$15,814	-\$24,534	-\$9,717	-\$20,684	-\$13,567
Allocated Overhead	\$4,570	\$6,890	\$6,669	\$14,254	\$15,212
Net Results with Overhead	-\$20,384	-\$31,424	-\$16,386	-\$34,942	-\$28,779
Cost Recovery Ratio	53%	46%	70%	52%	62%
Capital Expenses/Funding	Na	\$16,183	\$24,103	\$25,619	\$7,086
Net Results with Overhead/ Capital Expenses	Na	-\$47,607	-\$40,489	-\$60,561	-\$35,865
P/O Yearly Assessment/ Contribution		\$7.32	\$6.23	\$9.32	\$5.52

**Table 2.1.4. Campground Usage**

	2003	2004	2005
- days of operation	114	131	108
- member use days	327	314	331
- guest use days	760	739	396
- public use days	679	670	1,052
- total use days	1,766	1,723	1,779
Capacity utilization	35%	30%	37%

The Campground revenue has increased substantially in recent years. While expenses have increased, the net operating results have improved since 2002. Cost recovery was 80% in 2003 but dropped in 2004 before recovering to 77% in 2005. The net results for 2005 represent approximately a \$4.50 assessment per parcel.

## FINDINGS AND RECOMMENDATIONS

### Finding No. 1

The campground is partially accessible for the disabled.

### Recommendation A

Minor modifications should be completed to the men's bathroom to make it ADA compliant. Several campsites should be modified to ensure ADA access.

YES  NO PRIORITY NUMBER: 1

### Finding No. 2

The current facilities and campgrounds require a considerable amount of annual and on-going maintenance.

**Recommendation B**

Other minor capital investments should continue to maintain the campground in its excellent condition. Replacing the bathroom floors with a smoother surface material would make it easier to keep clean, and new synthetic wood picnic tables would reduce annual maintenance costs.

**YES** \_\_\_ **NO** **PRIORITY NUMBER: 2**

**Finding No. 3**

The campground operates at less than 40% of capacity during its 3.5-4 month season, although usage is much higher on summer weekends. RV spaces are in greater demand than tent spaces. The long-term viability of the campground remains in question. Anecdotal information suggests that some TD lot owners used the campground prior to or during the construction of their homes. As TD approaches build-out, there will be fewer property owners using the campground. Thus, its future success depends on our ability to attract public use to the facility.

**Recommendation C**

The Association should consider adding water and power to several current tent sites, and converting them to additional RV spaces. Additional marketing is needed to attract more public users. Public rates should be increased by approximately \$5-10 to bring them closer to current market for a facility with its amenity levels. Member rates should be increased a lesser amount.

**YES** \_\_\_ **NO** **PRIORITY NUMBER: 2**

**Finding No. 4**

If campground usage and cost recovery do not improve based on prior recommendations, the Association should consider the long-term viability and consider the option of establishing other uses for the campground site.

**Recommendation D**

If the long-term viability does not indicate that public usage can be increased, the Association could consider alternative uses for the site, including developing a site for employee housing, or selling additional lots for development and using the revenue for other Association amenity needs. These changes would require approval from the Town of Truckee and property owners.

**YES** \_\_\_ **NO** **PRIORITY NUMBER: 3**

The purpose of this portion of this report is to review the cross country facility and operations in context of the adequacy of the operations and future long-term needs. Specifically, this report will review the capacity, usage, facilities, revenue and costs of operation of the facility.

## BACKGROUND

The cross country, or Nordic, ski center is located at the west end of Alder Creek Road where it shares a 4,200 square foot building with the Equestrian facility. The portion of the building used for cross country center is 2,500 square feet plus an uncovered 500 square foot outside deck. In addition to rentals of ski equipment and retail sales, the center has a small kitchen capable of serving both hot and cold meals and beverages, including wine and beer. The meal service seating capacity inside the building is approximately thirty persons.

Snow conditions permitting, the ski season typically runs from Thanksgiving through the weekend following Easter of the following year. Since less snow is required to keep the groomed trails open, the cross country ski season is longer (and more predictable) than the downhill ski season.

The Tahoe Donner Cross Country Center is a premier facility with some of the finest terrain anywhere. It enjoys a loyal customer base split approximately evenly among homeowners and the public. According to the 2006 demographic survey, 42 percent of property owners use this facility, with 10 percent using it more than ten times a year.

### Capacity

The total capacity of the center is enormous when viewed from the amount of trail mileage. It is generally assumed that the total capacity of the center is theoretically unlimited as any number of skiers can start skiing at the same time. Also, due to the extensive trail system, overcrowding of trails to the extent of diminishing the quality of the skiing experience is unlikely. However, since beginning, intermediate and family skiers tend to utilize a more limited number of trails, therefore we must be sensitive to the potential for a crowded feeling.

Factors that affect capacity from a practical standpoint are the limited amount of seating inside the small building, the availability of rental equipment, and parking. As the popularity of the amenity has increased over the past sixteen years, parking along Alder Creek Road has become a bigger problem since the amount of *off road* parking space is wholly inadequate at busy times. Each of these items will be addressed below.

### Areas of Operation

- **Parking**

Presently, the cross country center can park 100 cars in the lot and an additional 50 cars can be parked along Alder Creek Road. At 2.5 to 3 persons in each vehicle, a theoretical maximum of 375 – 450 patrons may use the facility at any given time. Assuming the typical user spends approximately three hours at the cross country center, the center has a theoretical maximum of 750 -900 users per day though experience shows actual usage can be up to 800 users per day. These numbers are affected by the actual number of skiers per vehicle, the number of skiers who ski directly onto the trails from surrounding homes and the number of skiers who park outside the overflow area on Alder Creek Road. On busy days and holiday weekends, cars can be seen parked along the sides of Alder Creek Road north to and up along Wolfgang Road. If there is a desire to increase capacity of the center, the parking issue should be addressed, in addition for the comfort and convenience of the cross country center patrons and to avoid conflicts with the Town of Truckee's parking regulations.

- **Facility**

In general, the cross country building is at or over capacity in servicing customers. While the indoor seating in the restaurant area is adequate for mid-week business, on peak weekends and holidays and during inclement weather, the seating area becomes quickly overcrowded. The recent changes have improved the overcrowding. Over the next ten years, however, if more residents live full time or half time in the area, the existing facility may be overcrowded more frequently.

An expansion of the restaurant area would add greatly to the atmosphere and the quality of the experience of our customers. Outdoor seating on nicer days is limited by the number of picnic tables the manager is able to place on the snow. The outdoor seating enables the center to expand by providing more seating to our customers.

Retail space is limited, but adequate for the present level of service provided by the center. The retail inventory consists of mainly souvenir items, sunglasses, hats, gloves, ski care products and equipment spare parts along with ski clothing. Retail sales are ancillary to the main business of the association and revenue helps to offset the center's general operating expenses. The retail area is presently large enough to handle the center's modest inventory. The equipment rental area is adequate for the present level of service.

The restrooms are in good condition and are large enough to handle the center's busiest periods. The addition of porta-potties may be recommended during special events. Long-range facility needs should include storage and maintenance of equipment.

- **Equipment**

Presently, the association owns 350 sets of rental equipment (skis, boots and poles), approximately 100 of which are in children's sizes. The association also owns 12 pairs of snowshoes and 6 pulka sleds, all of which are available for rental. Rental stock is currently sufficient to handle even the busiest days. However, as usage at the facility increases, the need for rental equipment will similarly increase. Presently, the ability to expand the inventory of rental equipment is limited by the ability to store the equipment and service the customer.

- **Food Services**

The cross country center provides good quality food at a reasonable price. The food is prepared on site, in the kitchen located within the existing building. The kitchen is of sufficient size to enable the center to offer catering services. The menu consists of such items as homemade soups, sandwiches, breads, snack breads, cookies, brownies, fruit, beverages, pizzas, quiches and other items. The quality and freshness of the food is excellent. The food services are extremely popular with the customers and net revenues help to offset the center's general operating expenses.

A more limited selection of food and beverages is also offered at the cook house in Euer Valley on weekends and holidays. The food is transported to the cook house via snowmobile. Cook house food sales produce no net revenue, except on the busiest days. Nonetheless, the offering of food services at the cook house is considered an added value and service. It enhances the overall quality of the experience for the entry level and occasional skier.

- **Trail System**

Approximately two-thirds of the 115+ kilometers of groomed trails are located on *Tahoe Donner* property within the "2,000 Acres." The remaining trails are located in the Euer Valley and contiguous lands. The trail system is largely located over existing roads, which are used in the summer for equestrian, biking, hiking and fire access. Due to the ability to groom over the snow pack, the trail system is not limited to roads, thus many trails are located over terrain, which in the summer is covered by brush and largely inaccessible. The present manager has expanded the existing trail system and re-routed trails to make access easier for less experienced skiers and also included more challenging trails for the more experienced skier. Maintenance and environmental mitigation work on the trails fits within the existing budget. Currently Tahoe Donner Cross Country is participating in an experimental program with other ski areas to assess and minimize environmental impacts from the ski operation.

Any expansion or development within the "2,000 Acres" must be looked at carefully in terms of the impact it may have on the cross country trail system. Partially what makes the Cross Country Center unique and world class are the large number of beginner and intermediate terrain and the teaching facilities provided by this terrain. Any expansion plans or re-routing could have a significant impact upon usage and the quality of the service. While most advanced skiers would simply ski the upper, more difficult trails, if the trails are perceived to be too difficult, families and recreational skiers will choose to ski elsewhere. This could be particularly

severe given aging of the Tahoe Donner population along with the need for extended families who depend on this diversity. In turn this could have a severe impact upon the revenue generated by this amenity as the bulk of the income comes from this segment of the skiing population.

## INFORMATION AND ANALYSIS

### Usage

When snow and weather conditions are good, the patronage at the center is quite high on weekends and holidays--totaling as much as 800 on a given day. There is a fee structure in effect that provides for season passes for both property owners and the public, as well as daily fees for both. The graph below illustrates the property owner use of season passes as opposed to season passes purchased by the public. It should be noted that statistics are not kept on a calendar year basis but on a winter ski season.

**Table 2.2.1. Cross Country Center Usage Trends**

Seasonal Usage	2001-02	2002-03	2003-04	2004-05	2005-06
Property Owners Season Passes	270	291	382	385	373
Public Season Passes	266	236	305	368	292
Combo Passes	91	94	120	150	
Combo passes –Property Owners					146
Combo passes- Public					30
Property Owner Trail Passes	2,221	2,368	2,711	2,694	1,994
Public Trail Passes	14,459	16,254	13,368	14,727	11,156
Guest Trail Passes	640	1,073	1,310	1,261	1,208
Employee & Other Comp					3,320
Season Pass Estimate	14,107	13,972	20,085	22,100	19,000
<b>Totals</b>	<b>31,427</b>	<b>31,427</b>	<b>33,667</b>	<b>41,338</b>	<b>36,678</b>

This facility is not as susceptible as others are to comparisons of usage vs. capacity, because of the aforementioned limiting factors (parking in particular). Suffice it to say that if parking capacity were to be increased, there is ample capacity for significant growth. However, as patronage increases, the size of the building will increasingly become a larger problem. On weekdays, usage is notably less than on weekends and holidays.

### Fees

Trail pass fees (seasonal and daily) were previously set annually by the board of directors in concert with the concessionaire. Presently, they are set by the board with the recommendation of the *Tahoe Donner* staff and approval of the general manager. There is discussion the fees will be increased. The 2001-2005 fee schedule follows:

**Table 2.2.2. Cross Country Center 2005-06 Fee Schedule**

Cross Country	Adult (13-59)	Senior (60-69)	Child (7-12)
<b>Season Pass (Property Owners)</b>			
Prior November 1	\$ 180	\$ 160	Free
After November 1	\$ 220	\$ 180	
<b>Daily Track Pass (Property Owners)</b>			
All Day: 8:30 a.m. - 5:00 p.m.	\$ 15	\$ 12	Free
Half Day: 1:00 p.m. - 5:00 p.m.	\$ 11	\$ 10	
Twilight: 3:00 p.m. - 5:00 p.m.	\$ 9	\$ 8	
Night: 5:00 p.m. - 8:00 p.m. (Wed. & Saturday)	\$ 9	\$ 8	
<b>Season Pass (Public)</b>	\$ 290	\$ 225	Free
<b>Daily Track Pass (Public)</b>			
All Day	\$ 21	\$ 16	Free
Half Day	\$ 16	\$ 10	
Twilight	\$ 12	\$ 10	
Night (Wednesday & Saturday)	\$ 12	\$ 10	

**Table 2.2.3. 2005-06 Cross Country Equipment Rental Rates**

Cross Country Equipment Rental Rates*	13 & Older	12 & Under
All Day: 8:30 a.m. - 5:00 p.m.	\$ 19	\$ 10
Half Day: 1:00 p.m. - 5:00 p.m.	\$ 15	\$ 7

\* Rental includes skis, boots and poles; snowshoes; - demo rates are higher

**Revenue and Total Cost**

During the ten years the cross country ski center was operated by various concessionaires, total concession revenues grew steadily. The contract with the various concessionaires provided that the association be paid a percentage of the gross revenue. During the time the facility was operated by concessionaires, income received from the cross country center did not always exceed the cost borne by the association. In 1993, the assessment cost per lot was .72 cents. In 2005 it was \$24.04

Cross country revenue is generated from five main sources: Trail and season passes; rentals; lessons; retail sales; special events, and food and beverage. The cross country operation has tremendous potential. Historical as well as current results indicate the opportunity for a well-run operation to generate financial success. During the six seasons of 1992 to 1997, operating expenses, excluding capital expenditures, ranged from a low of 82% of projected to a high of 114% which translates into a range of \$263,552 to \$394,861. During this same time period, property owner day use ranged from 1,000 to 2,000 visits and property owner season passes have averaged approximately 250 per year. Public season passes have averaged just over 100 sold per year. The season pass and property owner use sales have not fluctuated significantly in good or bad weather years. As the current usage and revenue figures indicate the center consistently generates a profit in good snow seasons and almost breaks even in bad snow years.

**Table 2.2.4. Cross Country Center Operating Results**

	2001	2002	2003	2004	2005
Revenue	\$398,188	\$456,883	\$469,116	\$498,654	\$480,149
Operating Expenses	\$378,587	\$356,354	\$372,748	\$396,724	\$413,440
Net Operating Results	\$19,601	\$100,529	\$96,368	\$101,930	\$66,709
Allocated Overhead	\$44,358	\$47,841	\$51,185	\$92,420	\$91,879
Net Results with Overhead	-\$24,757	\$52,688	\$45,183	\$9,510	-\$25,170
Cost Recovery Ratio	94%	113%	111%	102%	95%
Capital Expenses/Funding	na	\$27,386	\$69,095	\$73,440	\$131,061
Net Results with Overhead/Capital Expenses	na	\$25,302	-\$23,912	-\$63,930	-\$156,231
P/O Yearly Assessment/Contribution	na	\$0.00	\$3.68	\$9.84	\$24.04

**Euer Valley**

One of the most critical aspects of a successful operation is that the ski experience be challenging, but not frustrating for all levels of skiers. Although the bulk of the trail system for the amenity is within the "2,000 Acres", the most popular trails for advanced beginners, families and intermediate skiers are in the Euer Valley. This is because Euer Valley trails are generally flat (with the only difficult part being the trail down into Euer Valley and the trail out of Euer Valley) and also because the Euer Valley Cookhouse provides a warm and welcome resting spot. The Euer Valley is also popular with more experienced skiers. Thus, it is crucial to the operation of the cross country facility that *Tahoe Donner* be in the position to insure long-term access to Euer Valley.

*Tahoe Donner* must look into the viability of operation even if the cross country center were to lose long-term access to Euer Valley. Care must be taken to avoid extensive capital expenditures until we know whether the cross country operation would be viable in such a situation. At the same time, alternatives must be explored. For example, creating a second facility on the golf course is not a realistic option, as it would require crossing too many streets. Similarly, Carpenter Valley is not an option as the owners are disinclined to allow access onto their property. Also, extending into the forest service land at the end of the Lions Leap Trail would be acceptable to the hard-core skiers, however the access trail at that spot would be extremely difficult due to the steepness of the terrain.

**FINDINGS AND RECOMMENDATIONS**

**Finding No. 1**

The Tahoe Donner Cross Country Center is a premier facility with some of the finest terrain anywhere. Usage is growing and the most significant constraint is parking.

**Recommendation A**

First and foremost the association should look at solving the parking problem. Paving or mitigation materials that would allow parking in the existing corral areas during the winter need to be pursued. Additional paving and parking controls along Alder Creek Road would be helpful both for capacity and safety, but wetland issues may preclude this. Satellite parking needs further investigation although the nature of Cross Country experience—short durations, ski changes and temperature management—can make this less attractive to users. A shuttle service from existing parking lots on weekends should be explored as an immediate short-term solution with other options as articulated above explored for a more permanent solution. There may be an opportunity to offer joint use parking with other facilities as described in the Executive Summary Finding 5.

**YES**     **NO**    **PRIORITY NUMBER: 2**

**Finding No. 2**

If the demographic trends continue and more and more homeowners use the facility as users-days continue to increase, options may need to be explored for the potential expansion of the existing facility. Because the building itself is located on a wetlands area, expansion outside of the existing footprint of the building may be precluded. Possibilities which could be explored include expanding the existing facility by creating a larger second story and deck area or expansion over the stable areas.

**Recommendation B**

Monitor usage patterns of the Cross Country Center and the status of the Equestrian Center. Beyond five years, the Association may need to consider a significant investment to upgrade the facility.

**YES** \_\_\_ **NO** **PRIORITY NUMBER: 3**

**Finding No. 3**

The Euer Valley trails represent a key element of the trail network and the winter lease of property from the Euer Family is important to the success of the Cross Country area.

**Recommendation C**

The association should seize any opportunity to secure long-term access to the Euer Valley which might present itself. If the Euer Family sells the property, the Association should use its right of first refusal to purchase the property, both for winter cross country and summer usage. If Tahoe Donner cannot purchase the property, it is essential that the Association take any steps necessary to extend the winter easement for the ski trails.

**YES** \_\_\_ **NO** **PRIORITY NUMBER: 3**

**This priority could become a Priority 1 should an opportunity present itself.**

**BACKGROUND**

The Tahoe Donner downhill ski area consists of approximately 120 acres located within the large loop of Skislope Way. On the western edge of Tahoe Donner, the ski hill rises from an elevation of approximately 6,750 at the lodge at the base to an elevation of 7,350 at the top of the north-facing hill. The ski hill is open to property owners, guests, and the public during a season that starts around December 15<sup>th</sup> (when conditions allow), and ends on the weekend following Easter of the following year – usually early to mid-April. Standard hours of operation are from 8 AM to 5 PM with lifts in operation from 9 AM to 4 PM. The facility has a niche as a “family-friendly” hill, oriented to beginners, children, and telemark skiers.

The facility includes an approximately 10,000 square foot lodge, four lifts, and limited parking. The lodge includes a cafeteria and bar, rental shop, retail shop, Snowflakes ski school for children, ticket office, locker room, and ancillary activities such as ski school locker room, storage spaces for food service and rental shop, bathrooms, ski patrol office, etc. In addition, there is an approximately 4,200 square foot south facing deck which provides an excellent eating/resting area in good weather.

**Parking**

The only parking immediately adjacent to the lodge and hill is a few spaces reserved for disabled patrons and owners and guests at the ski bowl condominiums. In addition, approximately 30 parking spaces below the condominiums are reserved for employees – in exchange for TD doing snow removal and providing some lift tickets for condo owners.

Ski hill parking is provided at two lots across Snowpeak Way, a larger three-level lot containing 126 spaces, and the lot north of Slalom Way (east of the intersection with Snowpeak) which accommodates approximately 60 vehicles. Thus, the total off-street spaces is only 186; this is supplemented by approximately 70 on-street spaces on Snowpeak Way and Slalom Way. Parking is restricted to one side of the street so not to interfere with fire access or passage of other emergency vehicles. A 24-passenger shuttle bus is used to constantly shuttle patrons between parking and the lodge, depositing them adjacent to the ticket office. Because of difficulty walking in ski boots, the shuttle service is convenient and does not represent a major constraint. Parking availability is, however, a constraint, and on the 5-10 annual days that reach capacity, it is the parking capacity as opposed to the lift capacity that constrains the ski hill operation.

**The Lodge**

As cited above, the current lodge is approximately 11,000 square feet. The building was built in phases; the earliest sections are 32 years old and there are numerous space inadequacies and maintenance issues. The greatest deficiency is the size and layout of the area devoted to equipment rental. The 1,200 sq.ft. space is poorly designed for efficiency and is considerably smaller than the size it should be (by industry standards) for the volume of business it conducts. Waits for equipment rental can be 40 to 90 minutes, usually between 9 and 10:30 am. Alleviating this situation with a larger, more efficient rental area would probably result in more skiers renting equipment at the hill, as well as more skiers who do not return at present because of the negative experience attempting to rent equipment at Tahoe Donner. At present, 30% of TD ski hill users rent equipment at the hill. This varies resort by resort; at Boreal the proportion renting equipment is 60%, while at Squaw Valley it is very low – more skilled people tend to have their own equipment.

The Snowflakes ski school for 3-6 year old children is very popular – its capacity per session is 25 children – limited by the 870 sq. ft. room used when the children are inside. The program spends an hour on the hill, instructing the kids, and an hour of play/rest time inside. The 10:30am session is full each weekend day during the season. For the 2006-07 season, the program will try to operate four two-hour sessions on holidays and weekends, starting at 9:30am, 10:30am, 12:30pm, and 1:30 pm. This will require careful scheduling of groups to make sure one group is on the hill while the other is in the lodge. Space for children’s clothing, boots, etc. will be very tight, and additional space would allow the program to expand more easily.

The locker rooms and restrooms are also operating beyond their capacity. While many ski areas place lockers in hallways, the TD lodge does not have any hallways wide enough to accommodate additional lockers. The bar area is too large and the cafeteria area too small; while families use tables in the bar area, the overall space is too tight on poor weather days when the deck is not available. Relatively minor changes to the food service layout in the cafeteria would increase its throughput.

Several unsightly storage containers are used for major equipment, such as snowmobiles, etc. These are located behind the lodge and are visible from several of the ski hill condominiums.

### **Lifts**

There are four lifts at the ski hill. The first, Sun Kids conveyor lift, is a moving carpet approximately 80 feet in length with a six foot rise. It is used for the Snowflakes children's program. Mighty Mite is a 600 foot rope tow, with a 40-50 foot rise. It accommodates 550 skiers per hour. Snowbird, a double chair lift that rises about 300 feet in 1,800 feet, has a capacity of 800 skiers per hour. Eagle Rock is a quad chair that travels 3,300 feet with a vertical rise of 600 feet. It carries 2,400 skiers an hour. On busy days, the Snowbird lift has the longest waits – which are rarely more than 10 minutes.

## **INFORMATION AND ANALYSIS**

The success of the ski hill is dependent on uncontrollable factors – snow and weather conditions are obviously the most important factors. Every four years, the number of skier days seems to increase – and this correlates with the Winter Olympics which seems to provide good marketing for snow sports. Since the TD ski area is at lower altitude than prime ski areas, only has a vertical rise of 600 feet, and does not make snow, the ski hill does not compete with Squaw Valley, Northstar, Sugar Bowl, Alpine Meadows, etc., and is not priced to do so. It is a very good novice to intermediate ski hill. The competition are the other smaller, less vertical ski hills, such as Soda Springs, Donner Ski Ranch, and perhaps Boreal – although the latter two have more lifts and trails than TD.

The lift ticket prices appropriately reflect the beginner/intermediate nature of the ski hill, with 2005-06 daily/half day rates of \$18/\$13 for TD property owners, and \$10/6 for PO seniors and children. For the general public, the daily/half day rates were \$34/21 for adults, and \$13/\$8 for seniors and children. Season passes and midweek/non-holiday passes are available for adults, seniors, and children as well.

No discounts are provided to property owners on equipment rental, ski school, in the retail shop, and in the food and beverage operation. Ski package rentals were \$24 for adults and \$15 for children during the 2005-06 season, and snowboard rentals were \$33 and \$25 respectively. Demo skis are also available at \$35. Discounts are provided for multi-day rentals.

Table 2.3.1 illustrates the weather and calendar-related issues. The 2005-06 season was shortened by lack of snow (the hill could not open until December 27<sup>th</sup>), the hill was closed by severe weather on the prime holiday days of December 31<sup>st</sup> and January 1<sup>st</sup>, as well as three other days during the season, and drew 40,626 user days, compared to approximately 47,000 the previous two years. The average number of users per day in 2005-06 was 446, 10% higher than the previous seasons, but the significant reduction in days open could not be overcome.

Approximately 1/3 of the downhill ski users are property owners and their guests, and 2/3 are public users. This varies – property owners represent a higher proportion on prime holidays (sometimes public users are turned away if the area is over-capacity) and a lower percentage midweek. According to the recent TD demographic survey, 67% of TD property owners used the downhill ski hill in the past year, only trailing Trout Creek and the Beach Club among amenities used. Twelve percent of the property owners used the ski hill 10 times or more, just above the 11% of property owners who used the golf course 10 or more times. Thus, while the public represent the majority of ski hill users, many TD property owners use the ski hill and it is a popular amenity.

The results of the recent Demographic Survey show satisfaction with the Tahoe Donner ski area. Almost 85% of respondents gave good to excellent ratings for service and quality of instructors at the ski area; 82% gave good or excellent ratings to the Snowflakes children's program. In the overall rating of satisfaction, 65% gave the ski area a good or excellent rating, and only 4% gave it a poor rating. Satisfaction level with the ski hill cafeteria was not as good, only 41% gave it a good or excellent rating, and 12% gave it a poor rating.

As shown in Table 2.3.2, The TD Ski Hill did very well on prime holiday days, with the percentage use of 103-114% of a calculated 1,300 skier capacity over the past three seasons. The capacity is based on parking capacity. Ski school, the Snowflakes kids program, and the rental shop also operate at or above their capacity on prime holiday days. On regular weekends and regular holidays, the hill operated at 38-59% of capacity during the past three seasons, with regular weekends outdrawing holiday days. The rental shop did somewhat better, operating at 60-66% of capacity on weekends and 47-68% on regular holidays. The rental job is not operating efficiently at 60-66% percent of capacity.

During the past three seasons, the ski area has met or exceeded its “capacity” only 22 days; 9 in 2003-04, 8 in 2004-05, and 5 during the 2005-06 season. This is the number of days when parking, rentals, food service, the Snowflakes program, and locker usage overwhelms the facility. Lift capacity is virtually never a limiting factor.

**Table 2.3.1. Trends in Downhill Ski Area Utilization: 2003 - 2006**

Days Open	2003-04 season	2004-05 season	2005-06 season
- prime holiday days	12	9	6
- holiday days	15	27	17
- weekend days	24	18	16
- weekdays	68	65	52
Total Days Open	119	119	91
Total Attendance	47,573	47,078	40,626
Attendance/day	400	396	446

In terms of financial results, the net operating results, shown in Table 2.3.3, show the fluctuation, with 1998 and 2002, Olympic years, showing either an insignificant loss or a profit. From 2001 through 2005, ski hill revenue represented 96 percent of operating expenses, within the target set by TD management for public amenities. If December 2006 is good, the Ski Area manager expects the 2006 calendar year net to be positive.

Like other TD amenities this ratio of revenue to expenses does not include allocated Association overhead or capital improvements. Because the ski area has a large payroll, a large amount of Association allocated overhead is applied to the final net results, so the financial results with overhead are considerably worse. However, much of the Association overhead would still occur in the absence of the ski hill, and would be re-allocated to other amenities.

Because of the trend in the ski industry, which shows flat to declining participation in the sport, the long-term viability of the ski hill operation is uncertain. Many larger ski areas seem to be thriving on real estate transactions rather than skier revenue.

Short-term steps to marginally increase parking and increase space for the Snowflakes ski school and rental shop would enhance the skier experience and deal with some of the larger deficiencies on the hill that show themselves primarily on nice weather weekends and holidays.

A function by function analysis of the existing building suggested that approximately 20,600 square feet would be ideal, about 90 % larger than the existing 11,000 sq.ft. building (not including the 4,200 sq.ft. deck). To develop an efficient plan would require the ski lodge to be replaced, which would represent an \$8-10+ million capital investment for the Association, an investment that is used primarily for only four months of the year. The location within the ski bowl condominiums is limiting, as substantial expansion of the building and an attempt to use it for year round purposes (another recreation center, etc.) would be difficult. To build a new lodge would probably require multiple sprung structures for an interim year, as there really is no alternative appropriate site for a 10,000 sq. ft. plus footprint (two-story) ski lodge. The parking limitation and requirement to shuttle facility users has limited the off-season use of the facility for conferences, parties, etc.

## FINDINGS AND RECOMMENDATIONS

### Finding No. 1

Reaching a more definitive decision on recommendations for the ski lodge requires detail study that is beyond the capability of the General Plan Committee. Detailed analysis should include:

- Identifying short- and long-term maintenance needs that are required to maintain the long-term viability of the building, including the structure, foundations, utility systems, deck, etc.
- Identifying concepts for a larger, new facility that would fit in with the surrounding ski hill condominiums if structure replacement is found to be required for long-term operation.
- Identify short-term facility modifications/expansion that would increase level of service and be economically justified.

### Recommendation A

That the Association retain appropriate consultants to evaluate the long-term structural and functional viability of the ski lodge building.

YES \_\_\_ NO PRIORITY NUMBER: 2

### Finding No. 2

Given the difficult logistics and high cost of replacing the ski lodge, incremental improvements seem a more appropriate way to proceed in the short-term. Pending more technical analysis, remodeling and upgrading projects that can be accomplished in the 8-month period between seasons seem to be the way to extend the life of the building for another 5-15 years, pending detailed analysis. If industry trends improve and homeowner interest expands, the replacement decision can be re-considered in the future.

### Recommendation B

Appropriate steps needed should be taken to maintain and upgrade the existing building, including replacing the roof, replacing leaking windows, etc.

YES \_\_\_ NO PRIORITY NUMBER: 1

### Finding No. 3

The current lodge space is inefficient and insufficient for the variety of functional activities. The rental function is severely constrained by lack of space, bathroom space is inadequate, and the cafeteria/bar space is poorly laid out.

### Recommendation C

Because of the space limitations, the Association should consider moving the rental function to an adjacent *seasonal* sprung structure of perhaps 2,500 square feet (about 35 by 72 feet), approximately double its current space. Moving the rental shop out of the existing lodge would eliminate a major source of “pedestrian traffic congestion” from the existing lodge, and free up 1,250 sq.ft. that could be used for other crowded functions including additional lockers, space for the Snowflakes program, and expanded bathrooms.

TD needs to investigate alternative locations for the sprung structure – the site near the ticket office proposed in the past is very close to condominiums and within the viewshed of many of them. A site dug into the hill either between the deck and the lifts (if possible to do so without obscuring the view from the deck), or between the lodge and the container storage area would be visible to fewer units. In addition, we believe that a white seasonal sprung structure should be more acceptable to the owners of the condominiums, particularly since TD has committed to bury the shipping containers currently used for storage. Many other ski resorts use sprung structures during the season, including Sugar Bowl. The opposition of some ski bowl property owners should not prevent TD from taking necessary steps to maintain the viability of the ski hill amenity.

The bar should be reduced in size and the cafeteria re-organized to improve the customer flow. A small covered snack bar should be considered for the deck area. If a decision is made to retain the existing building in the long-term, the potential of a small supplemental bathroom building closer to the lifts should be considered.

\_\_\_ YES  NO Already a part of Recommendation A & B

**Finding No. 4**

Although the ski hill is highly used by members as well as the public, the financial performance is inadequate. There are several steps the Association should consider to increase revenue at the ski hill.

**Recommendation D**

1. Consideration should be given to restricting comps on prime holidays. On several prime holiday sessions during the 2005-06 seasons, comps represented 51-87 people out of 1400-1500 users. If potential public users were turned away because of comps, this represents \$1,500-3,000 in lost revenue per day. Many other ski areas limit comps on prime days and some even do not allow use of regular passes on prime holidays. We understand that comps are not available at the golf course on weekends so restricting comps at the ski hill would not establish precedent.
2. Evaluate the potential to add a small premium to adult rates on prime holidays. Sugar Bowl raises their adult rates from \$46 to \$59, and Alpine Meadows raises the adult rate from \$41 to \$49 on prime holidays. A \$3-4 increase for adult property owners and public users would increase revenue. The 2005-06 public prices are well positioned between the few less expensive, less attractive areas, and the mid-priced larger facilities, such as Alpine Meadows and Homewood.
3. Continue the program of reducing employee and other expenses wherever possible.  
 YES  NO **Operational item**

**Finding No. 5**

The Association should consider multiple strategies to increase public parking availability for the downhill ski facility.

**Recommendation E**

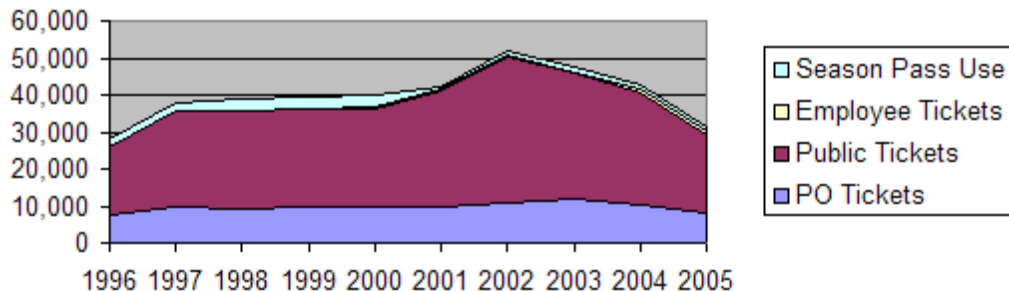
Employee parking should be relocated on prime holidays, with employees shuttled to the hill to open up an additional 30 spaces. This would allow another 100 patrons without overly impacting street parking. In addition, the Association should consider:

1. Creating 10-15 additional off-street parking spaces along the edges of the “lower” lot without impacting neighbor views or wetlands.
2. Consider the creation of an auxiliary joint downhill/cross country/hiking parking lot on Skislope (with a card swipe to allow direct access to the hill) as described in the land use section.  
 YES  NO **Operational item**

**Table 2.3.3. Financial Results of Tahoe Donner Downhill Ski Area: 1996-2005**

	1996	1997	1998	1999	2000	2001	2002	2003	2004	2005
Revenue	\$587,142	\$872,331	\$1,067,429	\$901,054	\$1,135,290	\$1,224,120	\$1,499,557	\$1,460,546	\$1,607,600	\$1,311,856
Operating Expenses	\$790,139	\$881,269	\$1,071,529	\$1,083,125	\$1,194,829	\$1,282,130	\$1,443,438	\$1,539,566	\$1,662,359	\$1,480,595
Net Operating Results	-\$202,997	-\$8,938	-\$4,100	-\$182,071	-\$59,539	-\$58,010	\$56,119	-\$79,020	-\$54,759	-\$168,739
Cost Recovery	74%	99%	99.6%	83%	95%	95%	104%	95%	97%	89%
Allocated Overhead	\$93,665	\$78,919	\$85,204	\$95,403	\$127,972	\$150,222	\$193,782	\$211,410	\$236,345	\$287,374
Net Results with Overhead	-\$296,662	-\$87,857	-\$89,304	-\$277,474	-\$187,511	-\$208,232	-\$137,663	-\$290,430	-\$291,104	-\$456,113
Cost Recovery Ratio	66%	91%	92%	76%	86%	85%	92%	83%	85%	74%
Capital Expenses	Na	Na	Na	Na	Na	Na	\$163,072	\$292,446	\$382,145	\$456,092
Net Results with Allocated Overhead & Capital Expense	Na	Na	Na	Na	Na	Na	-\$300,735	-\$582,876	-\$673,249	-\$912,205
P/O Yearly Assessment/Contribution							\$46.27	\$89.67	\$103.58	\$140.34
Usage	Interpolated									
PO Tickets	7,508	9,587	9,425	9,550	9,675	9,800	11,072	12,094	10,320	8,011
Guest Tickets										1,621
Public Tickets	18,509	26,055	26,339	26,464	26,589	31,525	39,273	33,676	30,323	21,373
Employee Tickets				125	250	246	564	406	835	835
Season Pass Use	1,950	2,350	3,400	3,525	3,650	494	945	1,284	1,291	1,291
Total	27,967	37,992	39,164	39,664	40,164	42,065	51,854	47,460	42,769	33,131
PO Season Passes (#)						226	194	243	284	293
Public Season Passes (#)						15	9	33	70	26
Combo Passes (#)						81	84	120	150	176

**Ski Hill Usage**



**Ski Hill Rev/Exp**

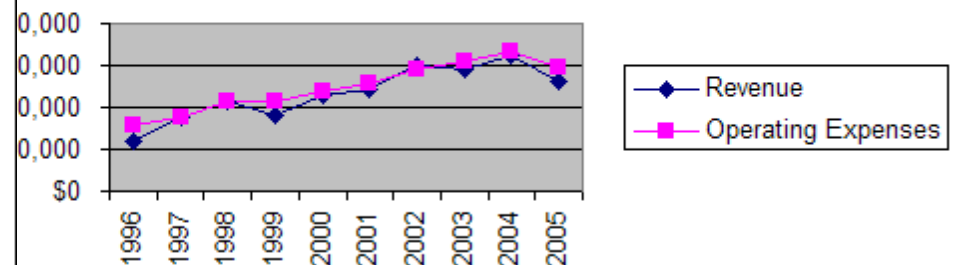


Table 2.2.2. Tahoe Donner Downhill Ski Hill: Utilization Statistics: 2003-2006

	Utilization Percentage											
	Midweek			Weekend			Prime Holiday			Regular Holiday		
	05-06	04-05	03-04	05-06	04-05	03-04	05-06	04-05	03-04	05-06	04-05	03-04
<b>Skier Use Capacity</b>	<b>1300</b>	<b>1300</b>	<b>1300</b>	<b>1300</b>	<b>1300</b>	<b>1300</b>	<b>1300</b>	<b>1300</b>	<b>1300</b>	<b>1300</b>	<b>1300</b>	<b>1300</b>
Use % of Capacity	11%	10%	9%	59%	54%	54%	114%	103%	112%	38%	50%	55%
<b>Ski School Capacity</b>	<b>150</b>	<b>150</b>	<b>150</b>	<b>150</b>	<b>150</b>	<b>150</b>	<b>150</b>	<b>150</b>	<b>150</b>	<b>150</b>	<b>150</b>	<b>150</b>
Ski School % of Capacity	14%	13%	13%	55%	53%	54%	106%	95%	107%	45%	57%	57%
<b>Snowflakes Capacity</b>	<b>60</b>	<b>80</b>	<b>80</b>	<b>60</b>	<b>80</b>	<b>80</b>	<b>60</b>	<b>80</b>	<b>80</b>	<b>60</b>	<b>80</b>	<b>80</b>
Snowflakes % of Capacity	26%	22%	18%	84%	67%	62%	109%	97%	86%	63%	60%	61%
<b>Rental Capacity</b>	<b>425</b>	<b>425</b>	<b>425</b>	<b>425</b>	<b>425</b>	<b>425</b>	<b>425</b>	<b>425</b>	<b>425</b>	<b>425</b>	<b>425</b>	<b>425</b>
Rental % of Capacity	15%	12%	12%	66%	59%	60%	107%	104%	113%	47%	64%	68%

	Other Data											
	Midweek			Weekend			Prime Holiday			Regular Holiday		
	05-06	04-05	03-04	05-06	04-05	03-04	05-06	04-05	03-04	05-06	04-05	03-04
<b>Member, Guest, Public</b>												
Member % of Skier Uses	24%	24%	22%	31%	26%	29%	38%	34%	40%	30%	27%	26%
Guest % of Skier Uses	5%	6%	4%	6%	5%	5%	7%	7%	6%	5%	5%	5%
Public % of Skier Uses	71%	70%	74%	63%	69%	66%	55%	59%	54%	65%	68%	69%

**PURPOSE**

The purpose of this portion of this element is to review the equestrian facility and operations to determine adequacy and future long-term needs (if any). Specifically, the goal is to review capacity, usage, revenue and costs of operation of the facility.

**BACKGROUND****General**

The equestrian center is located on Alder Creek Road and shares part of a 4,200 square foot facility with the Nordic ski center. Since 1992 the center has been managed by Tahoe Donner. The season of operation extends from approximately mid-June through Labor Day for daily operations, subject to weather conditions. Trail rides, lessons, and pony rides are offered during the month of September on weekends by appointment only. Boarding operations begin in mid-June, weather permitting.

There are currently 53 horses owned by the Tahoe Donner Association although it is anticipated this number will reduce to 36 or 37 head by winter. There is a major push to upgrade the stock with \$24,000 budgeted for each of three years to purchase up to 12 stock a year. This is an effort to obtain better all around stock and to phase out some of the older stock. Squaw Valley stables are closing and they are liquidating their stock. There is the potential for additional stock from them. All the older Tahoe Donner stock is being sold for a nominal fee and may be boarded together under a special program at the stables in coordination with the new owners. During the winter months, historically the stock has been housed on a dairy farm in Farmington. This changed because many of the horses went lame due to wet fields and too much rich grass. Significant costs were incurred housing them last year in Grass Valley because the amount of rain resulted in little or no pasture and required the purchase of feed. This winter, the horses will be pastured in Farmington on a different farm. This farm has both irrigated and non-irrigated pasture offering the opportunity to move the horses to a non-irrigated field once there is spring grass. Hopefully this will keep them from going lame.

The equestrian activities include boarding of horses, trail rides, pony rides, lessons, and camps for children. Additionally the facility can be rented for special events such as weddings and parties. The Saturday night barbecues, birthday parties and other special events help add to revenue and are popular.

**Boarding**

The capacity for boarding horses is 29. There is considerable capacity in the barn, only 50% are rented with five rented to property owners and one to the public. There are 12 box stalls located in the barn, and 17 pipe stalls located outside - 14 covered and 3 open. The 12 sheltered box stalls are the only ones provided at an equestrian facility in the Tahoe basin. There are approximately 70 horses on the property at this time, both private and owned by the association.

**Trail Rides**

The condition of the stock limited the number of trail horses available for trail rides over the last two years. In 2005, due to the condition of the stock only 5-6 horses were available for these rides rather than the typical 7-10. Weather permitting, trail rides are offered daily from June through August. In September, trail rides, pony rides and lessons are offered only on the weekends. Following the safety rule of no more than six horses per guide, capacity is often reached on weekends and weekdays during July and August. Groups larger than 6 people can make special arrangements and mid week groups can also request special accommodation. Over 38 miles of trails at varying elevation are used. Additionally the equestrian facility uses Euer Valley and Forest Service lands for trail rides. There are no budgeted funds for horse trails, mitigating erosion or environmental impacts or maintenance.

**Lessons**

Lessons are available throughout the summer from qualified instructors, and at scheduled times horsemanship camps for children are also offered. Lessons are generally full. The Camp Program includes

about 12 kids for each of three hours in the morning and three hours in the afternoon. Generally the camps serve about 20 youth a day. These camps are popular and teach a full range of riding and equestrian skills including care and feeding of the horses. Many of the existing stock that is being sold for a nominal fee were purchased by kids from the camp who have grown attached to these horses.

**Facility**

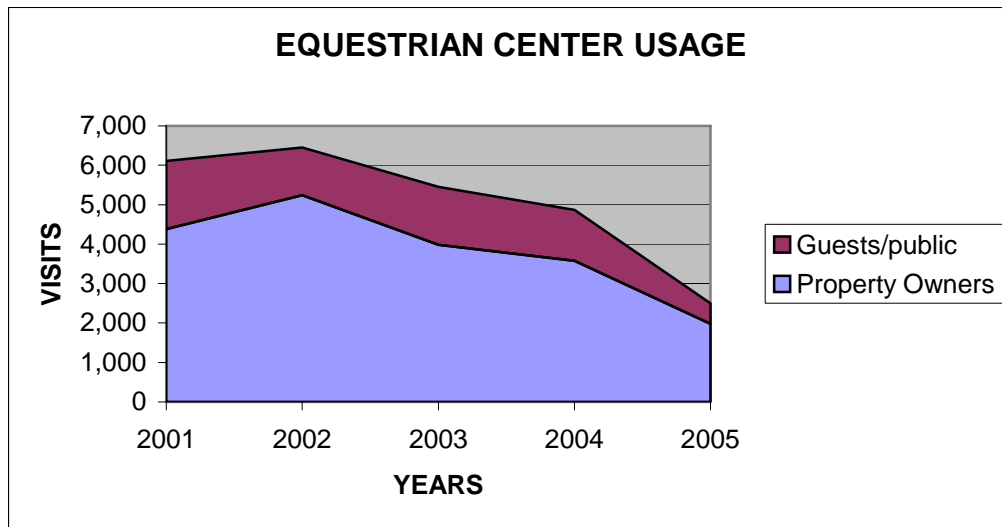
In addition to facilities for boarding, the site includes a small tack shack, two riding arenas and four large turn-out areas with ample room for expansion. Parking is adequate for normal weekend and day use. This facility is under utilized.

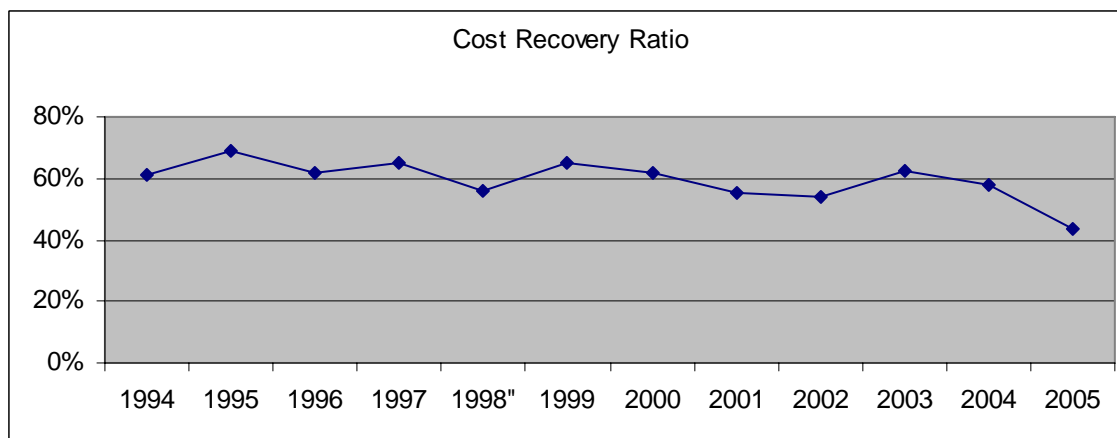
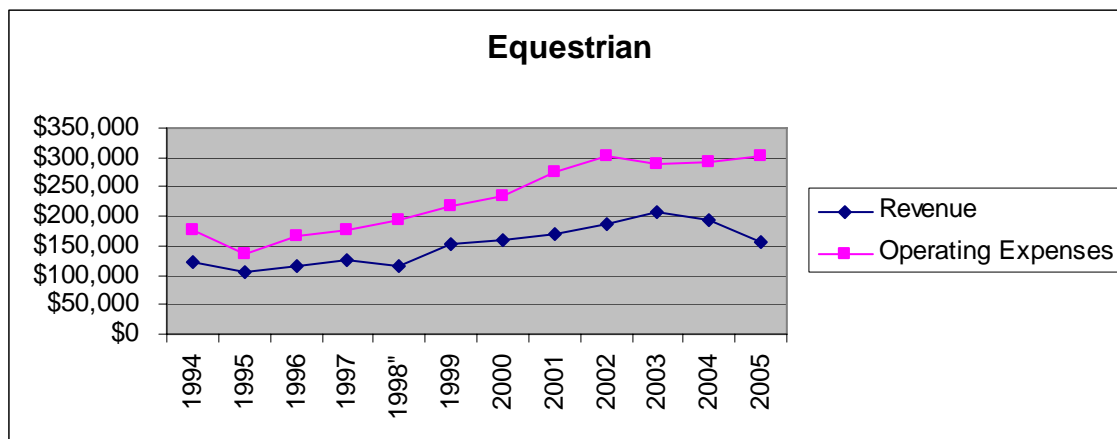
**Usage**

Boarding usage is below capacity. The manager is addressing this by proposing a range of boarding options from full service to partial services with reduced prices including options where cleaning and feeding are not included. It is anticipated the reduction in prices and staff time would increase revenues. Trail-ride usage closely matches the availability of horses and guides through much of the summer. Staff reports that trail rides must be reserved two to three days in advance during July, August, and on weekends. Property owners accounted for over 50 percent of the trail-ride usage. There are two primary reasons why usage dropped significantly in 2005; the amenity was closed to the public (only property owners and guests), and there was a shortage of healthy horses. Usage recovered somewhat in 2006.

**Table 2.4.1. Tahoe Donner Equestrian Center Usage Trends**

	2001	2002	2003	2004	2005
Property Owners	4,377	5,238	3,982	3,575	1,981
Guests/public	1,734	1,213	1,468	1,289	515
TOTAL	6,111	6,451	5,450	4,964	2,496





**Capacity**

Both sheltered and unsheltered boarding capacity is available to both property owners and the public through a reservation system. Staff reports there is considerable boarding capacity available both for long term and short term periods. To address this lack of use a range of boarding options are going to be offered. Trail-ride capacity is limited by the number of horses in good condition and number of guide/instructors hired. The mileage of trails provides ample capacity for greater activity. Last year and for the next three years it is anticipated trail stock will be purchased by the association to increase the number of horses available for trail rides, camps and lessons. Currently the association owns 49 horses although the preferred number is 30 to 32 along with 5 ponies. This allows for stock rotation on the trail rides. The present increase is due to the upgrading of the stock that is presently underway.

**Staffing**

Current staff includes twenty persons, which consists of one full-time manager, approximately six full-time persons and eight to thirteen part-time persons. If the demand for lessons increases, additional staffing is possible.

**Environmental Compliance Issues, Americans with Disabilities Act (ADA) Compliance and Other Regulations**

The equestrian facility is located in a wetlands area that drains into Alder Creek. The building and corrals could never be built in their present location under today's standards. There are concerns that polluted runoff from the center and corral area may enter Alder Creek. Any expansion would have to take these parameters into account. In light of this wet setting, environmental reports of the operation must continue to be considered. Serious fines or upgrades to mitigate the facility are likely. Moving the main corral or mitigating the impacts of fecal contaminated runoff need to be considered. A plan for the control of storm water runoff is highly recommended.

Access to the flat facility generally does not present a problem to people with disabilities. A ramp meeting ADA Regulations was constructed during the summer of 1998, allowing for access to the restrooms located at the south end of the building. Any expansion of this amenity would need to be in compliance with ADA regulations.

### Revenue and Total Cost

The chart below shows total equestrian revenue and costs for the last five years. It should be noted that the operation was under contract management up until 1992 when the association decided to manage the amenity in-house.

**Table 2.4.2. Equestrian Center Operating Results**

	2001	2002	2003	2004	2005
Revenue	\$169,809	\$185,688	\$206,681	\$193,194	\$155,506
Operating Expense	\$275,410	\$301,146	\$290,040	\$291,958	\$302,157
Net Operating Results	-\$105,601	-\$115,458	-\$83,359	-\$98,764	-\$146,651
Allocated Overhead	\$32,269	\$40,429	\$39,828	\$ 50,513	\$ 49,351
Net Results with Overhead	-\$137,870	-\$155,887	-\$123,187	-\$149,277	-\$196,002
Cost Recovery Ratio	55%	54%	63%	56%	44%
Capital Expenses/Funding	Na	\$24,896	\$36,958	\$39,282	\$28,310
Net Results with Overhead and Capital Expenses		-\$180,783	-\$160,145	-\$188,559	-\$224,312
Property Owner Yearly Assessment/Contribution		\$27.81	\$24.64	\$29.01	\$34.51

### Miscellaneous Information

It is currently estimated that only about 10 parcel owners using the equestrian center for full-time boarding. Approximately an additional 10 members use the facility for temporary boarding.

### INFORMATION AND ANALYSIS

The amenity manager reports no long-term need for expansion. Other needs (i.e., fencing, stock replacement, stalls, tack and storage) are being addressed in the short-term via budgeting requests. The manager has been creative in efforts to boost revenue by adding alternative Boarding rates, special events etc. The amenity consistently operates at a deficit. New environmental permits and regulations requiring all confined animal facilities and any facility discharging into the waters of the state to prevent or mitigate polluting discharges may also increase the costs of operation. Despite the popularity of the amenity, continued operation of the amenity must be carefully considered. It should be noted that a relatively low number of the properties (663 out of a possible 6300) indicate that they have used this amenity. It should also be noted that this is the premier facility of its kind in the Tahoe basin. Many facilities are closing or do not offer the full range of boarding options and trail rides.

The Tahoe Donner Equestrian Center is the premier Equestrian Center in the North Tahoe area. With the closing of the Squaw Valley facility, the only competition left is the Northstar facility, Camp Richardson, Zephyr Cove and a private facility near the CHP Weigh Station on I-80, which focuses on indoor arena activities. With this apparent opportunity to gain revenue to support the operation, it is of grave concern to see the decline in usage and revenue over the past several years.

The immediate question is whether this is an industry trend that we can do little about, or is it a Tahoe Donner problem that requires new management strategies. It is difficult to believe that a 38% decline (1,981 in 2005 vs. 5,238 in 2002) in Tahoe Donner property owner usage is comparable with the overall trend in the industry.

The reduction in usage did not result in a reduction in operating expense, further increasing the deficit. Whether this trend can be reversed is a major factor in the type of recommendations the GPC can and should make.

Typically the Covenants and Restrictions require a 2/3 vote of the property owners to close an amenity. It is not clear whether this applies to the trail rides and day camp or merely to the boarding aspect. In any event, the Association should continually monitor and analyze amenities that show low interest and usage by the membership and evaluate the viability of continued operation. Even in the event there is increased usage by the public, this begs the question as to how well this amenity is serving a broad range of property owners.

For purposes of this discussion, let's assume there are sufficient interested parties in the North Tahoe area to support a quality facility. The GPC recommends a thorough market evaluation of the potential and how Tahoe Donner can capture sufficient revenue to help the Equestrian Center approach self sufficiency. While the scope of a full market analysis is beyond the resources of the GPC, we make the following suggestions in the context of a classical Market Analysis for the Association to consider:

#### Equestrian Center Definition:

- Identification of money-making activities. If Horse Camp is a money maker or potential money maker, expand the program, promote such to members and the public and develop a reputation for an outstanding program. If an activity is losing money, find out why and evaluate if the program can be made to at least break even. If not, reduce or eliminate.
- Create programs that increase participation. We should develop offerings designed for the novice and first time users. Advertise/promote trail rides into scenic areas. A ride designed to promote first time riders that included a short instruction period, a ride into Euer Valley, a picnic, historic geography short talks, etc. might bring out first time users. If the experience is positive, we would likely create new participants in other Equestrian Center programs.
- Upgrade trail rides to include nature talks, history talks, review of the geography designed to draw people who enjoy nature and the outdoors. Promote in the same ways the Kayak trips on Donner Lake have been promoted.

#### Equestrian Center Positioning:

- The center point of what TD has to offer is our spectacular scenic trail system. Are we building our offerings around that exclusive feature?
- We have always been the high quality offering in the North Tahoe area. We should continue to emphasize that fact and further develop it.
- Our competition is no longer (perhaps has never been) other Equestrian operations. It is other outdoor, scenic activities. Recognize that and include in the way we present the Equestrian Center.

#### Equestrian Center Pricing:

- Since the TDEQ is the premier, high quality center of its kind, we should (carefully) adjust our prices accordingly. For those who truly enjoy the experience, we should charge an appropriate fee that represents what it costs us to provide that service.
- Pricing should reflect both real and perceived value to potential clients. These values should be reflected in the way we advertise and promote the services.

#### Equestrian Center Promotion:

- Increase awareness. There seems to be little advertising of this facility and how it might enhance the Tahoe Donner experience. Even within our own membership, it is amazing at times at how little people are aware of what is available. Increasing the awareness and the comfort level of trying the facility should be a constant message presented to our members and the public.
- Much of TD's use of facilities is by extended families (grandchildren, nieces, nephews, etc). Our advertising program should focus on such activities (such as Horse Camp and Grandpa and Grandma's, etc.)
- A facility such as the Equestrian Center is a strong candidate for creating events that are fun for our members and generate interest in further participation. The BBQ rides have been very

popular, and could be refined to enhance the experience and increase interest in other activities. Perhaps combining with the Campfire activity at the Campground to create a “Hoedown” as a summer time “event” should be considered.

These are just suggestions for consideration. The important objective is to improve the quality of the offerings of the Equestrian Center and create sufficient revenue to maintain operations. Other options to be considered could include a reuse concept that provides boarding for property owners, but expands the summer day use and camping program and eliminates the trail rides and horse riding aspects. This would utilize the facility, expand revenues and could reduce the equestrian costs.

## **FINDINGS AND RECOMMENDATIONS**

### **Finding No 1**

Revenue is down, costs are up, and usage has declined.

#### **Recommendation A**

Staff need to look for additional ways to boost revenue including exploration of: promoting use, increasing revenue centers such as adding food services, equipment sales, and also reviewing revenue by examining riding and boarding fees, and adding additional programs that could generate revenue.

YES  NO **Operational item**

#### **Recommendation B**

If usage and financial performance does not improve within a few years, staff need to look at other ways to use the equestrian center that would better utilize this facility in the summer including expanding the day camp program, housing the camp at the facility and expanding the day camp to include nature walks, arts and crafts, various outdoor games and a ropes course. The present equestrian center could be limited to just boarding where boarders tend their own stock or the facility should be closed.

YES  NO

### **Finding No 2**

Water quality control laws and environmental requirements have recently changed regarding water pollution control measures from confined animal facilities and storm water discharges.

#### **Recommendation C**

Staff need to proactively work with the Regional Water Quality Control Board to ensure they are operating the facility in compliance with the rules and regulations controlling polluted runoff.

YES  NO **PRIORITY NUMBER: 1**

### **Finding No 3**

No money is budgeted for the horse trail system or erosion control. Other users such as hikers and bicyclist complain their experience is diminished from the excessive impact on the trail system.

#### **Recommendation D**

The Board should consider adding to the equestrian center budget sufficient funds to monitor and control runoff and sufficient funds to the forestry department to maintain the trails used by the horses.

YES  NO **PRIORITY NUMBER: 1**

#### **New Recommendation**

#### **Recommendation E**

The Board will review the Equestrian Center items again once the Lahontan Regional Water Quality Control Board Study and Findings have been reported.

**BACKGROUND**

The Tahoe Donner Golf Course was completed in two stages. The first nine holes opened in approximately 1975 and the second nine holes in 1976. According to John Thiel, the Project Manager for Dart during the completion and sale of lots in Tahoe Donner, the golf course was viewed as an integral part of valuation of the lots for sale. It was his opinion that the lots would not have sold without the golf course.

The golf course is one of the most important Association amenities in terms of use, size of budget, and resources required to operate the facility. Public play is a major revenue producer for the golf course. The golf season is weather dependent, with the course normally opening sometime between late-May to mid-June and closing in mid-October.

**INFORMATION AND ANALYSIS****Facilities**

The course underwent extensive renovation in 2005 and 2006 with tee boxes and bunkers being added or sculpted, large area of a number of fairways graded with new sod laid, and many trees removed. The Pro Shop moved into the new "Lodge" building for the start of the 2006 season. The renovation limited play for the first several months of each season. As a result of the limited play the revenues for 2005 and 2006 are abnormally low.

Bill Winfield, Director of Golf, reports that the new Pro Shop is too small for current needs and suggested a new 1,500 square foot building be constructed in the area adjacent to the practice green and chipping area. This would expand the size of the sales area and office as well as open expansion opportunities for the food and catering services of the Lodge.

The Snack Bar located adjacent to the current pro shop has not worked well for a variety of reasons. As a result it has been closed and the space is being converted to a cold storage area for the Lodge. Golfers now must call ahead from the 9<sup>th</sup> tee and order food items that can be picked up from the Lodge bar area. Golfers find this very inconvenient and, with the sporadic food & beverage cart service, the course will become less popular.

The recent renovations and continued high level of maintenance should ensure sufficient operations for the next 20 years with the following exceptions. Tee boxes become crowned with usage and will need leveling and bunkers will need sand replacement and edges sodded in 15 years. The purchase of 2 walking mowers and addition of 2 groundskeepers would eliminate the need for leveling the tee boxes. The addition of another well is currently being reviewed by the Finance Committee.

The Driving Range is located adjacent to the Trout Creek Fitness Center. It consists of artificial tees, protective wooden barriers between sets of tees and netting on both sides of the range. A small shack contains the ball dispenser, ball washer and assorted maintenance items. The installation of new grass tees and target greens is recommended for the driving range. The installation of new tees will resolve maintenance issues and eliminate the safety issue of errant balls hitting the current wooden dividers between the tee areas and coming back to hit players.

Storage is a big issue as it is with many Tahoe Donner amenities. The Course requires an additional 100 square feet for winter storage of carts. This will enable better use of the existing maintenance and storage area, and it will provide summer storage for the winter amenities. The Range needs 400 square feet of new building for the ball machine and maintenance.

**Equipment**

Major course equipment consists of maintenance machinery and rental carts. Replacement of maintenance equipment is accomplished in the normal budgeting process. Golf carts are leased from Ingersoll Rand for a

5 year period running from 2005 – 2010. The lease is \$51,580 per year for 80 carts. As an incentive Ingersoll Rand included 2 additional carts and one utility vehicle at no charge The Pro Shop stocks items commonly needed by golfers and provides rental clubs as needed.

### Usage

The overall number of rounds played is dependent on the number of days the course is open with 2004 being the last full season of operation due to course renovation. The normal capacity of the course is determined by the amount of daily plays it can support. With over 24,000 paid rounds played in 2003 Tahoe Donner experiences more play per season than any other course in the Truckee area. Maximum capacity is seen on weekends and holidays with 110 rounds played on July 4, 2006. August of 2006 saw a 600 round increase over August of 2005. This may be partially due to the course renovation being completed with the full course opening in early July of 2006, nearly a month earlier than was possible with the 2005 renovation.

**Table 2.5.1. Tahoe Donner Golf Course Usage: 2003-2006**

	2003	2003	2004	2004	2005	2005
Member Pay per Round	7,685	\$225,649	8,913	\$292,812	7,549	\$259,922
Member Pass Play	8,232	\$158,700	8,231	\$134,126	5,899	\$116,006
Guest Play	3,638	\$183,640	4,251	\$233,410	3,339	\$168,475
Public Play	1,355	\$99,076	1,690	\$140,535	663	\$45,822
Total Paid Rounds	20,910	\$667,065	23,085	\$843,707	17,450	\$613,302
Comp/Staff	2,485	0	1,997	0	1,948	0
Total Rounds	23,395		25,082		19,398	
Packages*	0	0	0	\$42,824		\$23,077
Cart Rental	9,131	\$165,883	10,942	\$176,314	9,138	\$148,117
Pro Shop & Misc.		\$84,176		\$132,415		\$107,064
Driving Range		\$72,773		\$78,385		\$62,527
Product Total		\$974,776		\$1,209,736		\$913,418
Discounts Fees/Retail		-\$15,139		-\$21,101		-\$17,880
G/L Total		\$975,978		\$1,209,800		\$913,950

\* Packages = 5 & 10 play tickets

**Table 2.5.2. Golf Course Season Pass and Complimentary Rounds**

	2003	2004	2005
Number of passes	291	208	345
Number of Pass Rounds	8,232	8,231	13,448
Revenue	\$158,700	\$134,126	\$116,006
Ave. Green Fee per Pass Round	\$19	\$16	\$20
Ave. Green Fee per Member Paid Round	\$29	\$33	\$34
Number of comps	2485	1997	1948
Cost of Comps = Ave. member green fee x comps	\$72,065	\$65,901	\$66,232

**Table 2.5.3. Comparable Course Fee Analysis**

Golf Course Comparables 2006 Rates (1) (2)				
Golf Course	Member Rate	Guest Rate	Pass Rate	Public Rate*
Ponderosa	none	None	None	\$104
North star	none	None		\$99
Coyote Moon	none			\$150
Old Greenwood	none			\$170
Gray's Crossing	none			NA
Squaw Valley				\$85-\$125
Tahoe Donner 5/7 Day	\$45	\$70	\$615/\$940	\$120

(1.) Data from GolfLink.com

(2.) Some include cart and/or range balls.

**Table 2.5.4. Golf Course Revenue and Expense Trends: 2001-2005**

	2001	2002	2003	2004	2005
Revenue (after COGS)	\$1,001,872		\$905,253	\$1,149,649	\$862,241
Operating Expenses	\$1,000,003	\$1,097,220	\$1,115,658	\$1,197,622	\$1,304,546
Net Operating Results	\$1,869	-\$67,107	-\$210,405	-\$47,973	-\$442,305
Allocated Overhead	\$117,166	\$147,301	\$153,200	\$121,410	\$105,959
Net Results with Overhead	-\$115,297	-\$214,408	-\$363,605	-\$169,383	-\$548,264
Cost Recovery Ratio	90%	83%	71%	87%	61%
Capital Expenses/Funding	n/a	\$393,363	\$392,071	\$372,325	\$348,644
Net Results with Overhead/Capital Expenses	n/a	-\$607,771	-\$755,676	-\$541,708	-\$896,728
P/O Yearly Assessment/Contribution	n/a	\$93.50	\$116.26	\$83.34	\$137.96

**FINDINGS AND RECOMMENDATIONS**

The renovations completed in 2005 – 2006 make Tahoe Donner’s Golf Course competitive with other courses in the North Lake Tahoe region. Tahoe Donner’s lower rates vs. higher rates of competing courses, and the growing population of Tahoe Donner will continue to place pressure on available tee times, especially weekends and holidays.

**GOLF COURSE****Finding No. 1**

The course is nearing capacity play on weekdays and it is anticipated it will exceed capacity on weekends and holidays.

**Recommendation A**

The current procedures allowing unlimited complimentary rounds per week should be reviewed and modified to fit competing courses practices of restricting complimentary rounds to staff.

YES  **NO** Operational Item

**Finding No. 2**

Golfers are frustrated by the quality and availability of food and beverage service.

**Recommendation B**

Ways to improve quality and delivery of food and beverage services available to golfers should be analyzed. Anecdotal information indicates strong property owner support for this.

**CURRENTLY IN PROCESS and/or ALREADY COMPLETED**

**Finding No. 3**

There is a need to preserve quality and reduce maintenance of tee boxes.

**Recommendation C**

Course management recommends the purchase 2 walking mowers and add 2 greens keepers.

**CURRENTLY IN PROCESS and/or ALREADY COMPLETED**

**Finding No. 4**

Adequate storage space is a continuing problem for the golf course and Lodge.

**Recommendation D**

Storage and maintenance requirements should be studied.

YES  NO PRIORITY NUMBER: 2

**Finding No. 5**

Golf management recommends constructing a new Pro Shop located between the first tee and the practice chipping area. This would provide a larger sales area and office and would release space for Lodge food and beverage operations.

**Recommendation E**

There does not seem to be property owner support for additional expenditure at this time.

YES  NO PRIORITY NUMBER: 2

**There are Board/Staff members who have interest in exploring this further.**

**Finding No. 6**

Continue the current high quality level of course maintenance.

**Recommendation F**

Periodically review the existing proposal to refurbish the well on number 4 and to construct a large storage tank. This will reduce dependence upon the Truckee Public Utility District's (TPUD) water resources. This would be in addition to the one existing well and will provide 6 water supply connections to the course; 4 from the TPUD and 2 from on-site wells. Current estimated cost is \$1,500,000 - \$1,750,000. The proposal has been reviewed by the Tahoe Donner Finance Committee which concluded the project was not justified at this time. Future water shortages or cost factors may increase the viability of this proposal.

YES  NO PRIORITY NUMBER: 3

**DRIVING RANGE**

**Finding No. 1**

There is a safety concern by golf course management of errant balls ricocheting off wooden barriers and striking players.

**Recommendation A**

Renovate tee areas to permit use of grass areas for practice tees.

YES  NO

**Finding No. 2**

There may be an opportunity to combine storage for golf course and Lodge with the Driving Range building.

**Recommendation B**

Study need for new building for ball machine and storage.

**CURRENTLY IN PROCESS and/or ALREADY COMPLETED**

**BENEFIT TO MEMBERSHIP**

Tahoe Donner property owners enjoy a wide variety of recreation opportunities and open space. Maintaining these facilities is critical to continued enjoyment and maintaining the value of our property. Maintenance requirements range from common area forest management, fire prevention, maintenance of association-owned buildings, ski hill equipment, ski hill and cross country grooming, golf course maintenance, snow removal, etc. This requires a maintenance force of motivated employees and a large amount of vehicles and equipment. Adequate maintenance facilities are critical to maintaining equipment and capital assets in good condition and for providing a safe and productive work environment.

**BACKGROUND**

Unfortunately, in the past, the maintenance operation has been considered only as "necessary overhead" and over the years very limited planning has been made for the orderly development of the facilities needed to provide equipment maintenance and house maintenance assets. It is evident by touring the facilities that maintenance managers have had to "make do" with limited facilities during the growth of responsibilities and the acquisition of more equipment. The facilities show evidence of "band aid" solutions over the past 30 or more years, resulting in fragmented locations, buildings that are deficient in meeting basic requirements and working conditions that barely meet legal requirements. The objective in this planning element is to summarize the maintenance needs of the association and recommend a long range plan to provide adequate facilities to protect the equipment assets necessary to support desired services and amenities.

It is important to note that consideration has been given in past years to contracting maintenance of various Tahoe Donner Association facilities to outside vendors. In each case, costs of maintenance were significantly higher. For an organization as large as Tahoe Donner, it is far more efficient, and considerably more effective, to do our own maintenance. The General Plan committee does not consider outsourcing as an acceptable means to meet the maintenance needs of the Association, and that investing in adequate facilities to meet the needs of the maintenance element is necessary.

To operate the various amenities within the association requires well over two million dollars worth of equipment. Following is a quick overview:

**Vehicles and Large Equipment:**

- 50 general purpose vehicles (pickups, SUV's, etc.)
- six large snow grooming machines
- a dump truck
- a water truck
- two loaders
- two tractors
- a backhoe

**Forestry Equipment:** wood chipping machines, chain saws, generators, water pumps, snowmobiles, snow blowers, and more. Some of the equipment is easily movable to a central location for maintenance work (pickup trucks); some are difficult to move off the work site (dozers, chippers, etc.).

**Hazardous Material:** A component of the maintenance facilities include systems to fuel and lubricate equipment. While commonplace, using petroleum based fuels and lubricants can present significant potential liabilities to the association. Incorporating the latest fueling system technology can be very expensive and is still not foolproof, and we know from painful experience that spilling or leaking fuels pose a threat not only to the ecology of Tahoe Donner, but to our financial well-being as well. Currently, hazardous materials are stored and utilized at four locations: General Maintenance (fuel, paint, lubricants), Golf Maintenance (fuel for golf equipment, lubricants, fertilizers, chemicals), Vehicle Maintenance (lubricants, tires), and the "Top Shop" for snow grooming equipment (lubricants).

In addition, we are required to treat in settling ponds the runoff from pavement to make sure that these fluids do not pollute our valuable waterways. Any new or modified maintenance area will need to be planned carefully to insure that these environmental and safety issues are addressed.

## **FUNCTIONAL RESPONSIBILITY**

There are currently four organizations that provide maintenance facilities to support various operations. At one time, all maintenance activities were housed at the Northwoods maintenance yard located near the intersection of Northwoods and Snowpeak. With the growth of amenities and the sophistication of improved maintenance techniques, the staff and their equipment outgrew the one location. These organizations and the associated facilities are as follows:

### **1. *Golf Course Maintenance***

The association funded a new golf maintenance facility in 1996. With a new facility, this is the bright spot in TDA maintenance facilities. It is fully ADA accessible, has adequate office space, sanitation facilities, a staff meeting room and the necessary yard and building space to carry out the golf course maintenance function. The golf course maintenance operation is responsible for maintaining all golf maintenance equipment, golf rental carts, and greens and fairway maintenance equipment. This is a new facility located north of the golf clubhouse on Northwoods and adjacent to the cart storage barn and golf course hole #9. The Golf Course Maintenance staff considers the facilities adequate to meet the needs of golf maintenance for the foreseeable future and the GPC has not included any upgrades for this facility in the General Plan.

### **2. *Ski Hill Equipment Maintenance***

Two snow cats are used as grooming machines at the downhill ski facilities. They are stored during the summer at the 'top shop' located on Skislope at the top of the hill. This building was constructed for storage and lacks equipment maintenance facilities. To get the snow cats through narrow doors and into the building, the vehicles are de-tracked and the front blade and grooming attachment must be removed. As a result, routine lube work and most winter maintenance is done on the snow outdoors. This could lead to hazardous material spill in the snow and poor working conditions for employees.

### **3. *Cross Country Ski Equipment Maintenance***

Two snow cats are assigned to this facility for trail grooming. There is no building facility at this location to provide equipment maintenance or to store the equipment during the summer. These are expensive pieces of machinery that would have a longer usable life if adequately protected. The equipment assigned at this location had a much greater repair history than similar equipment on the ski hill or golf course. This is partially attributed to the equipment being stored in the elements. The upgraded fleet of two snow cats at this facility is only one year old and should be stored and maintained in appropriate facilities to preserve their value. The primary need is covered vehicle storage and an out-of-the-weather location for winter maintenance.

### **4. *Forestry***

Although not usually thought of as a maintenance operation, the forestry department maintains trails, open space and forests that requires a maintenance base and a significant amount of equipment to perform it's responsibilities. The Forestry Department provides a very key role in maintaining the natural beauty of Tahoe Donner and managing the forest to protect it and adjacent properties from the dangers of fire, pests and disease. Forestry requires a variety of support equipment, including chain saws, a trail sign shop, tree seedling storage, etc. Maintenance of heavy equipment, such a trucks and bulldozers is provided by Vehicle Maintenance.

The Forestry facilities are located in the Northwoods maintenance yard adjacent to the General Maintenance Facilities. The building was originally built for golf maintenance and was taken over by Forestry when the golf maintenance function moved to its current location. The primary building is a log pole structure, which is now over 30 years old and is in serious need of being replaced. The pole beams are splitting, in some cases nearly to the core. Fortunately there is a reserve set aside which will cover at least a portion of a new facility.

The following requirements were developed in joint planning sessions between Maintenance managers and staff and a task force of the General Plan committee.

**Table 2.6.1. Space Needs for Forestry Staff and Maintenance**

Facility	Function/Description		Sq. Ft.
Managers Office	Office for Forester, including desk, work table, storage and drawing table)	15' x 15'	225
Customer service/chip tag area	Chipping Tickets/Trail Maps/Info Brochures (potentially shared)	10/x15	150
Transient Worker Office	Second office for part time staff - 2 transient desks - Work table - File cabinets	15' x 15'	225
Equipment Room	Copier, Plotter, Map Review Table, Drawing Storage (potentially shared)	10'x15'	150
Locker/Break Room	Locker room/break room/lunch room, including counter, refrigerator, microwave, etc. (potentially shared)	20' x 20'	400
Rest Rooms & Shower	Restrooms and shower for crew (2 restrooms, potentially shared)	15' x 10' +15' x 10'	300
Meeting Room	Safety training, meeting room with contractors/members, etc. (potentially shared)	10'x15'	150
Custodial Room	Sink, supplies, etc.(potentially shared)	6'x10'	60
	<b>Estimated Administrative Space</b>		<b>1660</b>
Saw and equipment shop and storage	Locked shop space for tool storage, store and repair saws and personal equipment	15' x 20'	300
Supplies Storage	Storage for supplies, hand tools, trail signs, etc.	15' x 15'	225
Sign shop	Construction and repair of signs (potentially partially shared)	10' x 12'	120
Hazardous Storage	Need space for flammable storage - Paint, oil, gasoline, etc. - Concrete retainer liner to avoid seepage - Fireproofing	10' x 10'	100
Equipment Bays	Three Bays, 16' high - Winter storage - Wood chipper - Tracked Chipper - Wood splitter - Dump trailer - Fire Pumper Summer maintenance, winter storage with 8' loft over back half of each bay: - Trail post and kiosk storage - Extra equipment storage	3 x 20'x25'	1500
Tree Cooler	Tree cooler for sapling storage - Refrigeration - Provide backup cooling for other Association functions.	12' x 15'	180

<b>Estimated</b>	<b>Total Shop Area</b>		<b>936</b>
Major Equipment Storage	Need 7 bays for Forestry equipment (12' high) Can be "car port" type facility. - Dozer - Dump truck - Dozer trailer - Water truck - Five Trucks - Two loaders	7 x 20'x25'	2000
Storage	Covered area for beetle infested wood -	10' x 20'	200
	<b>Estimated covered storage</b>		<b>2200</b>
Parking	Parking and driveway space for 10 vehicles	10x 10'x25'x2	5000
	<b>Estimated Open Storage</b>		<b>5000</b>

### **VEHICLE MAINTENANCE**

This organization consists of highly skilled mechanics and is responsible for maintenance of all non-golf vehicles and large equipment. Day-to-day upkeep is done by the various departments who use the equipment, including forestry, maintenance (building and grounds), the downhill ski area, and cross country ski area. Vehicle maintenance is called when a larger problem develops. Often the repair and maintenance must be done outside in various kinds of weather.

The Vehicle Maintenance building is the facility in the most need of updating. The facility is a small office and maintenance bay carved out of the cart storage barn located just up the hill from the Golf Pro Shop, and suffers from several functional limitations. Each of the work areas is small and inadequate to meet many of the basic needs of the organization. Only recently were indoor restroom facilities installed, at the direction of OSHA.

The primary limitation of this facility is the availability of only one maintenance bay to service vehicles in a protected indoors space. The maintenance crew currently maintains approximately 50 vehicles, and it is normal for the crew to be working on 2-4 vehicles at any one time. With one maintenance bay, this requires staff to work on vehicles not protected from the weather and not close to tools and equipment. During winter months, this is particularly unpleasant, inconvenient, and inefficient. It should also be noted that the size of the maintenance bay doors on the vehicle or general maintenance buildings are too small to accept larger equipment such as loaders and groomers, resulting in repair work being performed outside in in-climate weather.

It is also not unusual for one vehicle to be disabled waiting for parts. In the current situation, the options are to tow the vehicle outside into the weather, or leave the vehicle in the maintenance bay until parts arrive. Neither option is conducive to an efficient or safe work environment. These conditions suggest a minimum of three maintenance bays to meet the requirements of the organization. If the facility were combined with the other maintenance facilities, this would allow shared bays improving the flexibility at a reduced cost. The new facilities will also enhance worker safety.

The following are the estimates of space requirements necessary to meet the functional requirements of the department.

**Table 2.6.2. Space Needs for Vehicle Maintenance**

Facility	Function/Description		Sq.Ft.
Managers Office	Adequate space for a managers office to address administrative and personnel issues	10' x 12'	120
Break Room	Adequate restroom/locker/break area/lunch area to provide minimal employee comfort (potentially shared)	12' x 12'	144
Rest Rooms	Restrooms (8' x 10' + 8' x 16' = 208 sq ft) (potentially shared)	8' x 10' + 8'x16'	208
Lockers	Storage for personal effects for work crews (potentially shared)	8' x 4'	32
Shower	Shower equipped for hazardous treatment (potentially shared)	4' x 6'	24
Administrative Work Space	Administrative Assistant (potentially shared)		100
Growth			???
	<b>Estimated Administrative Area</b>		<b>608</b>
Maintenance Bays	Average equipment being worked on at one time = 2-4 (potentially shared)	3 x 20' x 40'	2400
Ventilation/heating equipment	Equipment room (potentially shared)	6' x 6'	36
Welding/Fabrication	An isolated welding/fabrication area to reduce the risk of injury for staff (potentially shared)	10' x 15'	150
Fire Protection System	Need an adequate fire protection system in a flammable work area to reduce danger to staff and to protect assets.(potentially shared)	5' x 5'	25
Haz/Mat Drainage Filtering System	Need adequate drainage/filtering system to deal with hazardous material (oil, gas, etc.)(potentially shared)	10' x 12'	120
Sand/Oil separator	Equipment necessary to deal with hazardous oil gas spills (potentially shared)	10' x 12'	120
Indoor vehicle wash area	For wintertime cleaning (potentially shared)	20' x 40'	800
Growth			???
	<b>Estimated Shop Area</b>		<b>3,651</b>
Oil Storage Room	Ability to store Hazardous oil (potentially shared)	10' x 15'	150
Parts Storage Room	Secure parts storage room	20' 20'	400
Tire Storage	Need a tire storage area, (potentially in loft over svc bays)	20' x 20'	400
Growth			???
	<b>Estimated Covered Storage</b>		<b>950</b>
Parking	Need level, paved parking to support current usage (Employee Vehicles = 5, Company Vehicles = 4, expansion = 4, plus turn-around. Total = 13)	13 x 8*(20' + 20')	4160
Driveways, etc.			???
	<b>Estimated Uncovered Storage</b>		<b>4,160</b>

## **GENERAL MAINTENANCE**

This organization is responsible for all general maintenance for Tahoe Donner Building and Grounds. The maintenance facility is still located in the original maintenance yard built in the early 1970's on Northwoods near Snowpeak. Responsibilities include maintenance of all buildings, grounds, furniture, storage as well as snow removal and sanding, two front loaders, snow blowing equipment, etc.

The General Maintenance facility is located in the maintenance yard on Northwoods Blvd. The site is shared with Forestry, and utilizes most of the 5 acre site. This building was constructed over 30 years ago, and has not kept up with the increased demands of the maintenance staff over the years.

General Maintenance responsibilities have grown over the years. As part of its responsibility, storage of seasonal furniture and equipment from each of the amenities is kept at the General Maintenance facility. In walking through the storage area during peak storage times, it is dramatic to see the height at which it is necessary to stack items to get the required items into a weather protected environment. This dramatic limitation of space requires additional manpower to store the equipment in a suitable manner. It is estimated that three times the current storage is needed to meet the current and future needs. If the current vehicle maintenance space is vacated, at least a portion of the space could potentially be rehabilitated for general storage, reducing the amount of new space required.

The following tables were developed jointly by Tahoe Donner first line managers and selected staff, with assistance by volunteer members of the General Plan Committee. They reflect staff's best estimates of what is needed to adequately support the operations of the various departments. As suggested earlier, a design consultant should validate these space requirements with experience in maintenance facility design. Efficiencies may be achieved through design innovations.

**Table 2.6.3. Space Needs for General Maintenance**

<b>Facility</b>	<b>Function/Description</b>		<b>Sq. Ft.</b>
Administrator	Desk, work counter, storage for Department Administrator	8' x 9'	72
Reception Area	Counter, waiting area (potentially shared)	6' x 8'	48
Maintenance Manager	One desk and workspace 52 sq ft meeting area with two chairs and books shelf's 68 sq ft		120
Staff workspace	Staff for paperwork and writing reports 64 sq ft of work space - 56 sq ft shelving and plan desk (potentially shared)		120
Break room	- Cooking facilities 10 x 15 =150, including refrigerator, coffee station, sink - Eating area for employees to have lunch (and dinner for the employees that work swing shift) 8 employee 36 sq ft (potentially shared)	10' x 15'	150
Meeting room	Training, safety meetings, extra work area for 10 employees (potentially shared)	15' x 15'	250
Locker room	Both men's and woman's – 10' x 12' each (potentially shared)	10'x12'x2	240
Bathrooms	Men's & woman, emergency showers as required by law (10x10x2) (potentially shared)	2 x 10' x 10'	200
Copy and supplies room	Copier that is 4X4 =16 Table to collate 4X6 =28 Plan rack area 4X8 =32 Working room around everything (potentially shared)	16 28 32 60	140

Custodial room	With storage shelves, washer & dryer & deep sink (6' X 10') (potentially shared)		60
Growth			???
	<b>Estimated Square Footage for Administrative Section</b>		<b>1400</b>
Parts room and paint booth	Paint storage: 10 X 10 – trays and flammable lockers for the paint for each amenity Parts 20: x 20 shelving for electrical, plumbing, painting, concrete work, shelving for each amenity to store items associated to that facility with walk way space around the shelving.		600
Tools and equipment room	Compressors, paint sprayers, airless equipment, rot roter jack hammer, generator, welder, plasma cutter, oxy acetylene torch, pressure washer, sound equipment, electric mixer, carpet shampoo tents for special functions other many misc tools,		350
Work benches	Test bench for motors/ electrical etc / part assembly area etc		120
Wood working shop / with dust collection facilities	table saw, 10 x 10 =100	140	1376
	cutoff saw, 5 x 16 =80	84	
	drill press, 6 x 6 =36	48	
	disk/belt sander 6 x 6 =36	48	
	planer, 6 x 6 =36	48	
	panel saw 12 x 6 =72	192	
	material storage area 6 x 16 =96	64	
	assembly table, 10 x 10 =100	160	
	4 ft work area around all the equipment 592 sq ft	592	
Welding bay	Fire protected work area	20' x 20'	400
Equipment bay for large equipment (loaders, sand truck, etc.)	One bay for the Sand truck		3200
	Two bays for snow removal equipment		
	One bay for maintenance and repair. - 4 bays x 20 X 40 = 3200 sq ft		
Mechanical room	To contain the compressor, HVAC, water heater, transfer switch and main electrical (15' X 15')		300
Mud room	Coat hangers, bench, boot rack, etc.		50
Growth			???
	<b>Estimated Square Footage for Shop</b>		<b>6396</b>
Personal tool storage	Tool storage rooms with locking doors for employee tools and equipment (5'X5' X 6 rooms)		150
Material storage room	Plumbing pipe, welding stock and timbers and posts. (15'x25')		375
Hazmat storage Room	Protected room for hazardous material		100
Equipment and	(Pool furniture etc.) We have 1200 sq ft of existing	1200 x 3	3600

furniture storage area	storage area and it is stacked to the 15 ft ceiling. The area contains equipment from all the amenities, we need 2 to 3 times the space to store everything - 3000 to 3600 sq ft		
	<b>Estimated Total Storage</b>		<b>4225</b>
Covered vehicle storage	Car port type coverage for vehicles active during snow months	10'x20'x6	1200
Storage bins	Covered storage for extra pavers, snow poles, etc		600
Covered fuel docks	Metal roof cover to protect the user and equipment fueling during inclement weather - 30 x 20		600
Covered sand bin	Covered area to store 40 tons of sand for snow removal. The sand must remain dry or it will freeze and be unusable (this is also required by Lahonton Water Quality Control Board (LWQCB))		300
Covered humus bin	Covered area to keep the bark and humus dry and contained as per LWQCB		300
Covered area with berm to hold heavy equipment implements	As required by LWQCB		1000
Equipment wash area	Required by LWQCB	25'x25'	625
Generator	Generator to keep the maintenance building in operation during a power outage, the building power also runs the fuel docking facilities. (22 kva)	10 x 10 area	100
Fuel tanks	2000 gallon unleaded 5000 gln diesel tank under fuel storage area		600
	<b>Estimated Square Footage for covered areas</b>		<b>5,325</b>
Parking	Parking plus driveway space	TBD	???
	Estimated Square Footage for uncovered space		???

For purposes of preliminary planning only, a rough estimate of what a new facility might cost is calculated below. Remodeling of existing facilities may (or may not) cost less. (Note: Cost/Sq Ft estimates should be updated prior to publishing this document. Space requirements should be revalidated by the various departments prior to publication as well.)

An additional area of potential infrastructure upgrade is the potential second phase of modernization of the Northwoods Clubhouse. While the GPC did not study this, it received considerable analysis and planning by staff several years ago. The GPC recommends that this project be studied further to determine which functions require additional facilities, and what potential exists for improved efficiency. It is important that the analysis consider the minimum project to correct current deficiencies without substantial upgrades.

**Table 2.6.4. Summary of Requirements**

<b>Department</b>	<b>Admin.</b>	<b>Shop</b>	<b>Indoor Storage</b>	<b>Outdoor Covered Storage</b>	<b>Outdoor Uncovered Storage</b>
Forestry	1660	936		2200	5000
Vehicle Maint	528	3651	950		4160
General Maintenance	1400	6396	4225	5325	???
Totals	3588	10983	5175	7525	9160
Est Cost/sq ft	\$350	\$250	\$200	\$75	\$25
Projected Cost	\$1.26 M	\$2.75M	\$1 M	\$0.56M	\$0.23M

This projects a total cost somewhere in the area of \$5.8 million to meet requirements. These estimates are for planning purposes only and should be verified by a formal requirements and design study.

**COMBINED FACILITY**

The GPC recommends a detailed evaluation for combining all maintenance facilities (except Golf and DSL grooming equipment) in one facility. This would provide an improved efficiency in the use of space by combining such common facilities as administrative support staff offices, restroom, locker and break room facilities, hazardous material handling, and other such facilities. Locating the woodworking shop adjacent to the sign making shop could share equipment as dust collectors and general-purpose equipment. Based on the comments from the work sessions, a significant savings in space, or more likely, a significant increase in functionality with no added space or cost would result from co-locating these three facilities. The evaluation should include determining whether the current location of the general maintenance facility has adequate space (acreage) to meet the requirements of a combined facility or whether relocating the entire facility to a new location might be more economical, including site preparation and utility costs. There are several sites suggested by our Forester that might be suitable. The potential efficiencies and economy of construction suggest that a detailed evaluation should be conducted before this new site alternative is eliminated from consideration.

The General Plan Committee has not attempted to estimate the space required to meet the requirements of the individual departments in a combined facility. We do believe that there is a significant space savings and improvements in efficiency through a shared facility. Savings might include:

- Shared office space and work areas
- Shared high cost equipment and facilities, such air compressors, HazMat storage and treatment, fueling facilities, equipment lifts, etc.
- Shared specialized work areas, such as paint room, carpenter shop, etc.
- Shared maintenance bays,
- Efficiencies in construction costs
- Shared parking and outdoor storage
- Shared landscaping and setbacks
- Etc.

**FINDINGS AND RECOMMENDATIONS**

**Finding No. 1**

With the exception of Golf Course Maintenance, the current facilities for the on-going maintenance of Tahoe Donner Association amenities, common areas and service facilities are in serious need of upgrading and/or replacement, particularly vehicle maintenance to meet current as well as long term needs. They have suffered through neglect over the years due to the nature of a support infrastructure in an organization such as ours where the focus is on “toys, not tools”. The Association enjoys a tremendous value in the facilities and environment of the community. It is important that we provide adequate maintenance of these facilities, both for financial, community enjoyment and employee retention reasons.

### **Recommendation A**

The General Plan Committee has presented Tahoe Donner staff and the Tahoe Donner Board preliminary copies of the requirements statement identified in this Planning Element. Staff has been assigned the responsibility to hire a consultant to validate the stated requirement against industry guidelines for space utilization and to perform a preliminary space design to meet the requirements.

**CURRENTLY IN PROCESS and/or ALREADY COMPLETED**

### **Finding No. 2**

There are many common functions between the various maintenance organizations (Hazardous material handling, vehicle maintenance bays, administrative space, etc.) that make a shared facility attractive.

### **Recommendation B**

The potential cost savings and/or improved functionality of a combined facility should be seriously investigated as a solution to the maintenance facility needs.

**CURRENTLY IN PROCESS and/or ALREADY COMPLETED**

### **Finding No. 3**

The primary location on Northwoods Blvd which currently houses the General Maintenance and Forestry facilities is limited in space for expansion and is located adjacent to residential homes. The Forestry building as well as portions of the General Maintenance building needs major remodeling and/or demolishing. These limitations suggest serious consideration and evaluation of relocating a combined maintenance facility at a new physical location. However, the strong interest of property owners in open space and nature may make it difficult to find an alternative site that would be acceptable.

### **Recommendation C**

The study for solutions to the maintenance facilities must seriously consider the advantages of finding a new location for a combined maintenance facility. The direct involvement of Bill Houdyschell, Tahoe Donner Association Forester, would greatly facilitate this evaluation, due to his intimate knowledge of Tahoe Donner property holding.

**CURRENTLY IN PROCESS and/or ALREADY COMPLETED**

### **Finding No. 4**

Historically, the Maintenance Facilities have not received the attention they deserved to keep them up to standards of construction, safety and efficiency. Members of the General Plan Committee were surprised, if not appalled to find the inadequate state of the Maintenance facilities. Since these facilities are somewhat “invisible”, Property Owners are not aware of these facilities and what is needed to perform the required duties unless they spend an effort similar to what the GPC has invested over the past year. Many would point fingers, but the fact is that in an association such as ours, any capital expenditure that requires a Property Owner vote is extremely difficult to gain approval when a vote is required. As stated by one of the General Plan Committee members, members relate to “toys”, or the Amenities and Services, but cannot relate to “tools” that are required to support the “toys”. Faced with this difficulty of gaining approval for improvements to “tools” that are essentially visible to the membership, past Management and Boards have given such improvements a lot priority, resulting in needed improvements left wanting.

This committee presented a preliminary report of the high level requirements statement produced in this report to the current Management and Board, and to their credit, have issued an RFP for a consulting study to refine and validate the requirements stated in this report.

### **Recommendation D**

The General Plan Committee recommends that a Sub-Committee or Task Force be assigned by the Board to provide oversight and tracking for the upgrade of the Maintenance Facilities. This committee should consist of those that understand the requirements of the maintenance operation and can provide informed support to the Board to assure the needs of the maintenance operations are met.

The membership of this group should include members of the General Plan Committee that participated in the requirements work sessions with TD Staff in developing the requirements. These individuals who participated in the majority of the sessions include Michael Fajans, John Stubbs, Jim McCann and past members Mitch Dijon and Doug Sherman. Patti Schifferle who participated in the development of the Maintenance element in the 2000 General Plan is another candidate for the Task Force. Other individuals with skills in maintenance operations could be added to this Task Force as well. This Sub-Committee or Task Force would be responsible for several functions:

- Review proposals developed by staff and consultants to provide feedback on the quality and effectiveness of the proposals. This feedback would help the Board avoid a “band-aid” solution as was the case in the past.
- Provide feedback and assistance to the Board for review of justification and how to communicate the importance of this project to the Property Owners. This role could be done in conjunction with the Communications Committee and/or with TD Communications staff.

**YES**     **NO**    **PRIORITY NUMBER: 1**

### **BACKGROUND**

Of the Tahoe Donner amenities, the marina is the only one not located within the boundaries of the development. It is located at the east end of Donner Lake adjacent to the Donner Memorial State Park and may be accessed from Donner Pass Road approximately one half mile west of the Donner State Park interchange on 1-80. The site consists of 2.3 acres owned by Tahoe Donner plus an L-shaped parcel (50' x 150') of lake bottom leased from the state – which includes a paved boat ramp. The forty-nine year lease has an expiration date in the year 2023. Included in the aforementioned acreage owned by the association is a paved parking lot that can accommodate 55 vehicles. The site is fenced on three sides (up to the high water mark of the lake) to control access. The marina is provided for owners and guests and is not open to the public. The season lasts for approximately three and a half months between the Memorial Day weekend and early September (post Labor Day). Staffing for full operation consists of twelve people, including the assigned supervisor. During the busy portion of the day, six to ten employees are on site.

### **INFORMATION AND ANALYSIS**

#### **Facilities**

The new 2,400 sq. ft marina building was completed in 2003. The new facilities include rental space, food and beverage facilities, and restrooms. The space is adequate for existing use although storage of equipment is an issue.

#### **Equipment**

All of the rental equipment at the Marina is owned by Tahoe Donner. The list includes:

- Canoes                    4 [2 function]
- Sailboats                2
- Windsurfers            3
- 1-Man Kayak            11
- 2-Man Kayak            12 [sit on tops that are being replaced]
- Pedal boats            4 [ 2 person] 2 [4 person]
- Wetsuits 10 [never rent]

Lessons from qualified personnel are available for all those desiring to rent equipment. In addition to the list above, the association also owns a powered Zodiac (boat) for staff use only. A two-tiered fee structure (owners/guests) applies to all rentals. A copy of the 1998 fee schedule is shown below.

**Table 2.7.1. 2006 Marina Fees**

<b>1-Man Kayak</b>	
Property Owners	\$12.00
Guests	\$15.00
<b>2-Man Kayak, Canoe, Windsurfer, Pedal boat</b>	
Property Owner	\$15.00
Guests	\$18.00
<b>Laser (Sailboat)</b>	
Property Owner	\$30.00
Guests	\$35.00
<b>Catalina Sailboat</b>	
Property Owner	\$30.00
Guests	\$35.00
<b>Sailing Lessons</b>	
Individual (1-Hour)	\$40.00
Each Additional Person	\$ 5.00

**Capacity**

The capacity of the marina can be measured by the amount of available parking, the size of the sandy beach area, and the amount of rental equipment. At times of heavy usage, the fenced off highway parking places are augmented by parking along the shoulders of Donner Pass Road.

**Usage**

Currently, the marina complex operates at near capacity during its early and late seasons and capacity is exceeded during July and August. According to the usage statistics, 25,300-28,500 individuals visited the marina from May through September each summer. Looking at weekend usage, the average is 400 visitors per weekend day. It has been estimated that 15-20 percent of the users are repeaters (regulars). Also, the statistics include all family members and guests, regardless of age.

**Table 2.7.2. Marina Usage Statistics: 2001-2005**

	2001	2002	2003	2004	2005
Property Owner Recreation Fee Entry	2,793	2,777	2,127	3,895	3,477
Property Owner Paid Entry	15,609	17,629	15,815	14,075	15,013
Guests	6,427	7,344	7,419	8,949	7,602
Employee	535	719	424	455	403
<b>TOTAL</b>	<b>25,364</b>	<b>28,469</b>	<b>25,785</b>	<b>27,374</b>	<b>26,495</b>

## REVENUE AND TOTAL COST

The elements of income flow at the marina are:

- Food and Beverage sales
- Equipment rentals

The following chart shows the direct marina revenue and cost for the years 2001 through 2005 compared to total cost for the same years.

**Table 2.7.3. Marina Financial Results: 2001-2005**

	2001	2002	2003	2004	2005
Revenue	\$161,467	\$190,233	\$208,652	\$237,379	\$199,451
Operating Expenses	\$150,733	\$145,382	\$182,248	\$178,411	\$187,510
Net Operating Results	\$10,734	\$44,851	\$26,404	\$58,968	\$11,941
Allocated Overhead	\$17,661	\$19,518	\$25,026	\$43,911	\$42,717
Net Results with Overhead	-\$6,927	\$25,333	\$1,378	\$15,057	-\$30,776
Cost Recovery Ratio	96%	115%	101%	107%	87%
Capital Expenses / Funding	NA	\$84,648	\$48,206	\$51,237	\$40,746
Net Results with Overhead and Capital Expenses		-\$59,315	-\$46,828	-\$36,180	-\$71,522
Property Owner Yearly Assessment / Contribution		\$9.13	\$7.20	\$5.57	\$11.00

\*\*Cost of sales are included in operating costs

## SUMMARY OF FEATURES AND OPERATIONS

1. Food and Beverage: The new building provides a kitchen facility with all new appliances. The facility provides for food and beverage service to members and guests.
2. Rental: The new building has additional space for rental operations, which allow for rental equipment storage and distribution.
3. The Beach is approximately 52,000 sq. ft., with floating docks provided for boats, fishing, and a swimming platform.
4. Boat ramp: a paved ramp with access and turnaround are utilized by members for launching trailered boats.
5. Restrooms: New men's and women's restrooms have been incorporated into the facility that meets all ADA standards.
6. Guest Grill: A guest grill barbecue has been installed with this facility.
7. Landscaping: The area surrounding the building and marina are landscaped with native flowers, shrubs, and trees.
8. Equipment Storage Building: In the past, administrative records were stored here. With the recent changes, it was anticipated this building would be utilized for various equipment storage pertaining to the marina amenity. It is located at the east corner of the parking lot. Instead it is used to house and stage day camp activities. Consideration of a more suitable site for the day camps should be considered.

## FINDINGS AND RECOMMENDATIONS

### Finding No. 1

There is a need for increased parking during peak periods and especially boat trailer parking..

#### Recommendation A

This need could possibly be reviewed and negotiated with State Park officials.

A second alternative to the parking problem would be to petition the Town of Truckee to allow Tahoe Donner Association to pave and stripe the shoulder of Donner Pass Road contiguous to the marina fence line. This alternative would provide additional parking for our members though marina staff could not regulate it. Another alternative would be to contact State park officials and assist in securing a satellite parking option with a shuttle service. Throughout Donner Lake, there is a need for additional boat trailer parking. Working with the State of California and the Town of Truckee, a site that would be suitable for satellite parking could possibly be identified.

YES \_\_\_ NO PRIORITY NUMBER: 1

### Finding No. 2

There is considerable parking and merging congestion at peak times along Donner Pass Road.

#### Recommendation B

To reduce parking and merging congestion, a turn lane should be added to alleviate traffic back ups on Donner Pass Road.

\_\_\_ YES  NO

### Finding No. 3

There is a shortage of storage for rowing shells, kayaks and equipment.

#### Recommendation C

The unpaved portion of the parking lot could be paved to provide additional kayak and shell boat storage or other equipment storage.

CURRENTLY IN PROCESS and/or ALREADY COMPLETED

**BACKGROUND**

The Tennis Center is a four acre complex located adjacent to the Northwoods Clubhouse and extending into a meadow that is part of Bennett Flat. The developer, DART Industries, build nine tennis courts, and two new courts were constructed in the summer of 1991 at a cost of approximately \$100,000 per court. The funds were taken from the Tahoe Donner Development Fund which was established for the construction of new amenities. In 1990-91, the original tennis clubhouse (build by DART) was expanded by a new 700 square foot addition which was financed from the Tahoe Donner Reserve fund. At this same time, the restrooms were upgraded to provide access for the handicapped. The clubhouse area also includes 4,700 square feet of decking. Adequate parking is provided by the existing lot that serves the Northwoods Clubhouse. The Tennis Center offers snacks, ice cream, and refrigerated sodas and sport drinks.

There are eleven fully equipped tennis courts and one court divided in half by a double sided backboard. Another court has a small backboard on the side. The clubhouse includes a retail area, a multi purpose room, restrooms, lockers and showers. The decking area is adjacent to a barbecue facility used for social events.

Since the previous general plan was prepared, no significant changes to the physical center have occurred other than complying with the latest ADA requirements. The Tennis Center has a Tennis Club, which was and is officially chartered by the Tahoe Donner Association, and this club continues to cooperate with the tennis management to promote and schedule competition events and related social activities. A major event at Tahoe Donner Tennis Center is the widely recognized Annual International Wheelchair Tennis Tournament.

**INFORMATION AND ANALYSIS**

Depending on the weather, the tennis center is open and available for play from mid-May to early October. Historically, the courts, without any of the other tennis facilities such as bathrooms, have remained available for play much later in the year providing no significant snow has accumulated. For the 2005 season, Robert McClendon has compiled the following usage data:

**Table 2.8.1. Tennis Center Usage Patterns**

Season	Number Of Entries	Days	Usage per Day	Percent of Maximum Capacity (200)
Weekend	3,841	42	91	46%
Holidays	443	3	147	74%
Weekdays	7,366	75	98	49%
Peak Season (July to August)	7,153	62	115	58%
Off Season (May, June, September And October)	4,850	86	53	27%
<b>SEASON TOTALS</b>	<b>12,003</b>	<b>148</b>	<b>79</b>	<b>41%</b>

McClendon has also indicated the following regarding usage that is not immediately apparent from the above chart:

- On the weekends in the morning between opening time and noon, the Tennis Center is at full capacity, with 68 people on average visiting the courts. During this time, there is a waiting list for people to get on to courts.
- During mid-week in the morning between opening time and noon, the Tennis Center is at full capacity as well, with a waiting list for people to get on to courts.
- The lowest usage time is mid-day between 12pm and 4pm, any day of the week.
- Mid-day is moderately full, and consequently is when the Tennis Center offers its Junior Camps.
- The Tennis Center borders a designated wetlands area and any footprint expansion will have to submit to rigorous scrutiny by governing authorities.

**Table 2.8.2. Tennis Center Fees**

<b>Fees, Rates and Rentals</b>	<b>Members</b>	<b>Guests</b>
Daily Play with Rec. Fee	Free	n/a
Daily Play without Rec Fee	\$5	\$7
Twilight Play – after 4 p.m.	\$3	\$5
Racket Rental	\$5	\$5
Demo Racket Rental	\$7	\$7
Ball Hopper Rental	\$5	\$5
One Hour Ball Machine Rental	\$15	\$18
Individual Ball Machine Pass for Season	\$175	n/a
Family Ball Machine Pass for Season	\$250	n/a
One Hour Private Lesson	\$60	\$65
Half-hour Private Lesson	\$35	\$40
One Hour Semi-private Lesson	\$65	\$70
Tennis Clinics	\$18	\$20
Cardio Tennis Class	\$10	\$12

**Table 2.8.3. Tennis Center Revenue and Costs**

	2001	2002	2003	2004	2005
Revenue	\$110,516	\$120,528	\$79,787	\$97,551	\$70,039
Operating Expenses	\$158,446	\$168,439	\$170,660	\$149,096	\$98,668
Net Operating Income	-\$47,930	-\$47,965	-\$90,876	-\$51,545	-\$28,629
Allocated Overhead	\$18,584	\$22,620	\$23,435	\$28,755	\$22,448
Net Results with Overhead	-\$66,494	-\$70,585	-\$114,308	-\$80,300	-\$51,057
Cost Recovery Ratio	62%	63%	41%	55%	58%
Capital Expenses/Funding	\$60,299	\$65,976	\$62,667	\$66,609	\$60,223
Net Results with Overhead and Capital Expenses	-\$126,793	-\$136,561	-\$176,975	-\$146,909	-\$111,280
P/O Yearly Assessment Contribution	\$19.51	\$21.01	\$27.23	\$22.60	\$17.12
Percent of Property Owners Using Tennis Center (from 2006 Demographic Survey)					33%

**FINDINGS AND RECOMMENDATIONS**

**Finding No. 1**

During peak play periods players are sometimes unable to obtain a court reservation and play tennis.

**Recommendation A**

It is recommended that analysis be given to the creation of one or two more courts, most likely by expanding past the present court used for backboard play, although all areas should be considered. It is further recommended that analysis be given to the creation of one more court by eliminating the double-sided backboard divider presently used solely for backboard play. This recommendation would enhance an existing amenity and could possibly be funded using the proceeds from the recent sale of the “32 acres.”

     YES   X   NO

**Backboard play referenced above is an Operational decision.**

**Finding No. 2**

Comments submitted by property owners in response to the last two General Plan surveys and discussed at a General Plan Committee meeting held in Fall 2006 indicate that some members of the Tahoe Donner Association are interested in retrofitting the tennis facility to allow for year round play. Most suggestions would cover three tennis courts. Prior analyses of a tennis bubble have not had wide support nor recommendations to proceed from staff because of high costs and anticipated low utilization. Given that the Tennis Center was left out of the fall 2006 survey, the GPC does not have current data on property owner input for tennis, and specifically on the issue of year round courts.

**Recommendation B**

The GPC recommends that data be gathered in winter 2007 to gauge: the level of property owner support, projected cost, development & testing of usage fee structure, and possible opportunities for partnership

with the high school and perhaps the Town of Truckee. This recommendation would enhance an existing amenity and could possibly be funded using the proceeds from the recent sale of the “32 acres”.

YES  NO

**Finding No. 3**

The Tennis Center was not included in the Winter 2005 General Plan Survey. However, several comments were submitted by property owners in the “additional comments” field of that survey.

**Recommendation C**

In the future it is recommended that all amenities, including the Tennis Center, be included in all future General Plan Committee surveys.

YES  NO PRIORITY NUMBER: 1

## BACKGROUND

In July 2002, the Tahoe Donner Association membership authorized funding for a new community clubhouse, now referred to as The Lodge. The Tahoe Donner Board of Directors, consulting with staff, Ryan Group Architects and the Design Review Taskforce (consisting of 5 members), designed a facility that included programming for a full-service restaurant, pub, and banquet/catering services. The Lodge opened in September 2005 and the total cost of the project was \$5.8M.

The purpose of The Lodge is to provide Tahoe Donner members with an ideal meeting and dining establishment within close proximity to home - whether it is to meet friends for a casual drink, a dinner out with the family, an intimate dinner for two or a place to stop by and visit with friends after a round of golf. Additionally, with Tahoe being one of the top 3 wedding destinations in North America, the Lodge hopes to become a popular venue for weddings and other banquet events<sup>1</sup>.

The Lodge is open 7 days a week throughout the year. The hours of operation vary seasonally.

### Winter Hours

The Pub opens at 4 p.m. for drinks and dinner seating is from 5 p.m. – 9 p.m.

### Summer Hours

Brunch and Lunch available from

July 1 through Labor Day

Sunday Brunch Menu 11 a.m. – 2 p.m.

Lunch 11 a.m. – 2 p.m.

Dinner 5 p.m. – 9 p.m.

## INFORMATION AND ANALYSIS

### Usage Demographics

Although The Lodge is a public amenity, the primary target market is Tahoe Donner property owners who make up nearly 85% of the daily users. (Table 2.9.1) The 2007 Lodge marketing plan has been developed to focus the majority of the marketing efforts towards creating awareness of this amenity to TD members with some attention directed towards Truckee locals and tourists.

**Table 2.9.1. Lodge Usage by Target Market**

Target Markets	Category	% of Daily Business
Primary	Tahoe Donner Members	85%
Secondary	Guests	6%
Tertiary	Locals and Long Term Renters	9%
Fourth	Tourists	

**Table 2.9.2. Lodge Monthly Capacity Utilization**

January	43%
February	44%
March	35%
April	29%
May	22%
June	27%
July	47%
August	48%

<sup>1</sup> Truckee Donner Chamber of Commerce Visitor Profile

Year-to-date The Lodge usage rate averages 37% of capacity. Again, the increased marketing efforts targeting Tahoe Donner residents, long term renters and locals is aimed at increasing use by all markets. The marketing plan consists of:

- 1) Programming: such as Kid's Night Out, Monday Night Football, Wine and Cheese Mixers
- 2) Cross Promotion with other Tahoe Donner Amenities
- 3) Loyalty Programs
- 4) Partnerships with local businesses
- 5) Print and Online media

### Industry Analysis

Reports from The National Restaurant Association (NRSA), Datamonitor and Mintel International Group (MIG) indicate continuous growth for the restaurant industry. Industry sales are forecasted at \$511B in 2006 which is a 6.8% increase from \$476B in 2005. Americans now spend 46.4% of their food dollar eating away from home, compared to 25% in 1995<sup>2</sup>. This figure is expected to climb to 53% by 2010. From this we can conclude that The Lodge, as well as other Tahoe Donner food service amenities, should expect to see increased demand in the next five years.

**Table 2.9.3. Revenue 2006 YTD Revenue (Aug 31, '06)**

	Winter	Shoulder	Summer	Total &TD (Aug 31, 2006)	% of Revenue
Balcony	\$ -	\$ 916	\$132,528	\$133,444	14%
Dining Room	\$139,883	\$150,517	\$164,086	\$ 454,486	46%
Pub	\$64,351	\$82,864	\$110,765	\$ 257,980	26%
Snack Bar	\$ -	\$602	\$ 26,234	\$ 26,836	3%
Banquet	\$1,681	\$6,792	\$ 96,331	\$ 104,804	11%
	\$205,915	\$241,691	\$ 529,944	\$ 977,550	

### Banquets

During this first year of operation the success of booking meeting/banquet events has been limited due to space constraints. The Lodge can accommodate parties of up to 300 outdoors during the summer months, but is limited to parties of 50 during all other seasons. Additionally, Tahoe Donner has a policy that the dining room may not be closed for private functions and this has contributed to the poor performance of meeting/banquets revenue. In the past 12 months only 45 events were held and 30 of them were in the summer and 15 in December.

### Competition

Direct, local competition to the Lodge consists of Moody's, Cottonwood, Pianeta, and West End Bistro. Because many tourists are willing to drive 20 minutes to eat at the lake, Garwoods, Christy Hill and Sunnyside are considered competition as well.

The Lodge has shown considerable awareness in understanding their competitors and ensuring the menu, price point and ambiance are competitive.

### FINDINGS AND RECOMMENDATIONS

Overall, The Lodge is an excellent amenity and will continue to meet the needs of the membership for the foreseeable future. Although there certainly are small areas for improvement, the General Plan Committee does not believe that the general membership would react favorably at this time to additional investment in the Lodge for at least five years. In the five to ten year time span we do suggest considering the following recommendations:

<sup>2</sup> Mitel International Group, LTD (MIG) Attitudes Toward Dining Out U.S. © 2006

**Table 2.9.4. Comparative Truckee Menu Pricing**

<b>Menu Item</b>	<b>The Lodge</b>	<b>Moody's</b>	<b>Cottonwood</b>	<b>West End Bistro</b>	<b>Pianeta</b>	<b>Average</b>
Caesar Salad	\$9	\$8	\$10.95	\$8	\$8.7	\$8.94
New York (12oz) /Rib eye	\$31	\$38	\$27.95	\$32	\$28	\$31.39
Pasta	\$16-18	\$22	\$18.95	\$20	\$13.5-17.5	
Corkage	\$15	\$20	\$15			

**Finding No 1**

The current meeting/banquet space does not allow for large parties and limits the potential of The Lodge to derive banquet revenue.

**Recommendation A**

Expand meeting/banquet space to allow for parties of 150-200 or more year round. This would enable the Lodge to increase meeting/banquet revenue as capacity has been the limiting factor.

**YES** \_\_\_ **NO** **PRIORITY NUMBER: 2**

**Finding No. 2**

The small size of the deck limits property owner's ability to sit out side when ordering from the bar. Property owners find it frustrating that they are not able to enjoy outdoor seating unless they are eating in the main restaurant.

**Recommendation B**

Expand the deck. This would allow for: additional outdoor seating which is coveted during the summer months. As an interim measure, make outdoor seating available for pub patrons instead of having to limit it exclusively to diners, and consider space for live entertainment. Alternatively, outdoor bar seating could be provided on the lower patio during summer months.

**YES** \_\_\_ **NO** **PRIORITY NUMBER: 3**

**Finding No. 3**

Some property owners have complained that the Lodge prices and menu are not "family friendly" and that the price level diminishes their usage.

**Recommendation C**

If financial performance does not improve, the Association should consider adding lower priced entrees.

\_\_\_ **YES**  **NO** **Operational item**

**FOOD AND BEVERAGE SERVICE**

**BACKGROUND**

The Tahoe Donner Association offers Food and Beverage service at four different locations in addition to The Lodge. Menus vary based upon location, time of year, and activities available. Each location is managed separately. This includes organizing separate food and beverage orders for each location. However, all Purchasing is centralized.

**INFORMATION AND ANALYSIS**

**1. Beach Club Marina**

The Beach Club is equipped with a snack bar. Breakfast, Lunch and dinner are served from 10:00 a.m. – 6:00 p.m. daily. Menu items include general breakfast items, hamburgers, veggie burgers,

hot dogs, grilled chicken, peanut butter and jelly sandwiches, French fries, nachos, ice cream, drinks, and much more. Beer and wine are not sold at the Beach Club Marina.

**Table 2.9.5. Marina Food Summer 2006**

	Marina '06	
	\$	% of Revenue
<b>Revenue</b>		
Food	63,440	
Beverage	415	
Subtotal	63,855	
Discounts	1,375	
Total	62,480	
<b>Cost</b>		
Food	25,514	40% of food
Beverage	-	0% of beverage
Total	25,514	41% of total
<b>Gross Profit</b>		
Food	37,926	60% of food
Beverage	415	100% of beverage
Discounts	-1,375	-2% of total
Subtotal	36,966	59% of total
Spoilage	1,487	2% of total
Net	35,479	57% of total

**2. Clubhouse Bar & Grill**

The Clubhouse Bar & Grill was re-opened during the summer of 2006 after being closed for more than a year. A lunch and dinner format was offered. The menu was comprised of easily prepared items of bar/cafe' style, e.g., pizza, salads, sandwiches, etc. The format for 2007 has yet to be confirmed as staff looks for the right ingredients to make this operation a self supporting one.

**Table 2.9.6. Clubhouse Food Summer 2006**

	Clubhouse Bar & Grill '06	
	\$	% of Revenue
<b>Revenue</b>		
Food	33,241	82% Of subtotal
Beverage	7,521	18% Of subtotal
Subtotal	40,762	
Discounts	1,786	
Total	38,976	
<b>Cost</b>		
Food	10,434	31% of food
Beverage	3,311	44% of beverage
Total	13,745	35% of total

<b>Gross Profit</b>			
Food	22,807	69%	of food
Beverage	4,210	56%	of beverage
Discounts	-1,786	-5%	of total
Subtotal	25,231	65%	of total
Spoilage	2,514	6%	of total
Net	22,717	58%	of total

### 3. Downhill Ski Area

The Downhill Ski Area generally opens mid-December conditions permitting. Food is served daily. Menu items include Hamburgers, Chicken burgers, chili, French Fries, Yogurt, Salads, drinks, and much more. A full bar is available. Outdoor barbecues are held often, especially during holiday periods.

**Table 2.9.7. Downhill Area Food Winter 2005/2006**

	<b>Downhill Ski '05-'06</b>		
	\$	% of Revenue	
<b>Revenue</b>			
Food	177,470	84%	Of subtotal
Beverage	33,412	16%	Of subtotal;
Subtotal	210,882		
Discounts	10,138		
Total	200,744		
<b>Cost</b>			
Food	51,983	29%	of food
Beverage	12,614	38%	of beverage
Total	64,597	32%	of total
<b>Gross Profit</b>			
Food	125,487	71%	of food
Beverage	20,798	62%	of beverage
Discounts	-10,138	-5%	of total
Subtotal	136,147	68%	of total
Spoilage	506	0%	of total
Net	135,641	68%	of total

### 4. Cross Country Ski Area

The Day Lodge includes a gas stove, views, and great home cooked food creating the unique atmosphere of the Tahoe Donner Lodge. The lodge is also home to the Alder Creek Café. Menu items include fresh homemade cooking, an eclectic menu and many vegetarian meals. It is open for lunch and offers a wide array of snacks and baked goods. A great range of microbrews and California wines are also available.

The Euer Valley Cookhouse is located a 3 1/2-kilometer ski from the Day Lodge It is a simple warming hut during the week. On weekends and holidays you can purchase many of the baked goods, soups and sandwiches that are offered at the Alder Creek Cafe.

**Table 2.9.8. Cross Country Food Winter 2005/2006**

	Cross Country '05-'06		
	\$	% of Revenue	
<b>Revenue</b>			
Food	34,674	95%	
Beverage	1,832	5%	
Subtotal	36,506		
Discounts	1,090		
Total	35,416		
<b>Cost</b>			
Food	14,478	42%	of food
Beverage	891	49%	of beverage
Total	15,369	43%	of total
<b>Gross Profit</b>			
Food	20,196	58%	of food
Beverage	941	51%	of beverage
Discounts	-1,090	-3%	of total
Subtotal	20,047	57%	of total
Spoilage	988	3%	of total
Net	19,059	54%	of total

**Table 2.9.9. Total 2006 YTD Food and Beverage Beach Club Marina, Clubhouse Bar & Grill, Downhill Ski & Cross Country Ski areas**

	Total		
	\$	% of Revenue	
<b>Revenue</b>			
Food	308,825	88%	Of subtotal
Beverage	43,180	12%	Of subtotal
Subtotal	352,005		
Discounts	14,389		
Total	337,616		
<b>Cost</b>			
Food	102,409	33%	of food
Beverage	16,816	39%	of beverage
Total	119,225	35%	of total

Gross Profit			
Food	206,416	67%	of food
Beverage	26,364	61%	of beverage
Discounts	-14,389	-4%	of total
Subtotal	218,391	65%	of total
Spoilage	5,495	2%	of total
Net	212,896	63%	of total

Note 1: Due to discounts offered to members and Happy Hour Pricing at the Lodge, the cost of beverage is higher than the preferred range of 28-31%. Additional beverage revenue may be interspersed within food revenue.

Note 2: The Beach Club Marina and Cross Country have Retail. For the tables above, it was assumed all employee discounts and spoilage were for food and beverage. It was also assumed that no other revenue or special events were food and beverage, except for the Clubhouse.

**Survey**

In the a Survey conducted in Winter 2006 a few home owners wrote in the additional comments box that they would like to have access to a Coffee and pastry stand somewhere in Tahoe Donner. Specifically, they would like to be able to quickly drop in and a pick up a pasty and coffee and be on their way.

Whether our residents and guests are headed to the ski hill, or staying close to home, this would allow them to grab something quick without having to leave the Tahoe Donner area.

**FINDINGS AND RECOMMENDATIONS**

The Food & Beverage Service at these four amenities presently continues to meet the needs of the membership for the foreseeable future.

**Finding No. 1**

53% of TC users who have responded to the 2006 TC survey indicate wanting additional food service.

**Recommendation A**

Look for ways to offer expanded food service during peak times so that Tahoe Donner can capitalize on the revenue opportunity while meeting the property owner’s desire for on-site meal service. There may be an opportunity to partner with the Lodge to provide lunch boxes or to offer weekend BBQs in the park adjacent to the pool during the peak times. Research the possibility of incorporating a Coffee/Smoothie station to the old Host Station area at the Trout Creek Recreation center (or an alternate location) to determine the costs.

**YES**     **NO**    **PRIORITY NUMBER: 1 Ongoing**

**BACKGROUND**

The Tahoe Donner development consists of 6,955 acres with roughly 4,000 acres designated as separate interest property and common area and 2,200+ acres as other association real property. Separate interest real property consists of:

- 1) Residential area zoned R1-PD (24500), meaning maximum housing density of one dwelling per 24,500 square feet (0.52 acre). This property is subdivided into 11 units with 6,000 total lots (residential, multi-unit and commercial). As of February 28, 2006, 925 of the total lots remain to reach build -out and it is anticipated that by the end of 2006 there will only be 890 lots un-built.
- 2) Several area zoned R2 ( multiple dwelling units or condominiums). Our current C&R s define the specific R2 lot numbers and number of dwelling units allowed in each specific lot.
- 3) Several areas zoned C1-D, denoting neighborhood commercial facilities defined as a facility to serve the local neighborhood and to not induce traffic from outside the area. The D designation means the Town of Truckee will review design to insure compatibility with the Planned Community neighborhood.

These separate interest properties are within Town of Truckee limits and are designated by Town of Truckee as PC ( Planned Community) - a master planned community that must comply with Town of Truckee building ordinances. The Tahoe Donner C&Rs provide specific minimum construction standards and use restrictions for R1, R2, and C1-D properties

The Tahoe Donner Architectural Standards Committee is responsible for enforcement of the Architectural Rules. All of the aesthetic aspects of an improvement project proposed for a commercial property are subject to the review and approval of the Architectural Standards Committee, just as they are with R1 and R2 properties

There are 16 commercial properties: within Unit 2, lot 4 (the Keller Williams Boice Real Estate offices at the intersection of Northwoods and Northwoods), lots 23 through 28 (six parcels within the Zurich loop—only one is developed (lot 27)—the Pacific Crest office building), and lots 424 through 427 (the four original lots that make up the “Town Center” area—the Ames Deli, etc.); within Unit 3, lots 28 and 79 (the downhill ski parking areas on either side of Slalom at Snowpeak), and lot 29 (northeast corner of Snowpeak and Skislope—undeveloped) and lots 65 and 66 (adjoining lots at the southeast corner of Snowpeak and Skislope—undeveloped).

In addition to (1) separate interest properties, there are two other categories of ownership in Tahoe Donner. These are (2) Common Area, and (3) Other Association Real Property (aka OARP). ( See Exhibit 1-Schematic Map.)

Common Areas include all real property parcels solely owned by Tahoe Donner Association (the corporate entity) for the common use and shared right of enjoyment by association members and are envisioned to be of benefit to members in perpetuity. While the residential property owners do not share an interest in the title to these properties, each does have a “nonexclusive right and easement of enjoyment in and to all Common Areas” subject to the Association’s right to reasonably regulate use.

Roughly 1,300 acres within the 4,000 acres is Common Area. This entire Common Area is designated by Town of Truckee zoning as Recreation ( REC). Common Area includes the designated greenbelt area denoted in each Tahoe Donner unit map between property owners separate interest property. Maintenance, including dead, dying, and diseased tree removal, is the responsibility of the Forestry Department. At present a composite detailed map of all green belt Common Area does not exist. Other Common Area includes: the golf course, tennis center, cross country / equestrian facility, Northwoods clubhouse and surrounds, Northwoods pool, the Lodge on Northwoods, downhill ski area, marina, campground, and the portion of the trail system not included within the 2000+ acres. The 15 acre Trout Creek recreation area

and golf driving range were initially within a designated condominium area and these 15 acres have now been transferred and declared to be a part of the Common Area.

A share of the taxable value of the Common Areas property is included in the taxable value of each residential property, and the individual property owner pays a share of the property tax on the Common Areas along with the property tax for their own residential property. Common area land may never be sold. The TDA has the right to “dedicate or transfer Common Area to any *public agency, authority or utility* for such purposes and subject to such conditions as may be agreed by the Owners (members); provided, however, that no such dedication or transfer shall be effective unless” approved by at least two-thirds of the members and their first mortgagees. This tends to imply that the only instance when a transfer of Common Area is permitted is when it is being transferred to some public entity and the stated member-approval requirements are met.

The Board has the authority to improve Common Area. The restrictions on this authority involve the limits on the amount of assessment increases it may impose upon the members without a member vote (getting the money to pay for them) and the limits on the amount it can spend on such improvements without a member vote (the amount it can spend on them). Without member approval, the Board can increase the annual assessment by no more than 20% in any given year and it can impose a special assessment of no more than 5% of the annual budget. (Which would currently be approximately \$500,000.) In terms of spending on improvements, if the cost exceeds 5% of the annual budget, member approval is required for the expenditure unless the funds being spent have been accumulated over time and the members have been advised of the accumulation for this specific purpose (such as with our Reserve Fund and Development Fund). If member approval is required under the above scenarios, and it was not a situation where the “exception” applies, the Board could not move forward without member approval. The Board may conduct a “non-binding” membership vote on anything it deems appropriate. The Board does have sole authority to sell the 2,000 Acres; however, as a Board policy, the Board has stated its intention to not do so without educating the members about the sale proposal and conducting a “non-binding” advisory vote.

Other Association Real Property means real property owned by TDA and not identified as Common Area, but like Common Area, OARP is solely owned by the corporate entity of TDA. However, whereas property owners enjoy an explicit easement of enjoyment and use over the Common Areas, no such right is expressed with regard to Other Association Real Property. It is the case that in managing all assets of the Association, the Board is obligated to only act in the best interests of all property owners—including the acquisition or disposal of Other Association Real Property.

An example of Other Association Real Property that was recently disposed by the Board is the 32 acres to the west of Northwoods at the entrance to Tahoe Donner and abutting the power-line property. Proceeds of this sale were restricted such that the proceeds can only be used for the expansion or enhancement of existing Tahoe Donner recreation amenities to benefit all property owners, or the addition of new recreation amenities (proceeds cannot be used for operation, maintenance, repair or rehabilitation of amenities).

Other Association Real Property currently includes the “2000 acres” which also encompasses the cross-country ski trail system, the equestrian trail system, and an extensive portion of the hiking trail system. (See Exhibit 2- Map of the Tahoe Donner hiking trail system). The Cross Country / Equestrian facility is located on Common Area, not OARP.

The 2000 + acres is in Nevada County and outside the Town of Truckee limits and therefore Nevada County has zoning responsibility. This zoning designates 160 acres as RA-2-PD ( residential agricultural providing for one family dwelling with a 2 acre land requirement. ) In addition, 300+ acres are designated as REC and the remainder as Forest (FR). The entire 2000+ acres is designated as Interim Development Reserve(IDR) by Nevada County. IDR zoned property requires comprehensive master planning for the entire IDR area before development or new use and may require an accompanying Environmental Impact Report.

Other Association Real Property also includes the 200 acres of the Euer Valley purchased from John Euer (See Exhibit 3 for a map of property adjacent to Tahoe Donner, including the Euer holdings.) Of the original 3000+ acres owned by the Euer family, approximately 570 acres remain as a sale possibility, with TDA having first right of refusal. TDA has a land use agreement with John Euer for cross country ski and limited equestrian use of these 570 acres which will expire after the 2016-2017 cross country ski season. However if Euer no longer owns any of the affected land, he may opt to terminate the agreement with TDA as early as the end of the 2011-2012 ski season.

Other Association Real Property also includes the Records Storage structure adjacent to the General Maintenance and Forestry facilities on the 5 acre site on Northwoods past Snow Peak.

The 10+ acre parcel located within Oslo Circle has been donated by the owner, Philip Morris Company, to the Truckee Donner Land Trust. TDA, though, retains some right of restriction as to use of that property.

Adjoining land to the Tahoe Donner property, in addition to the remaining 570 acres of Euer land, includes 7 C s holdings to the immediate west of Tahoe Donner near Negro Canyon, 663 acres of land owned by Sierra Pacific, 80 acres of Forest Service land across Euer Valley, 2 or 3 smaller parcels of Forest Service land adjoining TDA, and a parcel of Forest Service land to the south of TDA- which might have potential as a space for future maintenance facilities and structures (see map attached as Exhibit 4).

## **TRAILS**

A formalized trail system for Tahoe Donner has been developed since 1990 as recommended in “Tahoe Donner- Recreation and Open Space Master Plan” by Royston, Hanamoto, Alley, & Abey, dated June 24, 1989. The trail system includes hiking, cross country ski, downhill ski, and equestrian trails. Bike trails are primarily on town roads, but mountain bikers are increasingly using the trail system hiking trails and fire roads. A major outcome of the 2006 GPC property owners’ survey was a majority participant desire to maintain and enhance the extensive trail system now existing. In the 2006 Demographic Survey reported in Section 1.2, 1,585 responses specified Tahoe/mountain life style and 1,344 specified proximity to outdoor recreational opportunities ( out of 2500 respondents) as a primary reason for owning in Tahoe Donner. This is a clear indication that property owners are in strong support of the current open space and trail system in Tahoe Donner. Bill Houdyschell is to be commended on the terrific job he and his staff (and TDA property owner volunteers) have done on maintaining and designating access to the trail system (See Exhibit 2).

## **INFORMATION AND ANALYSIS**

### **Land Acquisition within Existing Tahoe Donner Property Neighborhood Park Construction**

The GPC 2006 survey asked specifically for opinion on construction of either one large or several small neighborhood parks. The resulting property owners’ response was significantly negative. It is, therefore, not deemed as desirable to seek land for construction of parks or of modification of trails from their present use.

### **Construction of other New Amenities**

As for neighborhood parks, the majority opinion of the property owners on the 2006 GPC survey was opposed to construction of new amenities.

### **Land Zoning within Tahoe Donner**

The Town of Truckee has zoning responsibility of the 4000 acres and Nevada County has responsibility for the 2200+ acres. The current zoning of the 4000 acres as PC (Planned Community) and with the Commons Area designated as REC (Recreation) seems to present no problem for Tahoe Donner at this time. Likewise, the Nevada County zoning of the 2000 + acres and the designation of that as IDR (Interim Development Reserve) seems to be acceptable at the present time, even though this is restrictive to new development of this property. It needs to be clarified as to what the County zoning designations are for the recent 200 acre Euer Valley acquisition.

### **Acquisition of New Land**

The most obvious desirable opportunity for purchase of additional land is the remaining 570 acres of Euer Valley (See map attached as exhibit 4). This would be beneficial to Tahoe Donner because it contains a significant amount of our world class cross- country ski trail system. As reported previously, we currently hold a long- term access license until 2017 for cross country access. Tahoe Donner ownership would prevent having to maintain this license and also insure the retention of that land as open space. Therefore, the expense versus benefit ratio of acquiring title to this land should be carefully reviewed and property owners should be apprised of both the positive aspects and their potential assessment expense.

The other land referred to in section 3.1.2 ( 7 Cs, Sierra Pacific, US Forest Service parcels) also need to be carefully evaluated, but it appears that the difficult terrain and topography of much of this land detracts from its benefit to TDA. The potential for construction of a new maintenance facility on some of the Forest Service land should be ascertained.

Recommendation B of the 1999 General Plan for Section 3 was that TDA seek to acquire the commercial property on the northeast side of Snowpeak at Skislope Way ( north of the existing 3 tiers of the downhill parking area) . It needs to be explored as to whether this option is still a possibility and financially prudent.

### **Trails**

Our 25 miles of multiuse trails are viewed by the property owners as a major asset to Tahoe Donner and should be considered as one of our most important amenities. The maintenance and enhancement of the trail system is taken on by the Forestry Department. The Board and Staff should insure each year that the operating budget contains sufficient funds for labor and materials to continue preservation, maintenance, and enhancement of the trail system within both the 4,000 and the 2,200 acres.

The expense and environmental impact of construction of a boardwalk and/or bridge across the south fork of Prosser Creek in the Euer Valley floor containing the Prosser Creek wetlands should be carefully considered. Obtaining the numerous California agency approvals for development within this pristine alpine wetlands and the potential expense appear to be prohibitive for this type of expansion of the existing trail system.

### **Cost per Property Owner of Open Space and Trails**

An exact dollar amount per property owner is difficult to estimate. Also determining the extent of property owners' and guest use is not possible, since no record is obtained by card swipe for summer hiking. A sum of the maintenance costs for the hiking trail system plus the property tax for the Other Association Real Property paid from the Association annual property owners' assessments could be used to give a rough estimate.

## **FINDINGS AND RECOMMENDATIONS**

### **Finding No. 1**

Section 3.1.2, Background, of this revision describes the various categories of separate interest real property, common area, and other association real property that are the Tahoe Donner property. This section also gives a general overview of what Tahoe Donner C&Rs, Town of Truckee, and County of Nevada standards and use restrictions, zoning regulations, and membership advisory ballot measure decisions are applicable to land use decisions by the Tahoe Donner Board. Many of the Tahoe Donner Association operational procedures (C&Rs, Bylaws) have significant impact on any future land use and development.

### **Recommendation A**

The above are important and complex sets of governing issues, many of which involve processes of policy decisions which overlap with Section 3.1 and other areas of this General Plan. It is recommended that the Tahoe Donner Board establish a General Policy Review function to periodically review and revise TDA operational procedures with the intent to insure that the aesthetic nature and natural mountain atmosphere of Tahoe Donner, as repeatedly requested by the Property Owners in the 2006 GPC Survey, be maintained.

It is further recommended that part of the charge to the General Policy Review Committee should be to clarify the purpose of Membership Surveys and provide guidelines that address informing the TDA membership of the outcome of such surveys and publication of justification of Board action in response to such surveys.

In addition, procedures for assuring maintenance of open lines of communication with Town of Truckee, Nevada County, Placer County, Truckee Donner Public Utilities District, Lahotan Water District, Army Corps of Engineers, and the US Forest Services policies concerning decisions that would affect the Tahoe Donner community should be outlined as part of this General Policies Section.

**YES** \_\_\_ **NO** **PRIORITY NUMBER: 1 To be completed by GPC moving forward**

### **Finding No. 2**

The present County of Nevada zoning of the 2,000+ acres (Other Association Real Property designation) lists that property as Interim Development Reserve (IDR) which places restrictions on introduction of new land use or land swap within the 2,000 + acres. Specifically, if any portion of the 2,000 acres were to be developed, the IDR zoning requires that, in addition to creating a plan for the portion to be developed, there must be submitted a development plan for the entire 2,000 + acres, which could be cost prohibitive.

Information supplied by TDA legal Counsel indicates that, at present, the authority of the TDA for acquisition or disposal of the OARP is defined in the C&Rs, wherein it is stated the Board has sole discretion regarding the ‘use, enjoyment, and development’ of OARP. ‘Selling’ is not specifically mentioned. Further, the TDA members may vote to designate any or all of OARP as Common Area. Common Area is clearly prohibited from ever being sold. The current provision for designating OARP as Common Area is that a membership vote quorum would be 50% of the entire TDA membership with a majority of that quorum voting to convert OARP to Common Area. A vote to amend the sole discretion of the Board regarding use, enjoyment, and development of OARP would require changing the C&Rs and this would require a ‘yes’ vote from greater than 50% of the entire TDA membership.

The TDA Bylaws, not the C&Rs, grant the Board the authority to manage and sell generic ‘property’ of the Association – with the exception that designated Common Area may never be sold. The Bylaws may be amended by a membership vote. An amendment to the Bylaws requires a ‘yes’ vote from a simple majority of a quorum comprising 25% of the membership.

Membership reaction to the recent sale of ‘the 32 acres’ OARP strongly indicates that property owners want more membership involvement in the sale or acquisition of OARP.

### **Recommendation B**

Change the TDA By-Laws so that any sale, disposal, or change of use of Other Association Real Property (OARP) outside of the bounds of the subdivided development of TD, including the sale or swap of OARP, would require membership approval. If during the acquisition of land, the Board determines it necessary or prudent to swap or trade Association property to facilitate the acquisition of desired land, the Board does not need member approval if it deems that waiting for such approval might endanger the desired acquisition.

**YES** \_\_\_ **NO** **PRIORITY NUMBER: 2**

### **Finding No. 3**

There exists adjoining land to the current TDA property that may become available for purchase in the future. Of particular interest is the remaining 570 acres of the Euer Valley, several small parcels currently held by the USFS, and the two 80 acre plots of PUD land adjacent at the southwest boundary of Tahoe Donner. (see map attached as Exhibit 4).

### **Recommendation C**

- (1) That a process and structure be immediately established and approved by the Board for identifying all possible property whose purchase might be of benefit to TDA.

**CURRENTLY IN PROCESS**

- (2) That any proposal for acquisition of new property include detailed discussions of potential cost/benefit analyses to the TDA membership and demonstrate the useful purposes of the property to the TDA membership  
 YES \_\_\_ NO **PRIORITY NUMBER: 1**
- (3) That the Board review and consider initiating a fund or reserve program with the goal being to build up cash for future purchases of identified beneficial lands. Such a fund should contain a sunset clause providing for payback plus accrued interest to funds obtained from TDA membership.  
 \_\_\_ YES  NO

**Finding No. 4**

The existing multi-use trail system is identified as one of the major assets of TDA.

**Recommendation D**

That the Board and Staff include in the operating budget each year sufficient funds to engage both permanent and temporary staff and labor, and materials, to preserve, maintain, and enhance our trail system. In addition, create an “Open Space and Trails Committee” led by the Forestry Department and composed of a Board liaison and volunteer interested property owners, the purpose of which would be to develop ideas for trail improvement, signage, trail expansion, and trail management and to provide these as recommendation to the Forestry Department and General Management. If the Forestry Department believes it advisable to have additional staff involved in trail maintenance and believes that a Trails Department, reporting to Forestry, would be beneficial, then it is recommended that such a Department be established with positions with defined duties and a budget line to maintain existing hiking trails, including erosion control, and to work with the Equestrian amenity on the trails in joint use.

YES \_\_\_ NO **PRIORITY NUMBER: 1**

**Parts of this recommendation are CURRENTLY IN PROCESS and/or ALREADY COMPLETED**

**Finding No. 5**

As stated in the 1999 General Plan (see Trails at end of the 1999 Background section) and re-iterated in the 2006 GPC membership survey, TDA needs to create more trail head parking areas at existing roadside accessible trail heads which are closer to more property owners and which afford an opportunity for more varied hiking.

**Recommendation E**

Create paved parking for trail access which would not block snowplow access in areas recommended by Houdyschell as possible sites, all of which have potential for multiple uses in multiple seasons. These **INCLUDE BUT ARE NOT LIMITED TO** the following (See map attached as Exhibit 5):

1. Trailhead 39, located on Skislope approximately 20 yards below the cross-country pass through to the downhill ski area. This area affords an opportunity to create parking for 20 to 30 vehicles without intruding on any property owner sightlines. It also would access many of the already developed Forestry Department trails and additionally is on the border of a variety of cross-country trails many of our hikers already walk on. Bill Houdyschell has indicated he could readily formalize another half-dozen trails near to this proposed area. Other uses of this trail head parking include a variety of enhancements to other existing amenities. Of special interest is that the parking spaces could be used in winter as a cross-country season pass holder parking lot by including a swipe machine at the parking lot. Also in winter, the back country skiers and boarders could access the area without having to park on the street (which is already done at this very location).
2. Trailhead 30, located on Skislope near Christy Lane. Bill Houdyschell has identified a place at this location for 4 to 6 vehicles to be parked off the road by creating a small parking pad. This is an area used for hiking and backcountry skiing already, with property owners presently parking on the street.
3. Trailhead 12A, located at the end of Alder Creek Road. This area also is already used for both hiking and backcountry skiing. Bill Houdyschell also feels it could be modestly developed into a

larger parking area and could be another option for overflow cross country skiing, possibly with the inclusion of a swipe machine in winter.

4. Trailhead 4, located just below Trout Creek and at the top of the established nature loop. This nature loop is already well used, but there is a need for more parking to access it. Bill Houdyschell is already working on signage along the loop which will be of interest to families with children and people desiring a modest walk. He feels if there was appropriate parking, it would be enjoyed by more. Furthermore, if there were parking, the nature loop in winter would be used for backcountry skiing, primarily for beginners.
5. The top of the downhill ski area is an already cleared large space, with access from Skislope via an already established road. This area could be paved and turned into a parking area with multiple uses. Hikers enjoy walking the one mile ski run but presently can only do so by parking near the ski hill condominiums, there is a need for overflow parking for the downhill ski area and skiers could literally ski down from this proposed area to the lifts.

YES \_\_\_ NO PRIORITY NUMBER: 1

#### **Finding No. 6**

An irreplaceable data base of maps and land use documents is kept in the Forestry Department, much of it as computer files which are not regularly backed up due to time constraints. The loss of this data base would be tragic. The Forestry Department does not have sufficient resource to routinely do this backup.

#### **Recommendation F**

Immediately assign a computer knowledgeable employee to work with the Forestry Department to make regular backups of their computer files and to transfer copies to CD s that can be stored in a fire-proof location.

**CURRENTLY IN PROCESS and/or ALREADY COMPLETED**

**PURPOSE**

The purpose of the Transportation Element is two fold: first to review the history of the road system in Tahoe Donner as it relates to our current status, to review transportation services to Tahoe Donner and the surrounding area; analyze the information collected and prepare findings and recommendations; and secondly, to identify the need for internal transportation related functions to support the needs of the Property Owners, such as shuttle services, parking at various Tahoe Donner facilities, etc

It is important to note that the majority of the issues for this element are not within the direct control or responsibility of Tahoe Donner Association. Primary responsibility lies with the respective government organizations for providing and maintaining these facilities. However, since funding comes from a variety of sources, some from the general tax base, some from the Town's traffic impact fee on new homes, and some from a parcel charge unique to Tahoe Donner property, it is important for the Association to assure the services received from the respective organizations are consistent and fair with the taxes and charges compared to other developments within the service areas. It is also important that the Association provides an advocacy relationship with the respective agencies to assure the needs of the Association are met. The most critical funding issue for the Association to track and provide guidance to the Town is the Truckee Special Services Area – 1 (TSSA-1). A brief historical summary is presented here to provide perspective for the reader of this report, so they can understand the issues relating to this funding.

**BACKGROUND****Tahoe Donner Road Maintenance and Improvements**

A very detailed and excellent review of the history of roads within Tahoe Donner is presented in the Transportation Element section of the General Plan published in 2000. Those interested in knowing the complete background of our road system are encouraged to read that review.

**Original construction:** The Tahoe Donner road system was completed in 1973 by Dart Resorts. Dart Resorts, in addition to completing the road system (over 60 miles of paved roads), constructed a road maintenance facility at our maintenance yard, principally to house the snow removal equipment and to provide space for maintaining and operating this equipment. Dart also purchased the necessary snow removal equipment for snow removal within Tahoe Donner.

**Nevada County Responsibility:** Shortly thereafter, the County of Nevada agreed to accept our roads giving the county the responsibility of maintaining and repairing our roads including snow removal. Tahoe Donner roads were deeded to the County in 1974.

**Deteriorating Roads:** In 1983-84, property owners began to complain about the condition of Tahoe Donner roads and the need for an increased level of maintenance and enhancement program. The county, claiming it had no funding for road maintenance, in late 1984, proposed expanding County Service Area No. 4 (CSA-4) to include road maintenance and authorized an engineering service agreement to develop a pavement maintenance and enhancement program for Tahoe Donner CSA-4. County Service Area No. 4 was approved on April 8, 1985. For several years, the Board negotiated with the County over what was to be done and how it was to be accounted for, but the discussions never resulted in an agreement that Tahoe Donner's Board had confidence in, and the Board did not recommend assessment of road improvement funds.

In early 1992, the county completed a Pavement Management System (PMS) for CSA-4, providing a twenty-year plan with a five-year expenditure plan to complete the most needed road repairs to put our roads in an easily maintained state. The estimated cost for this five-year plan was \$2.5 million, and projected costs over twenty-years at \$8 million. Based on these estimates our board and county officials

agreed to triple the road maintenance parcel charges to fund this five-year program. The actual parcel charges for 1992/93 were set at \$95 per developed lot and \$70 per undeveloped lot, where it remains today. In 1992, the voters authorized the incorporation of the Town of Truckee, including Tahoe Donner. Effective July 1, 1993, the Town of Truckee became responsible for the roads within Tahoe Donner. At that time, CSA-4 ceased to exist and the Town Special Service Area 1 was established (TSSA-1). The Tahoe Donner parcel charges of \$95 per developed lot and \$70 per undeveloped lot are now being placed in TSSA-1, which is managed by the Town.

**Current Status:** The Town of Truckee has been responsible for the maintenance and improvement of our road system. Limited road improvement work was accomplished between 1993 and 1997; however, in 1998, substantial improvements were made. The town completed its pavement management plan in April 1999, which planned for slurry sealing Tahoe Donner roads every three years, and full overlay or replacement every 7 years. The Town is evaluating its Overall Condition Index (OCI) during winter 2006-07 to determine if its schedule for sealing and overlay is appropriate. In addition to sealing, the Town is using TSSA-1 funds for roadway-related drainage improvements, repairs of storm-damaged roadways, and plans to use these funds for installation of guard rails on steep, curving portions of Northwoods and Schussing.

While the level of maintenance seems to have reached a level of maturity and quality satisfactory to the residents of Tahoe Donner, it is important that Tahoe Donner Association continue to monitor the activities and planned expenditures of the Town. As an example, the Town planned to use funds in the TSSA-1 account to contribute to the Pioneer Trail Extension, which is planned for construction from Tahoe Donner to the existing Pioneer Trail west of SR89 near the I-80 interchange. While the extension would benefit TD by reducing traffic on Donner Pass road, the Association felt the benefit was to the community as a whole and should be paid from general tax funds paid equally by all residents of the Town. It is important that TD continue to monitor these expenditures to assure the parcel tax uniquely paid by TD is used strictly for the benefit of the Property Owners.

### **Other Transportation Services**

The following transportation services (other than private vehicles) are available for Truckee and Tahoe Donner residents:

#### **Regional Services:**

- Scheduled airline services are available at the Reno Airport. A new North Lake Tahoe Express bus service provides connections between the airport and Truckee/North Lake Tahoe.
- Charter flights and services for private and business airplanes are available at Tahoe Truckee Airport.
- Bus (Greyhound and Amtrak) and rail (Amtrak) scheduled services are available at the Downtown Truckee Train Station.

#### **Local Services:**

- "The Bus" provides scheduled services between the Truckee Station and Tahoe City with several stops en route. "The Bus" is operated by the Tahoe Area Regional Transit District (TART).
- Dial-a-Ride provides on-call services to the Truckee area including Tahoe Donner.
- The Truckee Trolley operates on a summer and winter schedule and the routes also change with the schedule. The summer route operates between the airport and the west end of Donner Lake, while winter extensions link Northstar and Sugar Bowl with the downtown Truckee train station/transfer point.

The area for potential expansion is the bus service, which is discussed in the section "Transit Service".

### **Third Access Road**

The primary entrance, Northwoods Boulevard, the primary access to Tahoe Donner, is in reasonably good shape. The problem with Northwoods Boulevard access is the steepness of the road and the increasing

congestion. In the event of a major disaster, it would be very difficult to timely evacuate the residents and/or get emergency equipment in. Alder Creek Road, the alternative access, connects to State Route 89, which provides access to the north, and links to I-80 and the Route 267 Truckee bypass. A third and properly designed entrance road would be beneficial for safety and to reduce traffic on Northwoods Boulevard. The other town roads are of interest to us as town residents, however, they impact us as individuals in varying ways. It is recognized that the town has very limited funds to meet their (and our) growing road maintenance problems.

### **Bicycle Trails (Bikeways)**

When Tahoe Donner was constructed, Dart Resorts did not provide any specific bicycle trails, relying on the road system to provide for bicycle travel and internal walking, and equestrian trails and trails provided by others for off-road recreational bicycle use. In 1996, a previous Nevada County bicycle master plan was updated and expanded. The updated plan includes expanded bicycle opportunities within the Town of Truckee. Both plans include Class II bike lanes along Alder Creek to Fjord to Northwoods Boulevard and along Northwoods Boulevard to Donner Pass Road, continuing both east and west on Donner Pass Road. Recent signage has increased the visibility of bikeways in Tahoe Donner.

The updated master plan proposes the standard design criteria established by California Department of Transportation (Caltrans), the American Association of State Highway and Transportation Officials, (AASHTO) and the Federal Highway Administration (FHWA). These design standards provide for three distinct types of bikeway facilities:

- Class I Bikeway (Bike Path) - provides a completely separated right-of-way for the exclusive use of bicycles and pedestrians with crossflow minimized;
- Class II Bikeway (Bike Lane) - provides a striped lane for one-way bike travel on a street or highway; and
- Class III Bikeway (Bike Route) - provides for shared use with pedestrian or motor vehicle traffic.

The Nevada County Bicycle Master Plan envisions that the construction proposed by the plan would be completed within twenty years.

## **INFORMATION AND ANALYSIS**

In this section we will use the background information, add new information, analyze the information and determine appropriate actions, if any. In the sub-sections that follow we will address roads, bicycle trails and other transportation services.

### **Roads**

Since adequate funding of the town's road system will continue to be a problem for the foreseeable future, it is apparent that the TSSA-1 parcel charge will continue to be required if we are to see continued road improvements within Tahoe Donner. The board and staff must stay on top of our road maintenance problems and ensure that our parcel charges are only used for overlays, rehabilitations and improvements within Tahoe Donner. The town has completed their five-year road improvement plan. The existing ad-hoc road committee should monitor our road issues. This committee should report directly to the general manager.

**Third Access Road:** Access into Tahoe Donner is presently inadequate due to the steepness of and volume of traffic on Northwoods Boulevard, and the fact that we have only two access roads into and out of Tahoe Donner. However, it is difficult to conceptualize an alternative route that will remove significant traffic off Northwoods; Alder Creek does not serve such a function. In the event of disaster (such as a major forest fire), it would be difficult, if not impossible, to get people out of the area and emergency vehicles in. As Tahoe Donner continues to develop, the need for another access road becomes increasingly urgent. The Town of Truckee's General Plan proposes the construction of a road connecting Northwoods Boulevard (or Lausanne) with an extension of Pioneer Trail, with a connection to an extension of Bridge Street providing a linkage to downtown Truckee.

From the Town perspective, the value of the Pioneer Trail/Bridge Street connection to Tahoe Donner would be to diminish traffic on Donner Pass Road between Northwoods Boulevard and the Gateway area. The estimated cost for the two mile connection between the west end of Pioneer Trail and Tahoe Donner is approximately \$15 million (including the Bridge Street connection). The Town has a roadway improvement list that would cost \$65 million to complete. Potential funding sources for the project would be utility agencies interested in upgrading their facilities, contributions from developers, and the Town Traffic Impact Fee. The current fee, of \$2,381 per new housing unit, is considered inadequate for present needs and is under review.

Therefore, it is imperative that our board work closely with the town council, and our staff with the town's staff to ensure the Tahoe Donner and the downtown connectors remain a high priority. The road committee would be helpful in this regard also.

In addition to the two connector roads, the board and staff should continue their efforts to develop additional emergency egress routes from Tahoe Donner. While the need is generally accepted, no definitive study has been made for locating this emergency exit. Discussions have been held for a road out through Euer Valley, through Negro Canyon and joining I-80 at the Donner Lake exit. Also discussed would be an exit on the eastern side of the development joining the Pioneer Trail extension. Both have challenging political and cost considerations.

This report recommends a definitive study of the potential emergency exit scenarios, the risks associated with each, and potential solutions for emergency exit under a disaster situation. It is recommended that this study be under the supervision of Bill Houdyschell, the TD Forester, and the Ad-Hoc road committee. Without a well stated requirement with risks associated, this problem will likely never be addressed.

### **Bikeways**

The Nevada County Bicycle Master Plan provides an overall well thought-out plan for the development of bikeways throughout the county and the incorporated cities within the county, including Truckee. On Donner Pass Road, the bikeway would go both east and west connecting Donner Lake on the west to Glenshire on the east. The bikeway within the Town of Truckee is proposed to loop Donner Lake and have a scenic river route en route to Glenshire.

The proposed plan appears to adequately serve Tahoe Donner. As the Class II bike lanes are being completed, Tahoe Donner should work with the town to designate some additional streets as Class III bicycle routes. Class II bike lanes should be considered on Alder Creek Road. Our hiking, cross-country ski and equestrian trails should continue to be available to our bicyclists (see Land Use and Open Space Element) to the extent feasible. There are limited federal and state funds in addition to local funds available for the development of bikeways. Our board and staff should work with town officials to encourage the development of bikeways within Tahoe Donner and the Town of Truckee. Bikeways are a valuable asset to provide an alternative mode of transportation. The Association should consider the possibility of a Class I bike trail to divert bike traffic from Northwoods Boulevard.

### **Transit Service**

The Nevada County Transportation Commission's 2005 Regional Transportation Plan (RTP) describes the desirability of extending Capitol Corridor rail service from the Bay Area to Truckee and Reno, but the project is on hold pending funding and Union Pacific concern about track usage. The RTP also cites the success of the Truckee Trolley and the public-private partnership that provides the employee and visitor service between downtown Truckee, Northstar, and Sugar Bowl during the ski season.

Results of the General Plan questionnaire indicated that property owners don't believe improved transit service subsidized by Tahoe Donner should be a priority. However, as fuel prices continue to increase, parking is constrained at several Tahoe Donner amenities, and seasonal employees do not always have access to cars, there is interest in internal connections as well as some transit service linking Tahoe Donner with downtown Truckee (besides the current Dial-a-Ride service). The General Plan Committee strongly believes that improved transit connections to and within TD will be required in the longer term.

The present Truckee winter transit services (116 days) to Sugar Bowl and Northstar are funded 50% by the resorts (passengers ride for free), 33% by the North Lake Tahoe Resort Association, and 17% from Town state transit funding. For winter 2006-07, Truckee is also operating night transit service as a pilot project, providing downtown connections from Northstar and motels along Highway 267 and Donner Pass Road west to Donner Lake Village. The Town is contributing 42% of the cost and Northstar and the motels the remainder, providing a free ride for patrons.

According to Town staff, a third winter route is under consideration for FY 2007-08, linking the Grey's Crossing/Pioneer Trail area with downtown Truckee. A third bus would be required, and would potentially have capability to serve Tahoe Donner. Based on the Sugar Bowl/Donner Summit Shuttle Agreement approved by the Town Council on November 16, 2006, a half-time shuttle service to Tahoe Donner would require an approximately \$13,000 subsidy from TD if the North Lake Tahoe Resort Association and Town contributed in the same ratio as with the current services.

### **Tahoe Donner Parking**

Individual sections of this General Plan update indicate parking shortages at several TD amenities. The most frequent deficiency occurs at the cross-country ski area, and deficiencies also occur on peak days at the downhill ski area and at the marina. Permitting and developing new parking areas can be difficult and expensive because of the need to comply with water quality requirements; the board rejected one proposal for expansion of parking at the cross-country area because of the high cost per space.

There are opportunities for increasing parking that has potential to rectify the parking problems with multiple amenities, in other words joint use parking plans. These multi-purpose parking proposals have all been generated with the help of Bill Houdyschell, who is in the process of mapping the options. The options are described on page 66 in the Land Use section.

## **FINDINGS AND RECOMMENDATIONS**

### **Finding No. 1**

Tahoe Donner has been and is significantly impacted by the actions of state and local governments. The actions of these governments are not under the direct influence or control of Tahoe Donner Association.

### **Recommendation A**

That the board stay thoroughly informed on actions proposed by State and local governments as well as by private entities that impact Tahoe Donner and fully inform the property owners of the impact of the proposed actions and what options are available to the property owners. While the permissible extent of the Board's advocacy and "watch dog" role may be limited, the Board does have an obligation to inform the Tahoe Donner membership regarding actions proposed by government agencies and others, and lobby these agencies to assure full understanding of TD Property Owners interests as appropriate.

**YES** \_\_\_ **NO** **PRIORITY NUMBER: 1**

### **Finding No. 2**

The Town of Truckee appears to have sufficient revenues available to prevent the continued deterioration of its road system, including the roads within Tahoe Donner. However, the level of funding and Town's prioritization should be reviewed annually to assure the level of maintenance is appropriate.

### **Recommendation B**

That the Tahoe Donner Association continue to support a parcel fee for TSSA-1 to be used for overlays, rehabilitations and safety issues. The parcel charges should be carefully monitored and adjusted as necessary. Any usage of TSSA-1 funds for new road projects should be reviewed and considered only in conjunction with a comprehensive funding package that is proportionate with benefits received.

**ALREADY COMPLETED ANNUALLY**

### **Recommendation C**

The current ad-hoc road committee should continue to monitor road maintenance issues and keep the Board

and Property Owners informed to assure the Associations gets full value for what we are paying.

**YES** \_\_\_ **NO** **PRIORITY NUMBER: 1**

**Finding No. 3**

That the Nevada County Bicycle Master Plan Update is a well thought-out, comprehensive plan that if implemented within the Town of Truckee, and is becoming a great benefit to the residents of Tahoe Donner. Strong support for trails was also demonstrated in the responses of Property Owners to General Plan Survey #2.

**Recommendation D**

The board and staff support the implementation of the Bicycle Master Plan and work with town officials to expedite development of the bikeways within the Town of Truckee and Tahoe Donner. With the strong support voiced by the Property Owners in General Plan Survey #2, a feasibility study for a Class I trail(s) along heavily traveled sections of key connector roads, such as Northwoods Boulevard and possibly Alder Creek Road. At a minimum, Class II striping should be provided on Alder Creek Road. While a Class I project might be expensive, the improvement in access and safety could be of great benefit to the Association. Such a study should also include a Class I trail from TD property to downtown.

**YES** \_\_\_ **NO** **PRIORITY NUMBER: 2**

**Finding No. 4**

A third access road is needed now and will become a critical need as development continues. While the need is generally understood, specifics of where the access road needs to be and the risk assessment from various disaster scenarios has not been completed.

**Recommendation E**

That our board and staff work closely with the town and appropriate elected officials to expedite construction of the Tahoe Donner and Downtown Connectors. The road committee proposed in Recommendation C would be useful on this matter. We feel a professional risk assessment of potential disaster scenarios should be conducted to better understand the need and urgency of a third access road. This could potentially be funded from TSSA-1 funds.

\_\_\_ **YES**  **NO**

**Finding No. 5**

Internal bus service with connection to the town is highly desirable if it can be provided on an economical basis.

**Recommendation F**

That our board and staff review the costs for internal bus service to our amenities and/or the town; and if economically feasible, implement such a plan, perhaps in conjunction with the town. Following the Northstar and Sugar Bowl model, it might be possible for a shared cost transit connection between Tahoe Donner and downtown Truckee. If no other funding source is available, TD could encourage the use of any extra TSSA-1 funds for supporting transit service.

**YES** \_\_\_ **NO** **PRIORITY NUMBER: 2**

**Finding No. 6**

There are parking shortages at several Tahoe Donner amenities. At times, this constrains usage and potential revenue, particularly at the public amenities of cross-country and downhill skiing.

**Recommendation G**

Tahoe Donner needs to seek amenity parking solutions, including the potential of joint-use parking facilities and use of shuttle service to divert employee parking.

**YES** \_\_\_ **NO** **PRIORITY NUMBER: 1**

## **BIBLIOGRAPHY**

1. Town of Truckee General Plan Vols 1-4, adopted February 15, 1996.
2. Five Year Pavement Management Plan Tahoe Donner Resort for Nevada County by Curtis/Hessiman Engineering Consultants, June 1985.
3. Five Year Pavement Management for County Service Area 4 (preliminary draft), March 1992.
4. Nevada County Bicycle Master Plan Update Final Report, June 1996.
5. Nevada County Transportation Commission, 2005 Regional Transportation Plan, January 2006.
6. Personal communication with Todd Landry, Senior Engineer, Town of Truckee, November 2006.
7. Personal communication with Alex Terrazas, Assistant to the Town Manager, November 2006.

**BACKGROUND**

Constructed in 1993, Trout Creek Recreation Center is the most heavily used amenity within Tahoe Donner (TD) experiencing more than 120,000 visitors in 2005. Trout Creek is a full-service recreation center that offers year round programming including cardio, weights, fitness classes, yoga, swimming, day camps, snow play and more. In 2005 the facility was doubled in size to just over 16,000 square feet. A new fitness room, weight room, cardio room, restrooms, family activity room, manager's office, staff break room and storage space were added.

Because of the vast services offered at Trout Creek (TC), it is considered by many to be the "hub" of all Tahoe Donner activity. Trout Creek is a private amenity that is available exclusively to property owners and their guests.

**INFORMATION AND ANALYSIS**

Tahoe Donner property owners can access TC by paying the \$197/yr recreational fee per family of up to four people, or can pay \$5/use. The fee to access TC is exceptionally priced compared to similar amenities offered by other associations as shown in Table 2.12.1.

**Table 2.12.1. Amenity Access Fee Competitive Comparison**

<b>Trout Creek- Tahoe Donner</b>	<b>Incline Village General Improvement District</b>	<b>Old Greenwood</b>	<b>Paramount Fitness</b>
\$197 annually family of 4 \$5/visit	\$897 annually family of five \$85/month	\$30,000 initiation fee + \$250/mth	\$100/mth per person
3 pools 3 hot tubs Sauna Weight room Cardio room Yoga Exercise classes Swim classes Day camp Activity programs	Indoor pool Sauna Cardio room Weight Room Indoor full court basketball Fitness classes Sports league	Year –round outdoor pool Hot tub Cardio Spin class Yoga & Pilates Youth camps Golf Fishing Children's water park Swim lessons	Cardio Aerobic Classes

In the past five years, 2001-2005, usage at TC has increased over 33%. Table 2.12.2 shows the usage rates by user category.

TC is open 363 days per year (closed for two days for spring cleaning). Peak usage time is on the weekend between 6am-9am and 4pm-7pm. During the prime season periods (Dec- Feb, Sept-Nov) approximately 4 times as many people use the facility on weekends than do during weekday periods. 72% of all weekend guest usage occurs between 4-7pm. Usage rates are shown below in Table 2.12.3.

**Table 2.12.2. Trout Creek Annual Usage**

Trout Creek Recreation Center Usage					
	2001	2002	2003	2004	2005
Member- Rec Fee	70,662	84,107	90,403	73,939	93,769
Member- Pd Entry	3,466	5,613	5,333	3,408	4,576
Guest	16,578	20,710	19,944	18,966	20,966
Employee	2,636	3,626	4,229	3,523	5,367
<b>Total</b>	<b>93,342</b>	<b>114,056</b>	<b>119,909</b>	<b>99,836</b>	<b>124,678</b>
<b>Growth</b>		22%	5%	-17%	25%
5 year growth	34%				

**Table 2.12.3. Trout Creek Usage by Time Slot**

Trout Creek Usage Summary							
	6-9am	9am-noon	noon-1pm	1-4pm	4-7pm	7-10pm	Day Total
<b>March-May, Sept-November</b>							
Weekday	14	15	15	24	26	10	104
Weekend	84	53	39	65	95	41	377
<b>Dec-Feb, Jun-Aug</b>							
Weekday	31	48	32	57	56	17	241
Weekend	207	145	119	171	255	85	982

**Capacity**

Capacity at TC is set by the fire department and varies from facility to facility within TC (Table 2.12.4). On a day-to-day basis TC operates far under capacity. However, during the last two weeks of December, Ski/Skate week and Fourth of July, TC often exceeds capacity and people are turned away for safety reasons. Since exceeding capacity occurs only 3 weeks a year we do not see a need at this point to expand capacity.

**Table 2.12.4. Capacity by facility within Trout Creek**

FACILITY	USAGE CAPACITY
Main swimming pool (only open summer)	93 persons
Lap pool (3 lanes, open year 'round )	36 persons / less if used for lap swimming
Children's wading pool (open summer)	11 persons
Spa No. 1	11 persons
Spa No. 2	11 persons
Steam room	8 persons
Sauna	8 persons
Exercise/weight equipment room	25 persons

Additionally, in the 2006 General Plan Survey property owners were asked three questions in order to measure their support regarding either building an additional recreation center or expanding the current center to accommodate future growth. As shown in the charts below (Tables 2.12.5-7) there is a lack of strong property owner support to fund either an additional recreation center or further expand TC.

**Table 2.12.5. Survey Response from 2006 GP Survey Q#35**

Recreation/Sports Center Option 1: Build a new pool complex to support more water sport activities including slide, water polo, etc., expand the "Rec Hut" activities to the new site. Potential one-time cost would be \$3 - 4 million, \$475 - 625/property, or \$25 35.- 35/property over 20 years.

	Number of Responses	Response Ratio
Don't Support	311	38%
	69	8%
Neutral	160	19%
	164	20%
Strongly Support	123	15%
<b>Total</b>	<b>827</b>	<b>100%</b>

**Table 2.12.6. Survey Response from 2006 GP Survey Q#36**

Sports Center Option 2: Build a larger facility including a small gymnasium for basketball, volleyball, etc., include game rooms and a snack bar for year-round social activities. Potential total one time cost of \$8 - 10 million, \$1,250 - \$1600/property, or \$65 - 36.80/property if funded over 20 years.

	Number of Responses	Response Ratio
Don't Support	379	46%
	90	11%
Neutral	111	13%
	135	16%
Strongly Support	117	14%
<b>Total</b>	<b>832</b>	<b>100%</b>

**Table 2.12.7. Survey Response from 2006 GP Survey Q#37**

Sports Center Option 3: Expand outside facilities to include a climbing wall, bocce ball, a sports field for softball, additional tennis courts, etc. Potential total costs of \$12 - 15 Million, \$1,875 37.- 2,400/property, or \$100 - 120/property if funded over 20 years.

	Number of Responses	Response Ratio
Don't Support	455	55%
	109	13%
Neutral	103	12%
	77	9%
Strongly Support	90	11%
<b>Total</b>	<b>834</b>	<b>100%</b>

Furthermore, in January 2006 the board met to review property owner feedback regarding three proposals to enhance the space behind the recreation pool that currently consists of a play structure, basketball courts and a picnic area. A landscape architect was retained to develop three concepts that would be funded by the "32 acres money" if adopted. After soliciting property owner feedback on the concepts, it was clear that the membership was not in support of any of the proposals for fear that it may become too "Disneyland like". Many felt that the concepts were too grand and that a smaller scale concept may be more appropriate.

In March of 2006, TC launched a survey to TC users to provide feedback on the facility. The results of this survey are shown in Tables 2.12.8-11.

As of December 2006 the results show that 20% of users come to TC utilize the weight room while 34% come to use the pool and spa

**Table 2.12.8. Reason for Visiting Trout Creek**

<b>Primary Reason for visiting Trout Creek</b>		
Cardio Room	46	40%
Weigh Lifting	23	20%
Pools & Spas	39	34%
Day Camp/Children's Programs	1	1%
Fitness Classes	6	5%
<b>115</b>		

26% of users would like to see Tahoe Donner invest in more cardio equipment at TC, while 14% would like to see more children's programs.

**Table 2.12.9. What members would like to see added to TC Recreation Center**

<b>What do you want to see added to TC Recreation Center?</b>		
More cardio equipment	25	26%
More children's programs	14	14%
More gender/sport specific fitness programs	10	10%
More weigh equipment	13	13%
Other	36	37%
<b>98</b>		

TC management is considering offering spa services as a way to expand the TC offerings and to increase revenues. 57% of survey respondents are in favor of this proposal.

**Table 2.12.10. Level of interest in spa services at Trout Creek**

<b>Would you be interested having TC offer spa services such as massage?</b>		
No	49	43%
Yes \$25-\$50	27	24%
Yes \$50- \$75	25	22%
Yes \$75-100	8	7%
Yes \$100-\$150	3	3%
Yes 150+	1	1%
<b>113</b>		

TC management is considering expanding food service options during the summer months and peak weekends. 54% of survey respondents are in favor of TC offering additional food service.

**Table 2.12.11. Level of Interest for Expanded Food Service at Trout Creek**

<b>Would you be in favor of expanded food service at Trout Creek?</b>		
Yes	61	53%
No	54	47%
<b>115</b>		

**Table 2.12.12. Trout Creek Revenue and Expense Patterns: 2001-2005**

	2001	2002	2003	2004	2005
Revenue	\$413,992	\$504,062	\$595,944	\$595,480	\$702,999
Operating Expenses	\$482,868	\$487,400	\$568,983	\$650,518	\$681,403
Net Operating Results	-\$68,876	\$16,662	\$26,961	-\$55,038	\$21,596
Allocated Overhead	\$56,576	\$65,433	\$78,132	\$115,323	\$124,647
Net Results with Overhead	-\$125,452	-\$48,771	-\$51,171	-\$170,361	-\$103,051
Cost Recovery Ratio	77%	91%	92%	78%	87%
Capital Expenses/Funding	n/a	\$77,179	\$96,411	\$102,475	\$93,893
Net Results with Overhead/Capital Expenses	n/a	-\$125,950	-\$147,582	-\$272,836	-\$196,944
P/O Yearly Assessment/Contribution	n/a	\$19.38	\$22.71	\$41.98	\$30.30

Overall, TD property owners are very satisfied Trout Creek and would like to see the facility well maintained.

In the 2006 TD Demographic survey:

- 90% of respondents rated the facility as Good or Excellent
- 81% rated the weight room as Good or Excellent
- 85% rated the cardio room as Good or Excellent
- 47% use TC 11 or more times annually

#### **FINDINGS AND RECOMMENDATIONS**

- Because property owners have consistently indicated throughout the various surveys that they are pleased with the current amenity and do not want to further invest in amenity expansion our recommendations are centered around maintaining and enhancing the current facility.

#### **Finding No. 1**

26% of users would like to see Tahoe Donner invest in more cardio equipment at TC, while 13% would like to see more investment in weight training equipment.

#### **Recommendation A**

Continually invest in new cardio and weight equipment so members have access to the latest equipment and increased equipment availability during peak times

**YES**     **NO**    **PRIORITY NUMBER: 1**

#### **Finding No. 2**

While the space behind the pool is underutilized, property owners are unwilling to support an expensive build-out to repurpose the area.

**Recommendation B**

The space behind the pool is under utilized. The board should revisit how this space can be optimized while paying particular attention to the property owner’s request to maintain a peaceful and natural environment. We recommend forming a small task force to additionally solicit property owner input and bring 1-3 ideas to the board for how this space can be used.

**YES** \_\_\_ **NO** **PRIORITY NUMBER: 1 To be completed by the GPC**

**Finding No. 3**

53% of TC users who have responded to the 2006 TC survey indicate wanting additional food service.

**Recommendation C**

Look for ways to offer expanded food service during peak times so that Tahoe Donner can capitalize on the revenue opportunity while meeting the property owner’s desire for on site meal service. There may be an opportunity to partner with the Lodge to provide lunch boxes or to offer weekend BBQs in the park adjacent to the pool during the peak times.

**YES** \_\_\_ **NO** **PRIORITY NUMBER: 1 To be completed by the GPC**

**Finding No. 4**

Tahoe Donner property owners would like to have an on-site, short term, child care option at TC.

**Recommendation D**

Looks for ways to address property owner’s request for a short term on-site child care option while using the TC facilities

**YES** \_\_\_ **NO** **PRIORITY NUMBER: 1 To be completed by the GPC**