

Tahoe Donner Association Blue Ribbon Equestrian Panel
MEETING #3 MINUTES
December 3, 2017

Meeting Attendance:

| Members: | Attended | Not |
|---------------------------|-----------------|------------|
| Karen Aaron | present | |
| Sue Anderson | present | |
| Jim Beckmeyer | present | |
| Joe Bono | phone | |
| Nancy Carnal | present | |
| Tim & Sue Crum | skype | |
| Lorna Dobrovolny | present | |
| Karen Dodd | | absent |
| Pam Frank | | absent |
| Kamy Goldfarb | | absent |
| Judy Herminghaus | | absent |
| Nan Meek | present | |
| Molly O'Dell | | absent |
| Susan Terrell | | absent |
| Mary Werschky | | absent |
| Finance Committee: | | |
| Jim Stang | present | |
| Staff: | | |
| Robb Etnyre | present | |
| Michael Salmon | present | |

1. Reviewed committee mission and overall guidance, from committee charter:

MISSION

1. Independently review all of the operating processes and procedures of the originally chartered Equestrian Amenity and to make recommendations to the Association Board of Directors after careful and thorough analysis including market review of competitive institutions.
2. To seek avenues that will increase the level of revenue generated while keeping members as a first priority.
3. To encourage greater participation in, and appreciation for, the Equestrian Amenity.
4. To, if possible and feasible from a service quality perspective, explore avenues to reduce expenses by exploring alternative business models.

5. To be well on the path to achieving a Net Operating Result (NOR) by the end of 2018 of at least \$0 and hopefully stronger.

OVERALL GUIDANCE

Potential recommendations will be member driven and should not be restrained by historical obstacles and include the full gamut of thoughtfulness inclusive of revenue generation possibilities/marketing opportunities, expense changes and reallocations and the best of class ways of doing business.

- 2. Reviewed and approved the minutes of Meeting #2, Nov. 15, 2017, previously emailed to committee members on Nov. 28, 2017.**
 - a. Motion by Nan Carnal, second by Sue Anderson, unanimous.
- 3. Reviewed brainstorm ideas task list (below) that was aggregated into three groups:**
 - a. Increase revenue, keeping members as first priority
 - b. Increase participation and appreciation
 - c. Reduce operating expenses
- 4. Tasks:** Committee members volunteered for some tasks; **other tasks in red below require members who were not in attendance at this meeting to volunteer for unassigned tasks.**
- 5. Direction:**
 - a. For each task, committee members will:
 - i. Estimate the task pros & cons related to capacity, practicality and feasibility
 - ii. Estimate revenue increase, participation and appreciation increase, and/or expense reduction using the best available information related to that task
 - b. The next committee meeting #4 will be a “progress report” conference call on Tuesday, Dec 12, 2017, for committee members to:
 - i. Report on progress to date
 - ii. Identify assistance needed to resolve issues or concerns
 - iii. Note: If committee members are unable to attend, a progress report in writing will be acceptable, and will be published in the meeting minutes.
 - c. In mid-January (date tbd), the first of three rounds of evaluation meetings will be held, at which committee members will review and discuss their initial findings, and the committee will vote on which ideas merit advancement to a second round of more detailed analysis.
- 6. Next Meeting: Tuesday, Dec. 12, 2017 at 4:30 pm – conference call. A reminder and call-in numbers will be emailed closer to the meeting date.**

CATEGORY 1: INCREASE REVENUE, KEEPING MEMBERS AS FIRST PRIORITY

1. Capacity Study – Sue Crum

- a. Identify our “excess capacity” in current boarding, trail rides, and programs
- b. Determine “additional capacity” vs. “overuse”

2. Marketing – Nan Carnal, Nan Meek

a. Define target member audience and metrics – Nan Carnal

- i. Identify member participation metrics
- ii. Compare to total member population
- iii. Identify potential member participation increase
- iv. Survey TD Equestrian Club re: participation
- v. Access results of 2017 Summer Survey

b. Identify current and future trends for our user population – Nan Meek

- i. Acquire American Horse Council report
- ii. Research other data sources
- iii. Identify opportunities for TDEC: perennial young rider population, beginning and/or returning adult riders, others

c. Identify and measure target markets for opportunities – Nan Meek

- i. Reno
- ii. Northern California I-80 corridor
- iii. Bay Area
- iv. Other similar operations farther away

d. Advertising – Nan Meek

- i. Identify appropriate online & offline media, geo areas
- ii. Establish budget
- iii. Develop advertising campaign
- iv. Add new activities to TD amenity promotion cards, articles, listings

e. Media Relations – Nan Meek

- i. TD News feature articles and amenity news
- ii. Query appropriate media editors to place articles
- iii. Write articles and source images
- iv. Submit articles
- v. Invite editors and bloggers from surrounding areas to lunch & learn about TDEC

f. Public relations – Nan Meek & others noted below for specific activities

- i. Ponies as EC ambassadors at TD events
- ii. Outreach to identify and/or promote boarding, trail rides and events:

1. Trails users – Lorna Dobrovoly

- a. Endurance
- b. Ride & Tie
- c. Tevis
- d. Trail trials

2. Clinicians – Sue Anderson

- a. Natural horsemanship groups
- b. Cowboy dressage
- c. Liberty trainers
- d. Arena trail obstacles
- e. Introduction to trail riding, other subjects

3. Regional riding groups – Karen Aaron, Lorna Dobrovlny

- a. Gold Country Trails Alliance
- b. Placer County Search & Rescue
- c. Reno/Auburn/Grass Valley groups
- d. Truckee Rodeo
- e. Truckee Horsemen
- f. Others

4. Non-equestrian organizations – TBD _____

- a. Youth groups for riding programs
- b. Truckee Parks & Rec
- c. Venue for events, speakers
- d. Clubs, groups, schools, service organizations

g. Publicity – Nan Meek

- i. Bay Area Equestrian Network, Google groups, etc.
- ii. Equestrian magazines
- iii. Online event listings

3. Pricing Strategies – TBD _____

a. Benchmarking

- i. Rates compared to other “short term” or vacation boarding
- ii. Rates compared to other unique or resort locations
- iii. Rates compared to other local long term boarding such as Piping Rock, Alpine Meadows, other stables in Reno and I-80 corridor
- iv. Examine member vs. public pricing for opportunities
- v. Identify price increase opportunities
 - 1. Competitive advantages
 - 2. Identify USP (unique selling proposition)
 - 3. Price positioning (best/highest, local/affordable, etc.)
 - 4. Demand-driven pricing (higher at busier times)

b. Passes

- i. Season passes
- ii. Weekly passes
- iii. Ride bundles for advance purchase

c. Pricing for other services, activities and events to be developed

4. Expand Current Services – Tim Crum

- a. Identify underutilized capacities
- b. Evaluate expansion of existing service offerings in all areas of EC operations
 - i. More Cowgirls & Cocktails, for example, and others

- c. More horses? More ponies?
 - i. Determine if feasible, either now or in next few years
 - d. More and different equestrian items in ACAC store
 - i. Wider range
- 5. New Programs – Each item below to be assigned :**
- a. Use the arena more to generate revenue – Sue Anderson**
 - i. Facility use fees, attendance and spectator fees, food/bev income
 - ii. Clinics with (for example) natural horsemanship trainers, working equitation Spanish cowboy style, liberty training, and other riding styles
 - iii. New pony course in the arena for parents to walk their kids on ponies around
 - iv. TD has small bleachers that can be moved from downhill
 - b. Equine Health Day events to inform and educate – TBD _____**
 - i. Vet, farrier and bodyworker to demonstrate what they do
 - ii. Career advice: “So you want to be a vet?”
 - iii. Boarder participation, members invited to watch
 - iv. Q&A with refreshments
 - c. Ponies & Pajamas for 3- to 6-year-olds and their parents – Susan Terrell**
 - i. Refreshments and s’mores at the fire pits
 - ii. Horse film or cartoon at ACAC
 - iii. “Carrot walk” at dusk to feed ponies a bedtime carrot
 - iv. Sell horsey pajamas at ACAC store
 - d. Mommy & Me/Daddy & Me for 7-11-year olds and their parents – TBD _____**
 - i. Parent/child riding experiences
 - ii. Combine instruction with fun
 - iii. Ride in arena, simple obstacles, etc.
 - e. Adult Horse Camp – grownups vacationing with horses – TBD _____**
 - i. Not actual camping at the EC – but maybe at the TD campground
 - ii. Beginners use TD herd horses
 - iii. Intermediate/advanced riders bring & board their own horses
 - f. Faux Rodeo – TBD _____**
 - i. Fun arena games related to rodeo events
 - ii. But not actual rodeo
 - g. Birthday Pony Parties – every little girl’s dream – TBD _____**
 - i. Ponies to pet/ride/take pictures on
 - ii. Pony-themed cake, refreshments
 - iii. Pony souvenirs
 - iv. Sell gift certificates to pony rides for guests
 - h. Create picnic destination in Euer Valley for everyday use – Susan Terrell**
 - i. Restore a few 12 x 24” pens for horses to be penned while riders enjoy a picnic at tables located near pens
 - i. BBQ in Euer Valley – Susan Terrell**
 - i. Use catering truck for food/beverage

- ii. Participate with or without horse
- iii. Naturalist speaker, country/western guitarist, entertainment

6. Special Events

- a. **Country/Western or Bluegrass concert – Karen Aaron, Susan Terrell**
 - i. In conjunction with Concert on the Green
 - ii. Or at the EC arena, bringing in rented seating
- b. **Line Dancing or hoedown – Karen Aaron, Susan Terrell**
 - i. Afternoon or evening
 - ii. With or without dinner as part of event
- c. **Chuckwagon Chili Cookoff – TBD _____**
 - i. At ACAC
- d. **Reunion in Euer Valley – TBD _____**
 - i. Ask Euer family for list to invite former visitors to event
 - ii. Informs former visitors they can still enjoy the valley thru TD boarding
 - iii. Picnic/food truck in valley for meal

CATEGORY 2: INCREASE PARTICIPATION AND APPRECIATION

- 1. **Member and public usage metrics to identify opportunities – Nan Carnal**
 - a. Members/guests/public usage numbers
 - b. Compare to total Member numbers
 - c. Apply learnings to opportunity evaluations
 - d. Identify opportunities for additional metrics
- 2. **Improve amenity appearance for better member and visitor experience – Susan Terrell**
 - a. Entrance and amenity signage
 - i. The need: There is no longer any part of the Equestrian Center located near Alder Creek Road entrance that people can see, nor is there any attractive signage on the road or at the Equestrian Center entrance to draw people in or provide an attractive welcome to visitors.
 - ii. Branding/identity for the EC is needed to create a welcoming, visible presence
 - iii. Selfie-worthy signage to create goodwill and free promotion of the EC
 - iv. Directional signage to provide visitor orientation
 - v. Improved trail marker signage to provide better directions and appearance
 - vi. Enlarged trail map within EC (as at hut) for boarders, riders and visitors
 - vii. Herd and boarder horse brief info cards at pens to interest and engage visitors
 - b. Improve the appearance of the Equestrian Center
 - i. Relocate unsightly trucks, heavy machinery and metal storage containers that resided this summer at the EC entrance – they do not present an attractive, well-maintained appearance for the Equestrian Center.
 - ii. Completion of relocation final phase projects is planned for this spring
- 3. **Enhance member/boarder experience – Susan Terrell**

- a. Boarder Bulletin Board for communications from staff and between boarders
 - b. Gathering area within EC with picnic table/meeting area near horses to build community among boarders
 - c. Weekend boarder events to build community and promote EC use
 - d. Increase participation in TD Equestrian Club through activities focused on TD members and local equestrian community
 - e. Additional affinity apparel/gift items in ACAC store promotes the EC at TD and in public
- 4. Expand awareness of current programs and encourage attendance – TBD _____**
- a. Welcome day at the beginning of the season
 - b. “Shows” at end of camp week
- 5. Provide member gateway experiences to increase TD member appreciation of the EC – TBD ___**
- a. Tahoe Donner Horse Fair
 - i. Activities to interest non-equestrian members
 - ii. Invite horse owners of different breeds to bring demo horses
 - iii. Pipe pens in arena so members can pet horses, talk to owners
 - iv. Refreshments and demonstrations, door prizes, free pony rides, face painting, selfie opportunities – fun day!

CATEGORY 3: REDUCE OPERATING EXPENSES

- 1. Operating procedures review with staff (per mission/direction) – Jim Beckmeyer**
 - a. Review Miguel’s extensive evaluation of current operations P&L reports
 - b. Identify opportunities for expense reductions or efficiencies
- 2. Actioning spend analysis – focus on top spend items – Jim Beckmeyer**
 - a. Top 9 spends make up 78% of Opex
 - b. Include labor costs in analysis
- 3. Benchmarking – Jim Beckmeyer, Nan Meek**
 - a. Compare metrics to local area vacation and long term boarding, trail rides, camps
- 4. Composting opportunities – Karen Aaron**
 - a. Independently or with other TD amenities or departments
 - b. Investigate O2 Compost/Peter Moon
 - c. Partner with local organizations, local college, 4H, FFA, Pony Club
- 5. Explore alternative business models – Jim Beckmeyer, Nan Meek**
 - a. Potential for outsourcing without reducing service quality

BLUE RIBBON EQUESTRIAN PANEL

Meeting Minutes

Wednesday, November 15, 2017

Northwoods Mezzanine, 6:00 PM

CALL TO ORDER

Meeting was called to order by Nan Meek at 6:15 due to teleconferencing adjustments.

ATTENDANCE

| Members | Attended | Not |
|---------------------------|----------|--------|
| Karen Aaron | present | |
| Sue Anderson | present | |
| Jim Beckmeyer | | absent |
| Joe Bono | phone | |
| Nancy Carnal | | absent |
| Tim & Sue Crum | phone | |
| Lorna Dobrovolny | | absent |
| Karen Dodd | | absent |
| Pam Frank | | absent |
| Kamy Goldfarb | | absent |
| Judy Herminghaus | | absent |
| Nan Meek | phone | |
| Molly O'Dell | | absent |
| Susan Terrell | present | |
| Mary Werschky | | absent |
| Finance Committee: | | |
| Jim Stang | present | |
| Staff present: | | |
| Robb Etnyre | | absent |
| Krystal Rae Mecham | present | |
| Megan Rodman | present | |
| Michael Salmon | present | |
| Christina Schwartz | | absent |
| Miguel Sloane | present | |
| Jesse Stock | present | |

The purpose of today's meeting is to brainstorm different operating processes and procedures that have the potential to increase revenue of the Equestrian Center while keeping Members as first priority, that encourage participation and appreciation of the Equestrian Center, and that reduce expenses through alternative business models while maintaining service quality.

Blue Ribbon Equestrian Panel Meeting Minutes – Nov. 15, 2017

All brainstorming ideas are welcome. We will not comment on or evaluate the suggestions generated today, but rather come up with as many ideas as possible. Following this meeting a small sub-group will aggregate today's ideas into categories, from which the members of this panel can volunteer to work on specific assignments.

Nan Meek started the discussion by stating ideas that **Jim Beckmeyer** offered in advance of this meeting:

- Revenue increases: **Increase marketing** to drive ridership up, focused on the Reno area and the I-80 northern corridor. **Review increasing rates** for trail rides, boarding, etc. **Expand pricing strategies**, i.e., weekly pass, season's pass, bundles of rides purchased in advance. **Expand "surface delivery options"** such as hayrides.
- Operating expense reduction: **Focus on the top 9 expense items** (78% of operating expenses). **Action spend** with the strategy of reducing operating expenses. Investigate **outsourcing our herd**.

Karen Aaron: Offer **kids' birthday parties and pony parties**.

-

Sue Crum: **Expand marketing for weekly/daily boarding** to the members and a more limited marketing to the public.

K.A.: **Advertise to equestrians in the Auburn/Grass Valley** area, who appreciate the cooler weather of the mountains and may present a good market to pursue.

Susan Terrell:

- **Expand activities/programs:** We mentioned in the last meeting some new offerings geared toward women, such as a 3-4 day riding camp. Each day could have a learning theme, an equine theme, in addition to a trail ride. "Ponies and Pajamas" at ACAC at sunset for 3-6 year olds, featuring refreshments & s'mores at the fire pits, a horse film/cartoon, and a walk at dusk to offer carrots to the herd. Older girls/teens sleepover at ACAC with movie, activities, help feed the horses in the morning, etc, Sell TD sleepshirts and PJs, with "Sleepover at EC" theme.
- **Create a visible, welcoming presence for our EC.** The EC is out of sight and off the radar of many homeowners. Provide Western style signage throughout the EC that is typically seen at riding facilities to better advertise our presence and orient visitors to the EC. Improve equestrian trail markers.
- **Access free publicity** through Bay Area equestrian group websites. Many barn groups have Google group sites, etc., that could attract new TD boarders if alerted to our offerings. Bay Area Equestrian Network reaches a wide range of readers on its website. Include in each Tahoe Donner News magazine (Feb. – July) a full-page, high-interest article on the EC featuring lots of photos and promoting new activities. This would reach all HO's and generate interest before summer.
- **Approach the Euer family to request a contact list** of past equestrian guests who enjoyed their horse trails until the TD purchase of the valley. Many of those riders are not aware that the Euer Valley is still open (to equestrians who board at TD) and would love to come back.
- Change the product mix in the **ACAC retail store**. Offer horse-themed PJs, babies' onesies, sleep shirts, etc.

K.A.: Expand events - Cowgirls and Cocktails and other events are popular and we could increase those offerings -- BBQs in the Euer Valley, a bluegrass music event, a hoedown, a chuck wagon dinner. These don't have to incorporate a horseback ride. A horsemanship clinic with a local trainer could be put on in the arena for boarders and observers.

S.T.: Line dancing with a western theme at the ACAC.

Joe Bono: Develop local youth market: Horseback riding opportunities have lessened in the Tahoe area due to stables' closing. Propose developing a youth market over time through pony clubs, riding clubs, horse care & maintenance club, lease-a-horse program, etc. Interest young kids in riding, over time, so that they come back summer after summer.

N.M.: "Mommy & Me" riding opportunities for kids and parents together. Not necessarily in week-long increments, these could be offered occasionally over the summer.

- **Expand our reach:** Boy Scouts, Campfire Girls, and Girl Scouts offer badges related to horsemanship. We could encourage that. Research reciprocal programs with riding schools in the Reno and foothills locations to bring kids in and have a demo day in the arena.
- **Use our arena more** to generate revenue through clinics on natural horsemanship, working equitation in Spanish cowboy style, liberty training, and other styles of riding. People coming in from hiking or sitting on the deck at the ACAC would be interested in watching.
- **Pony promotion:** Our ponies are a hit when they appear at events such as the fall festival. Use them at more TD events to advertise the EC.
- **Attract Tevis and endurance riders.** These riders need to acclimate and condition their horses before and after the race. The endurance riders come from far away and need a place for themselves and their horses to prepare.
- **Marketing:** Get articles into horse magazines describing what's available at TD, our trails, and promotion of events and clinics. Magazines are always looking for content. Nan is happy to work up ideas for marketing.

S.C.: Enhance the boarder experience at the EC.

- Provide a **bulletin board** for boarder communication and a small picnic table/meeting area for boarders to get together.
- An **enlarged map of the trails** on the side of a tack shed would help familiarize riders with all our trails.
- On the weekends, organize **boarder events** like a scavenger hunt to engage everyone. Have a games evening when boarders first arrive to provide interaction with other boarders.

K.A.: Set up a **trail course** for a few days for riders to participate in.

N.M.: Organize a **horse fair** featuring different breeds, booths with info and products, to engage the larger equestrian community in TD.

Jim Stang: Identify our user population to address targets. That's the foundation to proceed on. Encourage TD activities, like the Equestrian Club.

K.A.: One of the largest-growing equestrian populations is **women who are at a stage in life to have more time and resources.**

N. M.: Two of the largest-growing demographic areas **are beginning adult riders** who've raised their kids. Similarly, there's a population of adult **riders who are returning after years** of not having ridden. A third demographic is the **perennial young rider population** of very young children (ponies) and the teenagers who love to hang out at the barn.

J.S.: Follow the lead of TD management; they obtain the National Golf Foundation reports to target user demographics. Access similar **equestrian reports.** Learn from Disney World, which maintains its facilities beautifully, has good service, and is willing to look into the future with tremendous new building. Do simple things well.

N.M.: A **"Breed Day"** at the arena with meet & greet, introductions by owners of different breeds and their characteristics -- Gypsy Vanners, Friesians, Quarter Horses, etc. There are many horse breeds in the Reno/Nevada area, and this could draw lots of people.

S.C.: **Provide boarder horse information for visitors** who walk through the EC. Write up a brief info sheet on each boarder pen with breed, age, sex, etc. This could engage hikers/bikers and bring in the greater community.

Miguel Sloan: Wasn't there concern expressed during our Equestrian Task Force Committee about *not* having outside people in the boarding center, and that's why we put the pens way back there in the forest?

S.T.: The concern was about people wandering through after hours, in the time between when the staff leaves and the caretaker's arrival, which may not be until 7:00 or 8:00 PM - - the unsupervised visitors, some with loose dogs, who have fed the horses carrots, snacks, etc, That's a serious safety concern. But supervised daytime visiting is welcome.

N.M.: An **equine health-related clinic** could attract interest such as participation by a local vet, or by schools/colleges that have an equine studies program.

J.B.: **Collaborate with Park & Rec,** like an equestrian camp through Park & Rec. Organize a fun rodeo -- kids' events, show and tell, food, line dancing, etc. Stage a couple of these "faux rodeos" throughout the summer.

K.A.: **Collaborate with the Truckee Horsemen;** invite them into our process in some way.

S.C.: The **Gold Country Trails Alliance** is a large group of riders who used to camp in Euer Valley. We could contact them.

S.T.: The **search and rescue group** used to train in the Euer Valley and knows those trails well.

S.C.: It's the **equestrian unit of the Placer County Search & Rescue**. They may be interested in doing a training up here, but they may no longer feel welcome.

Krystal Rae Mecham: Has a contact with that group and saw them at the EC for a day ride.

S.T.: Encourage them to board when they come here to ride.

N.M.: Collaborate with **Truckee Rodeo** for boarding during the event.

K.R.: They do board with us, but we could **expand knowledge of boarding** to that group (rodeo participants).

S.C.: **Market to increase boarding occupancy**, because the general thought in Nevada, Placer and Sacramento Counties is that Euer Valley is not available to them; it's private.

J.S.: Read aloud the equestrian activities from the back of the TD hand-out cards. It's a great list that could be expanded. (To K.R.) Does that consume a lot of your time, or could the **activities be expanded?**

K.R.: They could be expanded.

N.M.: We have a fabulous facility, great staff and horses. It's already being very well run. What we're looking for are some enhancements to make it even better.

J.S.: We've always priced on market, with members coming first. But comparing with Piping Rock, for those people coming in from the outside, is it a fair price? Get a **competitive market analysis**. We need to protect Crabtree Canyon and the Euer Valley from overuse; we may need to limit the access in some way in the future.

K.A. It could get to that point with all the bike riders.

M.S. Background on access to trails: There is currently equestrian limitation; the board has approved ten trail passes for horses per day. TD horse boarders already have trail access included in their fee. Currently the horse boarding is at about 50% capacity, with July being the busiest month. **Increasing the boarding numbers** is a good way to drive revenues without really increasing the cost much.

Note: Miguel, Krystal Rae and Jesse recently did detailed spreadsheets of the **current operation with costs and profit** and would be happy to share those figures with the full panel. It would take time; they're quite extensive.

N.M. Yes, it would be good to understand those figures better. At this point, we don't know if we can get to the zero NOR that has been discussed, but we can add some revenue-generating activity, keep service levels and member satisfaction high, and do a good job by the horses and the staff that work with them. Jim, what you've said about doing a few things well really strikes a chord.

Blue Ribbon Equestrian Panel Meeting Minutes – Nov. 15, 2017

The next step will be to define categories of today's ideas and have panel members commit to various task groups at our next meeting, TBA.

Thank you to everyone for your contributions today; these have all been great ideas. Many thanks to the staff members who have stayed overtime to participate.

Submitted by Susan Terrell
Secretary



Architectural Standards Task Force Update

Charles Wu
Team Lead

December 17, 2017

Architectural Standards Model: 6 Service Offerings

- Permits
 - Major
 - Minor
 - Maintenance
- Inspections
 - Complaints
 - GRID
 - HOIP

Data Gathering Status

- ASO Interviews - Initial interviews complete
- ASC Interviews - Under way
- Contractor Interviews - Under way
- Real Estate Agent Interviews - TBD
- Homeowner Survey - Initial Questions formulated
 - Undergoing review by professional pollster. Will be phased rollout.
- ASO Data - Being prepared by ASO. Have some limited data.
- Truckee/HOA Comparisons - Under way

DP ASC Fee Proposal

Task Force Recommendation to BOD

- Ask for a more HOA comparative analysis detail as part of the package. Also, request financial impact analysis.
- Recommendations to approve based on data gathered to date
 - Major Construction Fee Increase
 - 2 Projects reclassification from Major to Minor
 - Reduction in permit extension costs
- Recommendations to hold for task force review (Minor Permit Issues)
 - Increase in inspection fees for minor permits
 - Increase in minor construction admin fees

Other Process Improvements Being Discussed with Annie

- Insertion of Customer Satisfaction Survey Questions into Permitting Process
- Plot Map and Survey Waiver used by Town of Truckee
- Rework on how the front desk is handled vs. Live Person Call Center to Route Calls
 - Would people prefer walk in capability and voice mail vs no walk in capability but with someone actually answering the phones?
- Rework of Front End of One Stop Software to help guide novice users
- Rework of GRID Program to pass by all houses in a year (2 weeks) to make sure all the “eyesores” are under process vs current structure modeled after Forestry Grid program.
- Review new draft CC&Rs

Questions?

Architectural Standards Function

- To ensure homes meet HOA Standards (ie exterior looks) from public places
 - Keep the neighborhood looking good to help keep up property values
- To arbitrate neighbor disputes regarding Architectural Standards/Covenants violations

Preliminary Analysis

- Minor Permits currently the Largest BottleNeck and source of Homeowner Complaints
- Within Minor Permits, the biggest issue is the cost of outside documentation requirements
 - Site plots, corner markings, surveys, elevation drawings
 - An estimated 40% of Staff Time deal with these elements right now
- The Task Force asks what is the role of the HOA with regard to these issues and why?

STATUS REPORT TO BOARD RE: STR/AMENITY TASK FORCE

December 16, 2017

I. Background

The STR/Amenity Task Force was formed by the Board on Sept. 22, 2017. As noted by the Board Information establishing the Task Force, “in recent years, an increasing number of Tahoe Donner residents have expressed concern regarding the impact that increasing guest count might have on quality of life in Tahoe Donner.” Residents have been adversely impacted by a variety of issues including noise, parking, trash issues and amenity over-loading. Further,

“many owners have found the current communication and enforcement standards ineffective for dealing with even basic issues like noise and parking.”

The Board Information stated that

“Homeowners in Tahoe Donner should have the right to quiet and peaceful enjoyment of their homes as well as preservation of values and neighborhood ambience.”

This Task Force was formed to address these issues. It consists of approximately 40 volunteer members, with six team leaders. Laura Lindgren is the Chairperson, and the remaining leaders were chosen, as directed, to reflect the various perspectives: those who live “on the hill,” those who live “off the hill” but do not engage in short term rentals, and those who live “off the hill” and engage in short term rentals. The other members are co-chair Nicole Mason, a part-time resident who engages in STRs, co-chair Marlys Zusy, who is a full-time Tahoe Donner resident, Scott Uyeda (a part-time resident who STRs), Jason Graff, a full-time resident, and Susan Scott, a part-time resident who does not STR. All of the leaders expressed a desire to be open-minded and look for solutions that benefit the entire community.

II. Problems Identified

The first task undertaken by the Task Force was to gather information about the problems experienced by residents and rule violations causing adverse impacts. In addition to STRs, problems and rules violations can also be caused by full or part time residents or long term renters. The leaders reviewed the statements made to the Board about problems experienced and violations of rules, and reviewed written and oral comments from residents. Task Force members responded to a survey regarding the issues, and the Chairperson had follow up conversations with many task force members

to get additional input from both those who STR and those who do not. In addition, comments that were sent to Board members and relayed were reviewed.

Statistics about complaints show a significant increase in recent times. However, based on the research, it appears that many of the complaints were not reported to the office, and thus were not included in the statistics. The problems experienced by many of the residents occurred in the evening or weekends when the office was not open or there was no one available to resolve the problem in real time, and for the most part, these residents did not file reports with the office.

Many residents did report making calls to the police, but there is no comprehensive data on the number and type of calls. Indeed, a number of owners who STR reported that they were often not even made aware at the time that calls to the police were made, and that this is information that they would want to know in real time so that they could address the issues.

Based on the investigation and information provided by residents, the following are the primary problems and adverse impacts identified:

1. Excessive noise, particularly loud noise on outside decks, hot tubs or around fire pits, late at night or after 10
2. Trash left out or placed in neighbors' containers
3. Large numbers of cars and cars left in street, including cars that are parked on unpaved portions of a lot, or that block roads or driveways in the winter, or prevent the snowplows from clearing
4. Lack of cars properly equipped for winter driving, which cause danger or block residents and snow plows from access to their homes (and can prevent a visitor from reaching the residence)
5. Camping on Tahoe Donner lots or in streets
6. Limits on number of persons using amenity usage cards are ignored or not enforced, and some guests/renters do not realize that there is a fee per person per day to use amenities
7. Light pollution
8. Speeding on residential streets

Many residents also expressed concerns about their inability to have the issues addressed when they occurred or to prevent reoccurrence.

III. Solutions for Communication and Enforcement of Existing Rules (Phase One)

On Nov. 11, the Task Force held a very well-attended workshop (over 30 participants as well as phone participants) addressing the first phase issues identified by the Board, in order to report and recommend action at the November Board meeting on:

- (1) Recommendation of “a list of key Town of Truckee and Tahoe Donner rules and regulations for use by owners and for provision to renters,”
- (2) Recommendation of a “process to insure that TD has a complete list of all STR properties along with complete primary contact information for each, “ and
- (3) Recommendation or suggestion of proposals for “an efficient and effective means for Members to report and/or record perceived violations with the fair expectation that their issues will be timely resolved by the Owner, with a goal to resolving as many issues as possible promptly, informally and amicably.”

Longer term issues, such as potential changes to Tahoe Donner rules and amenity access procedures, were not addressed.

At the Nov. 11 meeting, there were numerous views and ideas expressed, both by task force members and the other homeowners who attended and observed the workshop. The comments and views are compiled in a spreadsheet that will be available in the committee documents. Although there were many different viewpoints expressed, there was general consensus on a number of issues.

A. Summary of Key Rules

The group was largely in agreement that it would be beneficial to have a short, standardized list of existing Truckee and Tahoe Donner rules for homeowners that can be shared with guests and renters. A draft list was discussed at the November Task Force meeting, and comments were made at and after the meeting and incorporated in the list presented to the Board in November. At that time, the Board continued consideration of this matter until the December meeting to allow time for additional input by task force members. Extensive additional input was provided and incorporated.

The revised list, entitled Information and Rules, is attached and submitted with the Recommendations.

There were some task force members who expressed a desire for a stronger rule on light pollution than the one set out in the proposal, which is essentially a courtesy request. The Tahoe Donner rules do not currently set out specific times or parameters for light pollution. (The Town of Truckee has a rule, which is in the attached document.) For this reason, we have not currently included a stronger rule. And, a number of residents have expressed concern about a rule that could impact safety if they arrive home late or otherwise need lights on, and want to be sure that these needs are accommodated.

We understand that the TD Covenants Committee is looking at light pollution and considering a potential rule, which will hopefully address and accommodate both these concerns.

B. Contact Information and Enforcement

Many homeowners, including most of those who engage in rentals, expressed a desire to raise problems, or be informed about problems, in real-time, so that they can be promptly addressed. Some owners expressed frustration when they only find out days or weeks later when it is too late resolve them or withhold a portion of the deposit where they have reserved the right to do so.

A variety of methods for collecting contact information in order to contact owners or their representatives when a problem arises were discussed, and suggested methods are in the attached Recommendations.

With respect to enforcement, there was almost unanimous support for implementation of a process whereby

“A phone number for a resident to call after hours and at night (24X7) for serious issues/violations, with the issue then being immediately relayed to the owner or contact person identified by the owner.”

The participants had a number of suggestions for implementing such a process so as to be cost effective, including retention of a call service. There was also support for the initiation of

“Expanded office hours to receive complaints on the weekends and evenings, and for the staff person to then contact the owner so that the owner can resolve the issue with the guest/renter. “

The Task Force was informed that this latter solution is already being put in place on weekends on a pilot basis.

There was unanimous agreement that owners should be promptly informed when calls to the police are made. Owners in particular wanted this information so that they could promptly resolve any issues with their guests/renters.

The participants also wanted to be clear fact that the Truckee and Tahoe Donner rules apply to all residents and homeowners, and that rule enforcement applies to all residents.

The full set of comments at the meeting, comments by task force participants during the process, emails and comments from homeowners both at Board meetings since the Task Force was formed have been reviewed. Based on this, the Task Force members unanimously make the recommendations that follow.

It should be noted that a few couple of task force members have expressed opposition to communication and enforcement of the rules, or oppose having the issues considered at all or at the upcoming Board meeting. However, the consensus of the group is that communication and prompt enforcement of the existing rules is important and desirable, and should not be further delayed. In addition to the task force members, many other homeowners have expressed strong support for this process as an initial step, and expressed a desire that the rule communication and enforcement procedures go forward at this time.

Based on these comments, it seems that all homeowners deserve to have this issue promptly addressed by the Board and the homeowner rules communicated and enforced in real time. Now that the busy season is underway, many homeowners have expressed a desire to have these proposals considered and hopefully approved by the Board.

Regards,

Laura Lindgren, Chairperson

STR/Amenity Task Force

STR/AMENITY TASK FORCE, PHASE ONE RECOMMENDATIONS

December 16, 2017

Laura Lindgren, Chairperson

Nicole Mason, Co-Chair

Marlys Zusy, Co-Chair

Jason Graff, Task Force Member

Sue Scott, Task Force Member

TASK FORCE RECOMMENDATIONS

The STR/Amenity Task Force was asked to submit recommendations on the following three issues:

- (1) Recommendation of “a list of key Town of Truckee and Tahoe Donner rules and regulations for use by owners and for provision to renters,”
- (2) Recommendation of a “process to insure that TD has a complete list of all STR properties along with complete primary contact information for each, “ and
- (3) Recommendation or suggestion of proposals for “an efficient and effective means for Members to report and/or record perceived violations with the fair expectation that their issues will be timely resolved by the Owner, with a goal to resolving as many issues as possible promptly, informally and amicably.”

The Task Force leaders, after performing the work and obtaining input from the task force participants as set out in the Status Report, make the following recommendations.

On Issue No. 1, we recommend the information and list of rules attached hereto, which are the existing rules addressing the primary problems identified, and informs owners of their obligation to ensure that guests abide by the rules and to register with the Town of Truckee.

In addition, homeowners should be advised that

“Owners who rent their homes on a short-term basis (less than 31 days), are required by law to register with the Town of Truckee and receive a Registration Certificate Number. Following is the website with the registration requirements:
<http://www.townoftruckee.com/government/administrative-services/transient-occupancy-tax-tot-short-term-rental-compliance>”

We recommend that the Rules and Information be available on the website and otherwise made available to homeowners and for provision to guest/renters.

On Issue No. 2, the group had a variety of views as to whether and how additional contact information should be provided to the TD office. We recommend the implementation now, on a voluntary basis, of the following:

“Owners who rent their homes in Tahoe Donner are requested to complete a short form available either at the Tahoe Donner business office or online at www.TahoeDonner.com that provides contact information for the owner, including phone number, email address, and the Registration Certificate Number from the Town of Truckee. If an owner employs the services of a property manager or has another representative, the Owner should provide the identity and provide contact information for that representative and specify who should be contacted in the event of a covenant or rule violation at the reported address. All information provided will be treated as confidential by Tahoe Donner.

While this process is voluntary, it benefits the owners who wish to designate a third party to receive complaints; if not completed, the Association will use the contact information that it has for the owner for contacting in case of complaints. “

Registration will also aid the Association is compiling accurate data on short term rentals.

On Issue No. 3, there was near unanimous consensus on the following procedure for rule enforcement:

“A phone number for a resident to call after hours and at night (24X7) for serious issues/violations, with the issue then being immediately relayed to the owner or contact person identified by the owner.”

There was also support, although not as strong, for the initiation of

“Expanded office hours to receive complaints on the weekends and evenings, and for the staff person to then contact the owner so that the owner can resolve the issue with the guest/renter. “

Although the first option had more support, we recommend the second option at this time. We were informed that the TD office is instituting expanded office hours on weekends and through 11 p.m. on weekend evenings on a pilot basis to deal with complaints in real time, and it seems that the second option should be implemented and evaluated first, before the other option. It may be that over holidays, it would be advisable to expand the days of coverage.

In the meantime, it would be helpful to review the suggestions from the participants on electronic or other efficient, cost-effective ways to implement the first procedure should that be implemented in the future.

We also recommend implementation of the following, which had unanimous consent among the participants:

“Ensuring owners are aware when complaints are made or the police are called,”

To the extent the office is aware of such calls, the information could be relayed to the owners. A number of owners are concerned that they do not always receive that information in real time, and when they find out days or weeks later, it is too late to resolve the problem or deduct from the security deposit if they have reserved the right to do so in their contract with the renter.

RULES AND INFORMATION

RULES AND INFORMATION

All owners, guests and renters in Tahoe Donner are required to comply with Town of Truckee and Tahoe Donner Association rules.

Owners must take steps to ensure that their guests, whether renters, family or friends, comply with Truckee and Tahoe Donner rules and regulations. The Information and Rules below summarize the key rules and guidelines to be provided to renters or guests. Owners who engage in rentals are, of course, entitled to provide more comprehensive or additional rules to their renters.

Owners who rent their homes on a short-term basis (less than 31 days), are required by law to register with the Town of Truckee and receive a Registration Certificate Number. Following is the website with the registration requirements:

<http://www.townoftruckee.com/government/administrative-services/transient-occupancy-tax-tot-short-term-rental-compliance>

INFORMATION

Tahoe Donner is a unique community where residents live and visit to enjoy peace, quiet and serenity. The Town of Truckee municipal code and Tahoe Donner covenants and rules further this goal, and enhance the experience of Tahoe Donner for everyone.

Especially at night, outdoor activities on decks and patios, in hot tubs, and around fire pits can result in voices and other sounds that are loud and carry to neighboring homes, interfering with peace and even sleep of neighbors. Please be aware of the noise you may be generating. Also, to avoid light pollution, please remember to turn off outdoor lights at night when no longer needed.

This is bear country, and proper disposal of trash, as described below, is important to avoid scattering of trash and property damage, and for the safety of people and bears.

During winter months, guests should be prepared for changing winter conditions, and carry chains or have 4-wheel drive vehicles. Cars lacking this equipment can slide off the road, or become stuck in the street, preventing the snowplows from plowing and blocking residents from entering or leaving their homes or generating other hazards.

Please remember that you are in a residential area, and respect the neighbors as you would in your own homes.

RULES

Below is a summary of the most important Town of Truckee and Tahoe Donner Association rules, which apply to all homeowners, renters and guests. Violations of rules can be reported after hours by calling (530) 414 8166.

1. Noise. Activities including noise that is or could become “an unreasonable annoyance or nuisance to neighbor[s]” is prohibited. As a courtesy, and to comply with Town of Truckee night noise parameters, minimize noise (especially outdoors) after 10 p.m.
2. Trash. All trash left outside the house must be placed entirely within the bear proof container at the house. Excess trash may not be placed in a neighbor’s container.
3. Light pollution. Tahoe Donner attempts to reduce “light pollution” from exterior lights at night. As a courtesy, please turn off exterior lights after 10:00 pm when not needed.
4. Parking. Street parking is prohibited in Tahoe Donner from November 1 through April 30, and parking is prohibited on the unpaved portions of residential yards at all times. Guests should be advised as to the number of cars that fit in the garage (if the garage is available to the guests) or in the paved driveway (or assigned parking in the case of a condominium).
5. Winter Driving. The Town of Truckee can prohibit drivers without chains or all-wheel or 4-wheel vehicles from driving up Northwoods Blvd. or Alder Creek Road to Tahoe Donner during winter snow conditions. Cars blocking streets, driveways or snowplows are subject to tows and fines from the Town of Truckee.
6. Amenity Usage Cards. A maximum of four guests are permitted per amenity transferrable guest usage card, and each unaccompanied guest must pay the daily usage fee. The fee is currently \$12 per person, but is subject to change. (The fee for accompanied guests is \$8 per person.)
7. No Camping. Camping or living in a recreational vehicle is prohibited in Tahoe Donner and on Tahoe Donner lots, except in designated sites in the Tahoe Donner Campground.
8. Golf Course. All activities other than golfing on the golf course are prohibited.
9. Dogs on Leash. All dogs must be on a leash in all common areas.
10. No Open Fires/fireworks/firearms. Open outdoor fires without screens or covers, fireworks and discharge of firearms are all prohibited in Tahoe Donner
11. Speed limit. The speed limit for Northwoods Blvd is 35 miles per hour. The speed limit for all other Tahoe Donner streets is 25 miles per hour. Walkers, runners, cyclists, children and pets frequently use the roads. Please be careful.
12. Enforcement. Fines can be imposed by the Tahoe Donner Association for rules violations.

TRUCKEE AND TAHOE DONNER BACKUP REGULATIONS

The following provides back-up, either “generally or specifically,” for the proposed rules set out in the proposed Information and Rules for use by owners and guests/renters.

1. **Registration Requirement:**

Owners who rent their homes on a short-term basis (less than 31 days), are required to register with the Town of Truckee and receive a Registration Certificate Number.

<http://www.townoftruckee.com/government/administrative-services/transient-occupancy-tax-tot-short-term-rental-compliance>.

2. **Noise:** TD CC&R Article 8, section 1 (c) provides that activities including noise that is or could become “an unreasonable annoyance or nuisance to neighboring property owners” is prohibited. This includes the prohibition of

“noise, including, but not limited to barking dogs, the operation of excessively noisy air conditioners, stereo amplifier systems, television systems, motor vehicles (including snowmobiles) or power tools to emanate from an Owner’s lot...which would unreasonably disturb any other Owner’s or tenant’s enjoyment of his or her lot...”

See also, Covenant Rule IV. While such excess noise is prohibited at all times, the hours after 10:00 p.m. are considered quiet times where lower noise levels are required. Truckee Municipal Code 18.44; see also Tahoe Donner Covenants Summary.

3. **Trash** TD Covenant Rule IV provides that:

“Trash and garbage accumulated for scheduled collection must not be placed outside overnight except within the confines of an ASC-approved animal resistant garbage can enclosure.”

See also, TD CC&R Article VII, Section 1(g) requiring any trash outside the residence to be “stored entirely within appropriate covered disposal containers and facilities...” Town of Truckee prohibition on trash left out except on morning of trash pickup.

<http://www.townoftruckee.com/government/administrative-services/solid-waste-recycling/bear-awareness>

4. **Parking** TD Covenant Rule prohibits parking “on the unsurfaced portion of an improved lot.” See also Tahoe Donner Covenants Summary. Truckee Municipal Code

10.17 prohibiting parking on town right of way from Nov. 1 through April 30, and providing that cars so parked are subject to tow.

5. Noise, parking and deliveries. In addition to the foregoing, TD Covenant Rule IV prohibits any business activity that results in “increased traffic or parking, more than an insignificant number of deliveries of goods,” or “excessive noise.”
6. Winter Driving Town of Truckee Municipal Code 10.17 prohibits cars from blocking travel lanes or impeding snow removal equipment. Cal Vehicle Code prohibits cars without proper equipment from operating a vehicle where it is signed for such equipment. (Truckee police have stopped vehicles on Northwoods Blvd. and Alder Creek Rd. from driving up to Tahoe Donner without chains or 4-wheel drive when snow conditions warrant.)

7. Amenity Usage TD Covenant Rule Article III provides that,

“In order to provide for flexibility in structuring rules which promote the most enjoyable experience possible, amenity usage and conduct rules are subject to change and are posted and/or available at each amenity or facility.”

The current amenity rules, subject to change, allow four unaccompanied guests per guest usage card, with a \$12 charge per person.

8. Camping prohibition TD CC&R Article VII, Section 1 (a)(iv) prohibits camping “on any lot...” TD Covenant Rule Article IV prohibits camping “on any lot...”, and also prohibits living in any recreational vehicle. Truckee Municipal Code 9.14.030 prohibits camping on “any public road.”
9. Dogs must be on leash in common areas TD CC&R Article II, Animal Control
10. Fires/fireworks/firearms TD CC&Rs Article II Fireworks, Firearms, Archery and Article IV, Fire Safety; TD Covenant Rule II, Fires (“no fires or fireworks of any kind at any time are allowed...”); Covenant Rule Summary
11. Light Pollution See CC&Rs Article VI, (e). As reflected by the proposed language, TD does not yet have specific standards, but those are being developed. Light pollution is currently addressed under the prohibition on noxious activity.

Truckee does, however, have a code provision on light pollution in its Development Code, General Property Development Standards 18.30, which provides that “common lighting practices can also interfere with other legitimate public concerns,” including

“Interference in the use or enjoyment of property which is not intended to be illuminated at night,” and “Loss of the scenic view of the night sky due to increased urban sky glow.” The Code provides that

“All non-essential exterior commercial, recreational and residential lighting shall be turned off after business hours and/or when not in use. Lights on a timer are encouraged. Sensor activated lights are encouraged to replace existing lighting that is desired for security purposes. “

12. Speed limits are posted and/or governed by law, not Tahoe Donner. As noted, residents and guests are advised to follow these limits.
13. Enforcement. Enforcement of Tahoe Donner rules, including the issuance of fines, are governed by CC&Rs and Covenant Rules Article V and VI

4 Questions for STR and Amenity Task Force

- 1. Why did the Board take initial action anyway?**
- 2. Why are things moving quickly?**
- 3. Is the Task Force creating its own rules or timelines?**
- 4. Where do we go from here?**

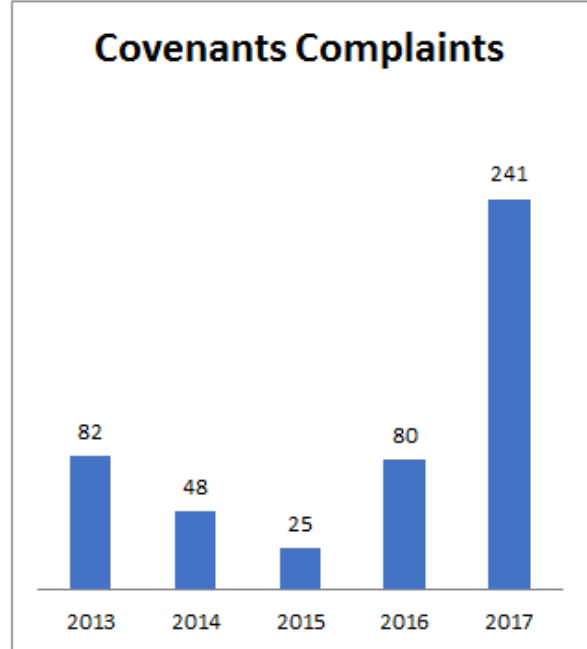
1. Why did the Board take initial action anyway?

Covenants Complaints Prior 5 Years...is there an issue?

- >> do some matters require immediate focus?
- >> Staff has done great job of education last few months, but much more work on remains to be done

COVENANTS COMPLAINTS
5-YEAR HISTORICAL SUMMARY

| COVENANTS VIOLATION BY TYPE | 2012 | 2013 | 2014 | 2015 | 2016 | 2017 |
|-----------------------------|------------|-----------|-----------|-----------|-------------------------------|--------------------------|
| Parking | 71 | 20 | 16 | 2 | 19 | 16 |
| Garbage Spill | 22 | 30 | 12 | 10 | 16 | 47 |
| GCE Damage | 4 | 5 | 1 | 0 | 0 | 2 |
| In-Op Vehicle | 8 | 6 | 1 | 0 | 4 | 4 |
| Storage | 12 | 11 | 3 | 8 | 28 | 47 |
| Noxious Activities | 4 | 4 | 7 | 2 | 7 | 25 |
| Noxious Activities-Dog | 0 | 0 | 0 | 0 | 0 | 2 |
| Forestry | 3 | 0 | 6 | 1 | 3 | 20 |
| Business Activity | 0 | 0 | 0 | 0 | 0 | 3 |
| Lighting | 0 | 0 | 0 | 0 | 0 | 7 |
| Campting | 0 | 0 | 0 | 0 | 0 | 1 |
| Miscellaneous | 14 | 6 | 2 | 2 | 3 | 1 |
| Non-Covenants (Arch Stand) | N/A | N/A | N/A | N/A | N/A | 26 |
| TOTAL COMPLAINTS | 138 | 82 | 48 | 25 | 80 | 241 << annualized |
| | | | | | 201 << actual 2017 YTD | |



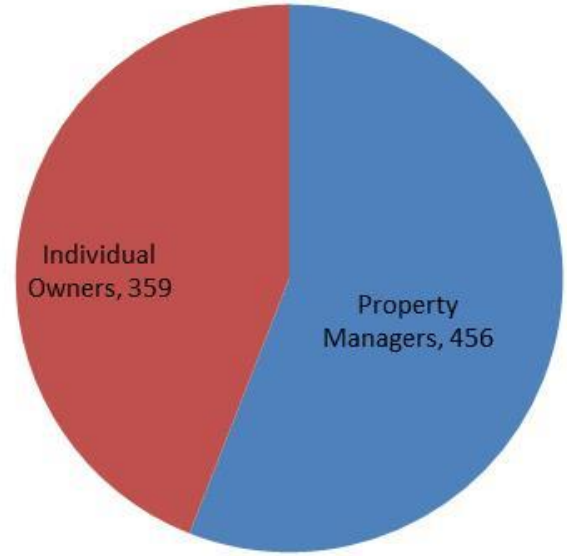
1. Why did the Board take initial action anyway?

Tahoe Donner Specific STR Stats (only 2016, 2017 made available)

- 815 total registered STR properties (as of August; est 1,100 today)
- TD contributed 29.7% of TOT in 2016, 33.7% in 2017
 - **Implied size of TD registered STR volume: \$9.5mm**
- TD only rate of growth 2016-17: **37.4%**
 - >>> TD STR growing at 2.65x the pace of Truckee only STR**

| Row Labels | Sum of CY | |
|--------------------|-------------------------------|---|
| | 15/16 Total TOT + TTBITD paid | Sum of CY 16/17 Total TOT + TTBITD paid |
| I | \$ 478,484 | \$ 678,403 |
| PM | \$ 353,526 | \$ 464,962 |
| Grand Total | \$ 832,010 | \$ 1,143,365 |

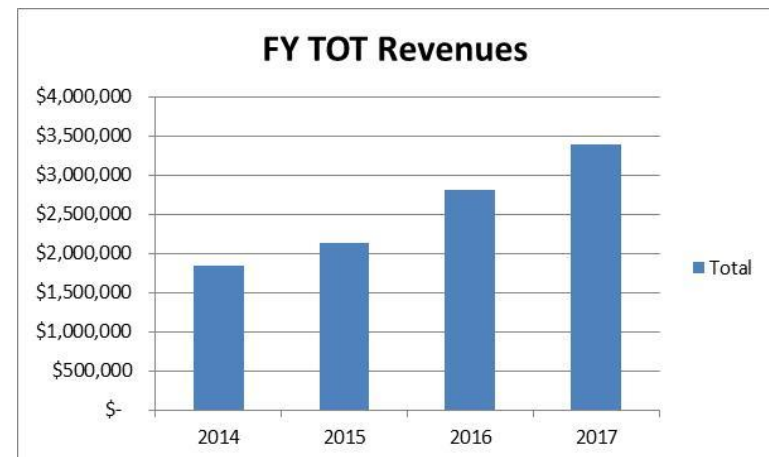
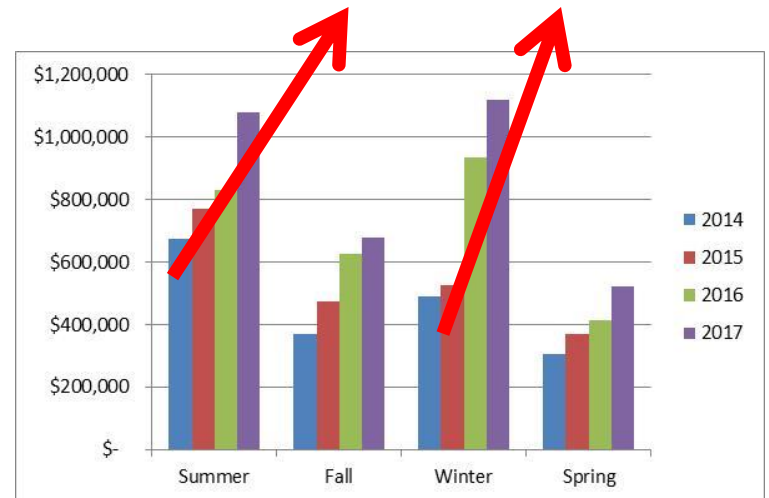
| | | |
|--------------------------|------------|---------------|
| Property Managers | 456 | 56.0% |
| Individual Owners | 359 | 44.0% |
| | 815 | 100.0% |



2. Why are things moving quickly?

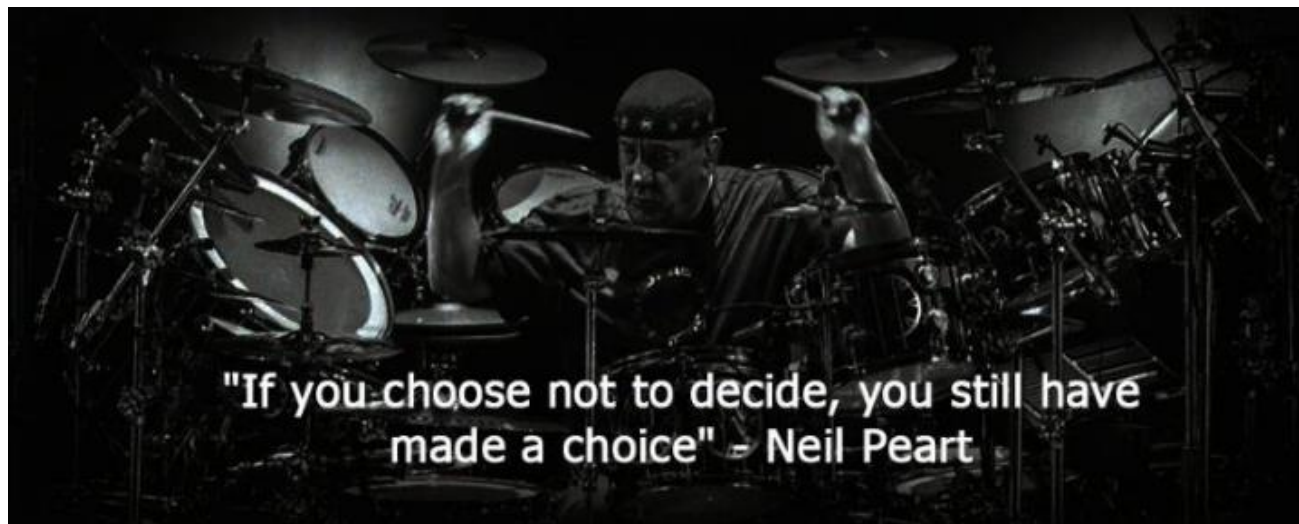
- Data from Truckee TOT program: 23% average annual growth in STR
- Increase in income all quarters for 4 years running
- Massive growth trends in 'sharing economy'
- One of the last large HOA's in region to take action

| FY | Quarter | TOT |
|--------------------|---------|---------------------|
| 13/14 | 1st | \$ 673,346 |
| | 2nd | \$ 369,978 |
| | 3rd | \$ 490,766 |
| | 4th | \$ 305,100 |
| 13/14 Total | | \$ 1,839,190 |
| 14/15 | 1st | \$ 769,407 |
| | 2nd | \$ 471,831 |
| | 3rd | \$ 524,343 |
| | 4th | \$ 370,501 |
| 14/15 Total | | \$ 2,136,083 |
| 15/16 | 1st | \$ 831,678 |
| | 2nd | \$ 626,724 |
| | 3rd | \$ 932,736 |
| | 4th | \$ 414,518 |
| 15/16 Total | | \$ 2,805,655 |
| 16/17 | 1st | \$ 1,076,417 |
| | 2nd | \$ 677,862 |
| | 3rd | \$ 1,119,080 |
| | 4th | \$ 522,291 |
| 16/17 Total | | \$ 3,395,651 |



2. Why are things moving quickly?

- **Baseline rules and reporting mechanisms were simply not working based on Member input**
- **Any changes may take years to implement, Board needs to act now to direct dialogue**
- **Board did not want to enter busy winter STR season without changes in place**



3. Is the Task Force creating its own timelines or rules?

- **No – timeline was not forced**
- **Since time was of the essence, Stage 1 recommendations by November BOD meeting was approved 5-0 in September BOD meeting**
- **Actual text relating to timeline is here (bold added):**

“Recognizing that there is a real and immediate need in advance of winter 2018 to address immediate issues and to communicate and broadly educate both members and guests, the Task Force will first work to develop a set of proposals for Board consideration that are focused on compiling contact information from home owners who engage in rentals, and educating owners and their guests/renters about Truckee and Tahoe Donner rules regarding noise, parking, trash issues and related concerns. The goal will be the **presentation to the Board by its November 2017 meeting** of: (1) a process to insure that **TD has a complete list of all STR properties** along with complete primary contact information for each, (2) a simple **one page list of key Town of Truckee and Tahoe Donner rules** and regulations for use by owners and for provision to renters, and (3) presenting an **efficient and effective means for Members to report and/or record perceived violations** with the fair expectation that their issues will be timely resolved by the Owner, with a goal to resolving as many issues as possible promptly, informally and amicably.”

3. Is the Task Force creating its own timelines or rules?

- **No—TF is not creating its own rules**
- **To streamline process and ensure strong special interests did not take control, Board voted 5-0 to appoint Laura leader and give her authority to assemble small leadership team that would take input from 45+ interested Members**
- **Actual text relating to rules is here (bold added):**

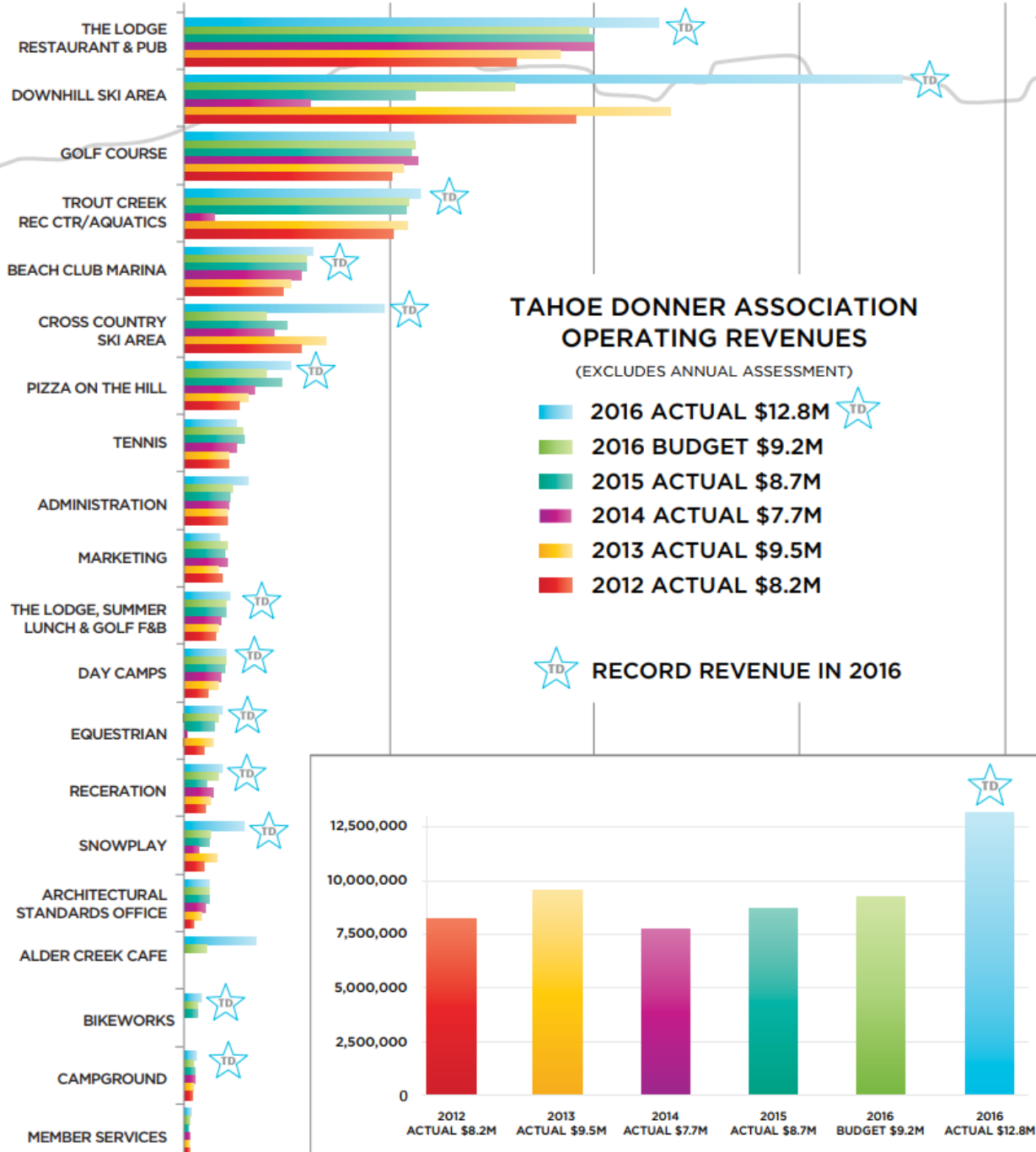
The Task Force will consist of **5 to 7 members** who will guide the proceedings with a chairperson and two co-chairs taking the lead. The **chairperson will help identify two co-chairs** from the group to include at least one who rents their Tahoe Donner home, and the chair and co- chairs will identify the remaining members to reflect all interested groups (both renters, non-renters and “on” and “off’ the hill), and who will **approach the project with open minds and a view to reaching a consensus on the issues and solutions.**

Several subgroups will be formed in order to address particular needs and mission critical projects as part of the overall process. The **contributions and input of the 45+ residents who have expressed interest will be sought as a sampling** of the concerns and ideas for resolution that is representative of Tahoe Donner owners as a whole.

4. Where do we go from here?

- **Stage 2 is far more critical for STR**
- **Laura and team working toward early Summer deadline; will involve extensive Member outreach and professional surveying**
- **Amenity analysis will get deeper focus going forward**

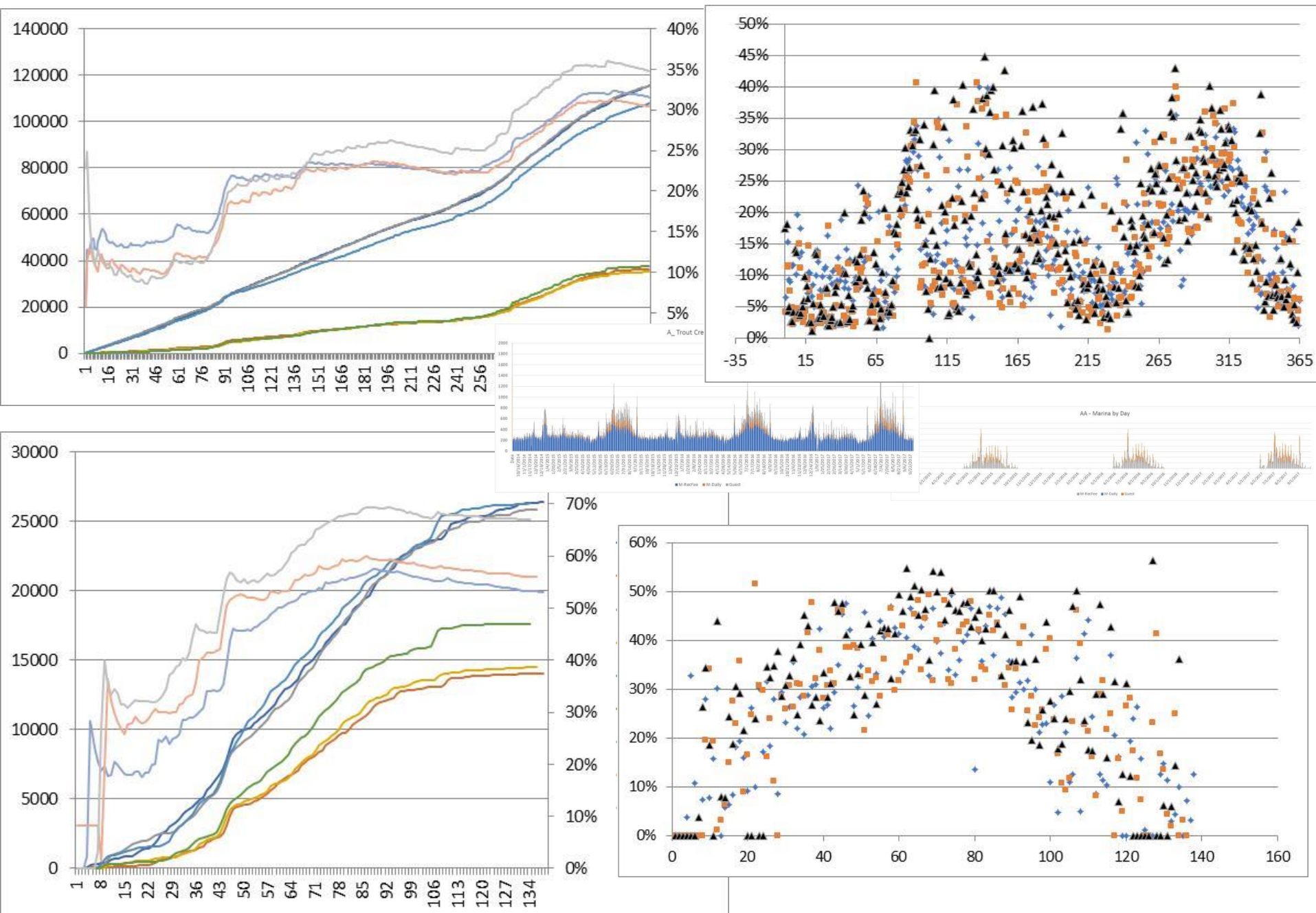
Tahoe Donner Amenity Usage and Mix Analysis



- Significant topline growth between 2012 and current*
- 2017 topline largely in line so far with 2016
- Trout Creek visits up slightly
- Marina more consistent growth since 2012
- Ski area and XC center huge years in 2016/2017

*Only real amenity addition = Alder Creek AC

We have data...now what?

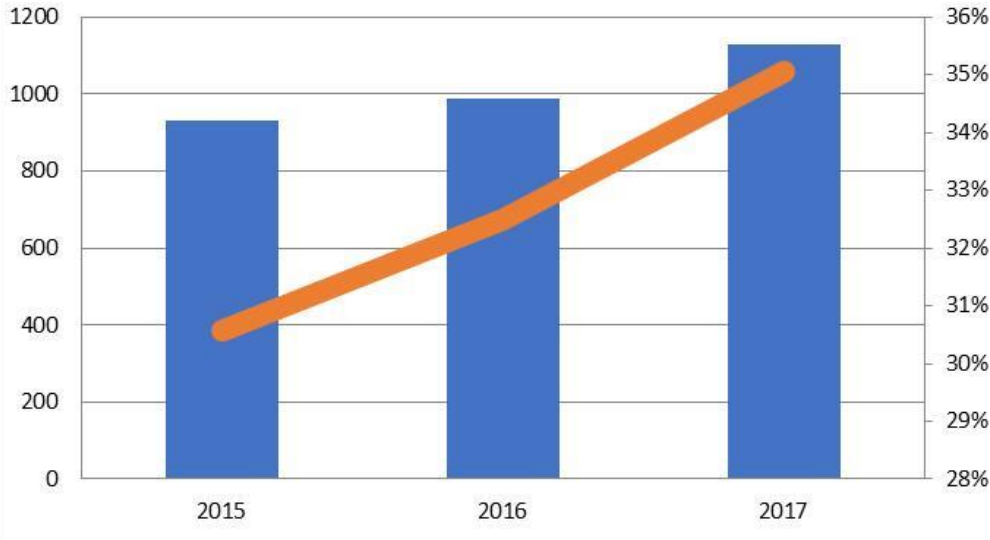


Trout Creek key points

Revenue Differential: Guests at % for top 10 days vs 2017

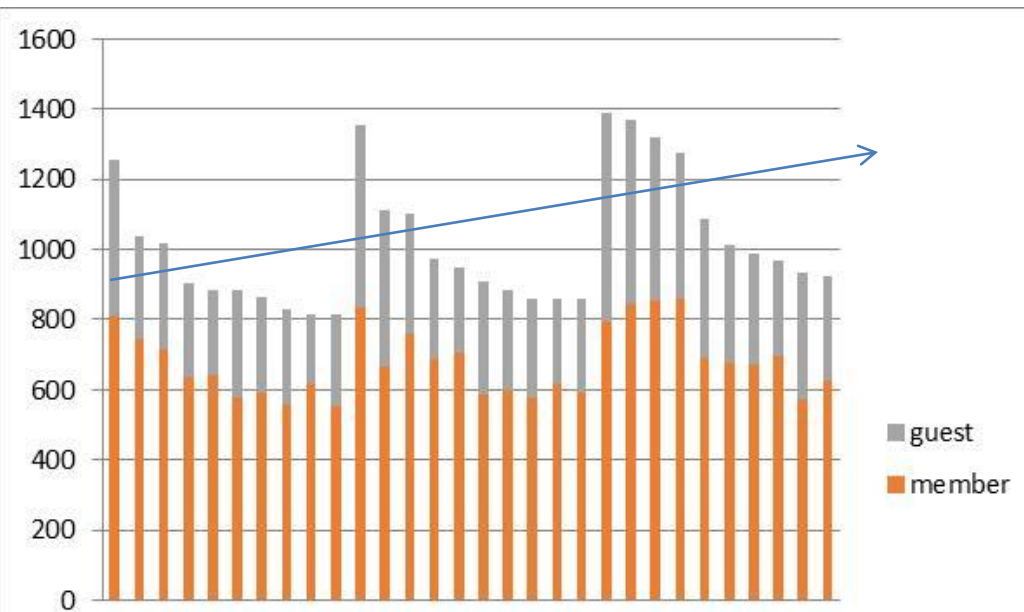
| | \$ 12.00 | 0 | 25% | 50% | 75% | 100% |
|-------------|----------|-----------|-----------|-----------|-----------|------|
| guest days: | 3989 | \$ 47,868 | \$ 35,901 | \$ 23,934 | \$ 11,967 | \$ - |

Top 10 days - Average Total Visitors and % Guests



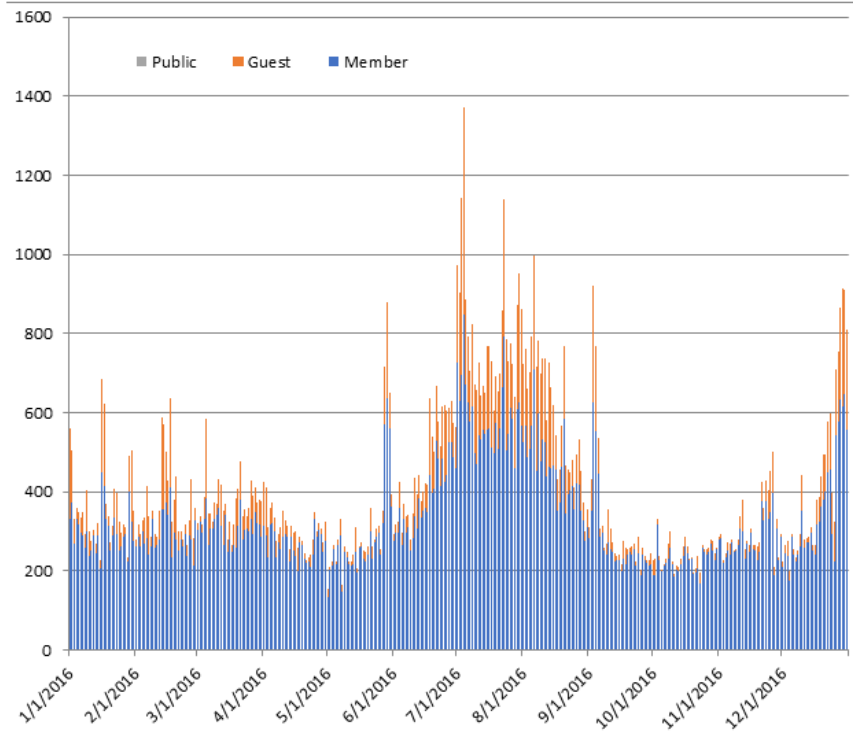
Top 10 Busiest Days

| Average | % Guest | Dates |
|---------|---------|------------|
| 931.1 | 30.58% | 7/4/2015 |
| | | 7/5/2015 |
| | | 9/6/2015 |
| | | 8/8/2015 |
| | | 8/5/2015 |
| | | 7/3/2015 |
| | | 8/9/2015 |
| | | 8/15/2015 |
| | | 9/5/2015 |
| | | 8/1/2015 |
| 985.8 | 32.49% | 7/4/2016 |
| | | 7/3/2016 |
| | | 7/23/2016 |
| | | 8/6/2016 |
| | | 7/1/2016 |
| | | 7/30/2016 |
| | | 9/3/2016 |
| | | 12/29/2016 |
| | | 5/29/2016 |
| | | 7/2/2016 |
| 1126.9 | 35.05% | 7/4/2017 |
| | | 7/2/2017 |
| | | 7/3/2017 |
| | | 9/2/2017 |
| | | 8/5/2017 |
| | | 8/12/2017 |
| | | 6/24/2017 |
| | | 7/5/2017 |
| | | 9/3/2017 |
| | | 7/15/2017 |

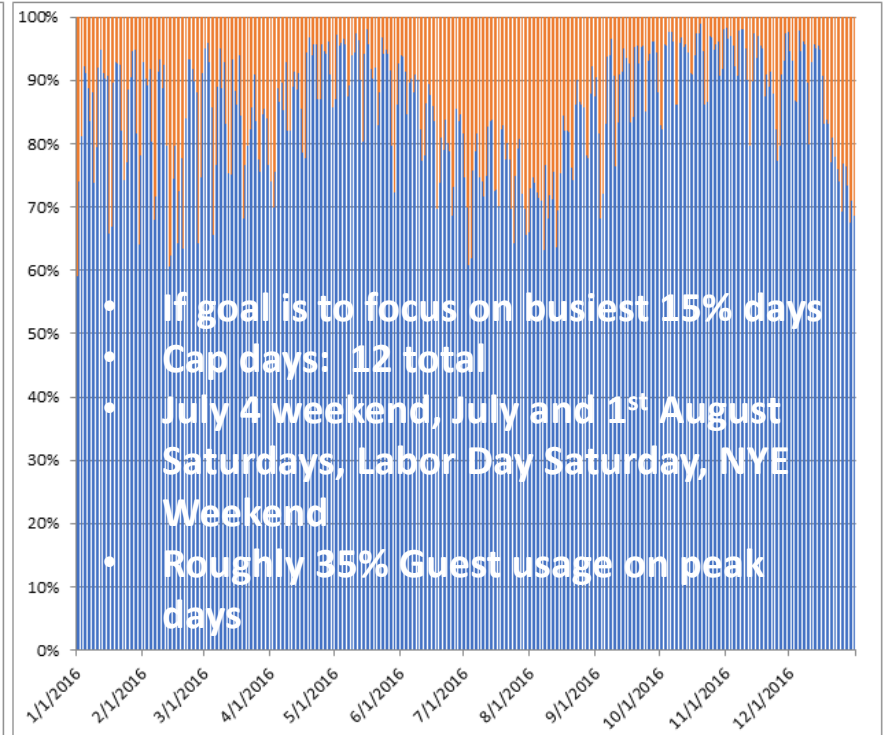


Trout Creek

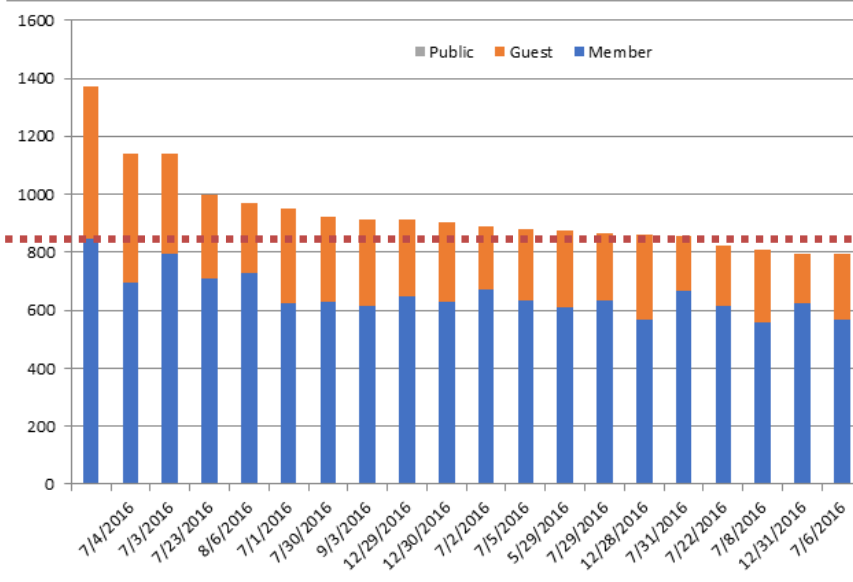
summer average 622.8
 stdev 207.9 830.7



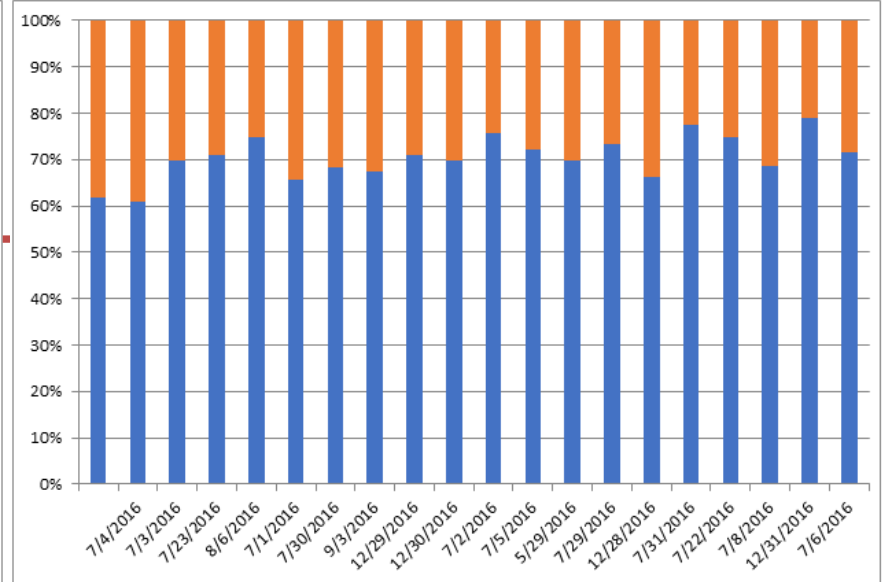
Normalized to show visitor mix



Top 20 visitor days

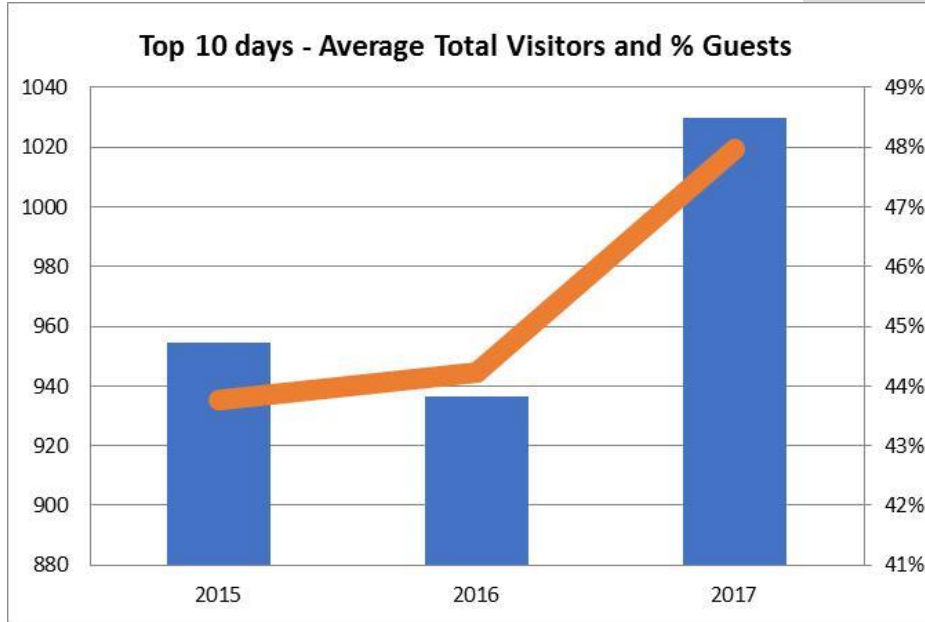


Normalized to show visitor mix



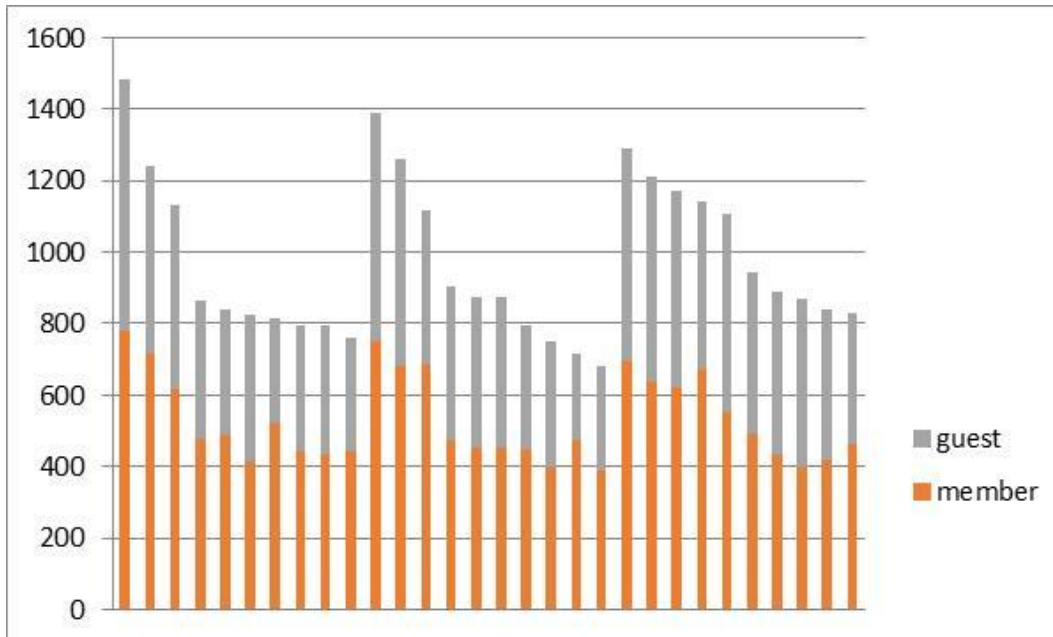
Marina key points

| Revenue Differential: Guests at % for top 10 days vs 2017 | | | | | | |
|---|----------|-----------|-----------|-----------|-----------|------|
| | \$ 12.00 | 0 | 25% | 50% | 75% | 100% |
| guest days: | 4914 | \$ 58,968 | \$ 44,226 | \$ 29,484 | \$ 14,742 | \$ - |



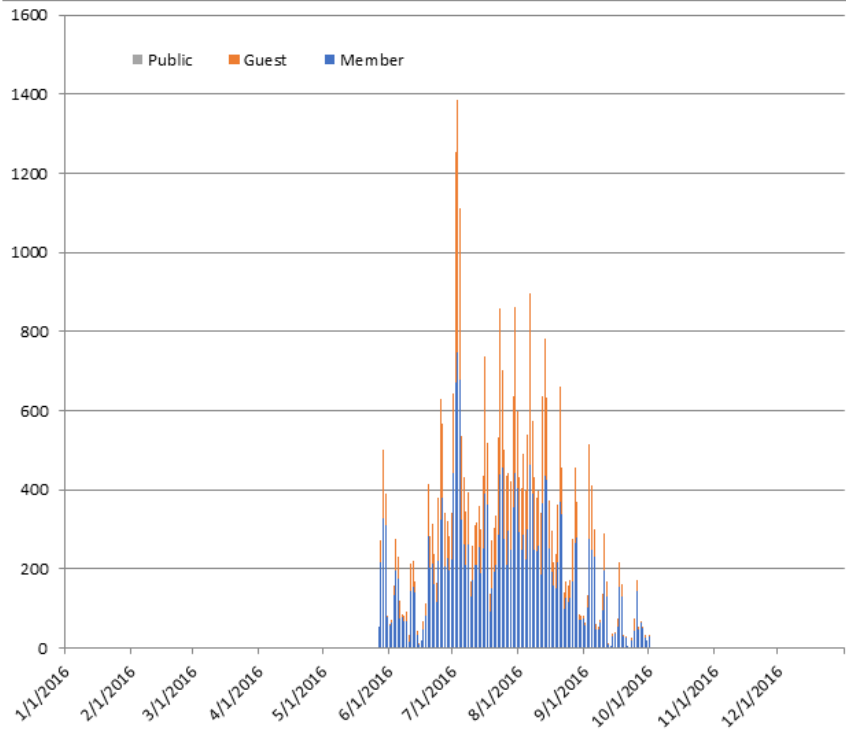
Top 10 Busiest Days

| Average | % | Date |
|---------|-----|-----------|
| 954.5 | 44% | 7/4/2015 |
| | | 7/5/2015 |
| | | 7/3/2015 |
| | | 7/25/2015 |
| | | 8/8/2015 |
| | | 8/1/2015 |
| | | 8/9/2015 |
| | | 9/6/2015 |
| | | 8/15/2015 |
| | | 7/18/2015 |
| 936.6 | 44% | 7/3/2016 |
| | | 7/2/2016 |
| | | 7/4/2016 |
| | | 8/6/2016 |
| | | 7/23/2016 |
| | | 7/30/2016 |
| | | 8/13/2016 |
| | | 7/16/2016 |
| | | 7/24/2016 |
| | | 8/20/2016 |
| 1029.6 | 48% | 7/2/2017 |
| | | 7/3/2017 |
| | | 9/2/2017 |
| | | 7/4/2017 |
| | | 9/3/2017 |
| | | 7/1/2017 |
| | | 7/22/2017 |
| | | 7/29/2017 |
| | | 8/12/2017 |
| | | 7/30/2017 |

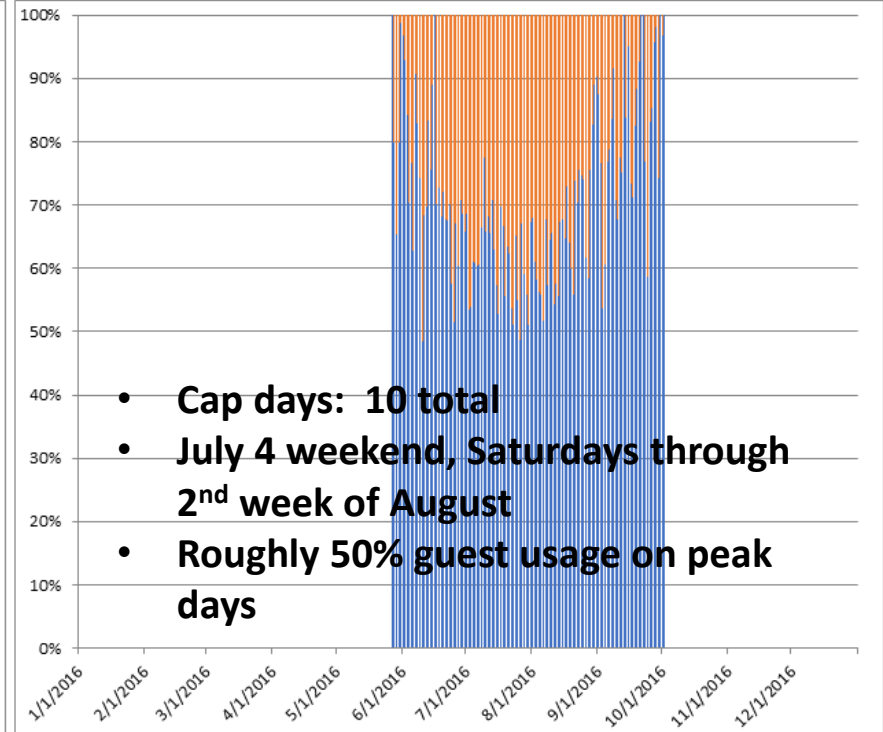


Marina

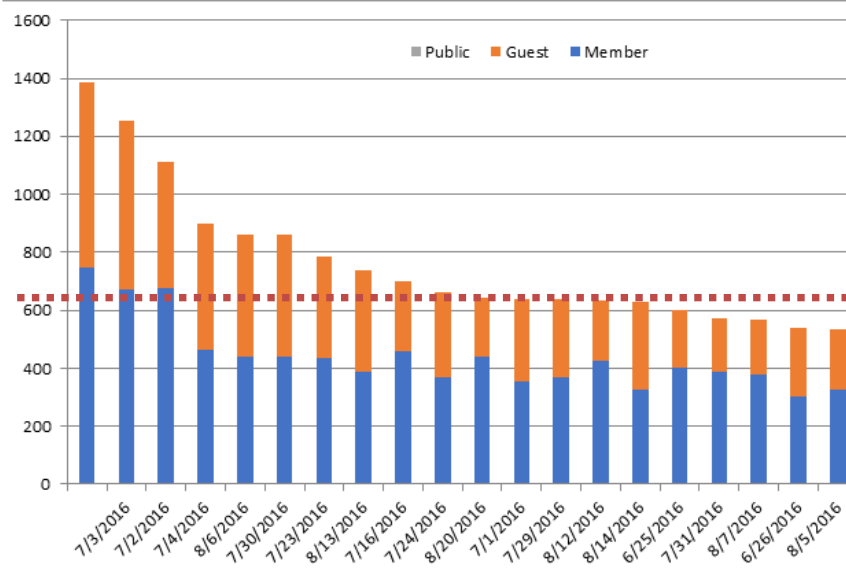
summer average 371.9
 stdev 257.2 629.1



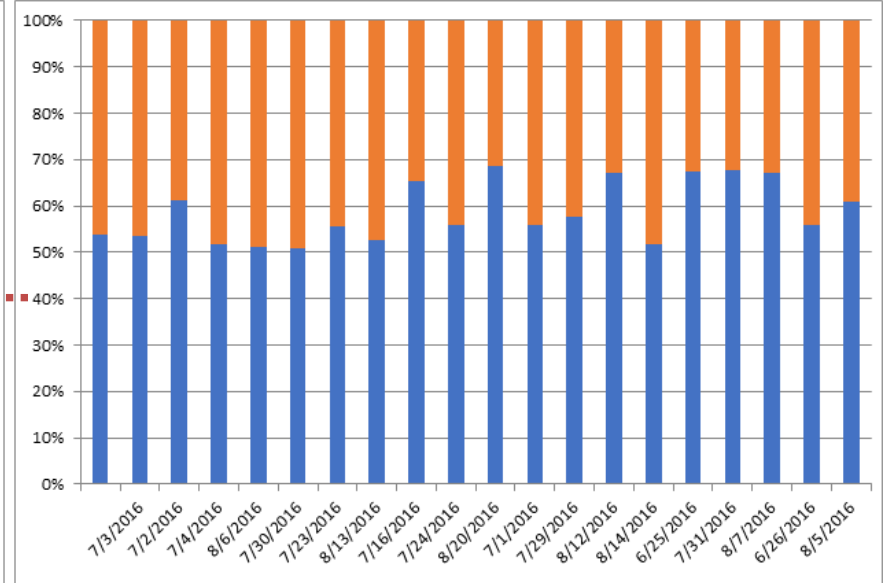
Normalized to show visitor mix



Top 20 visitor days

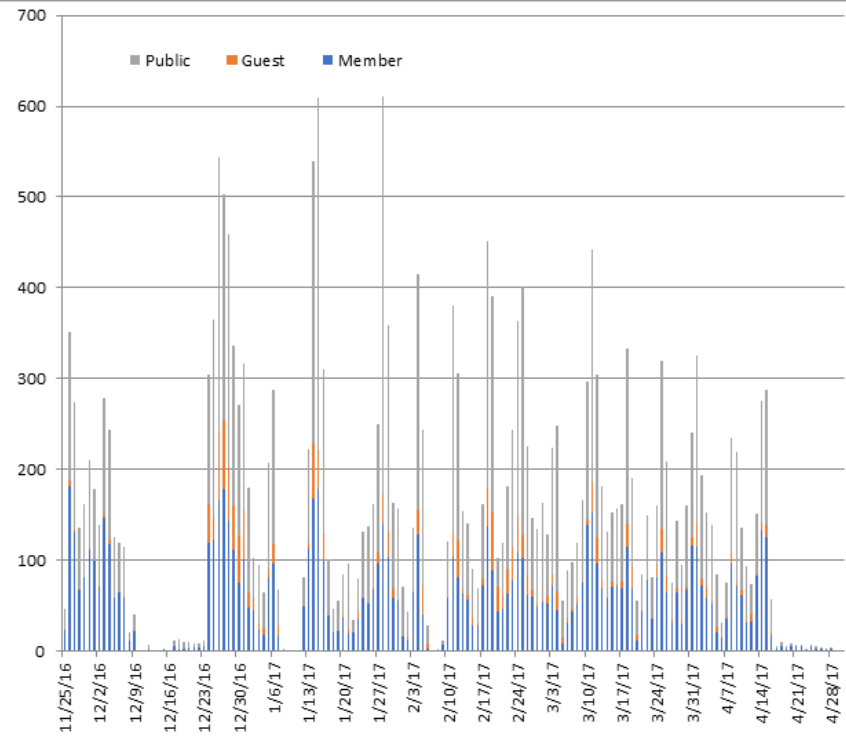


Normalized to show visitor mix

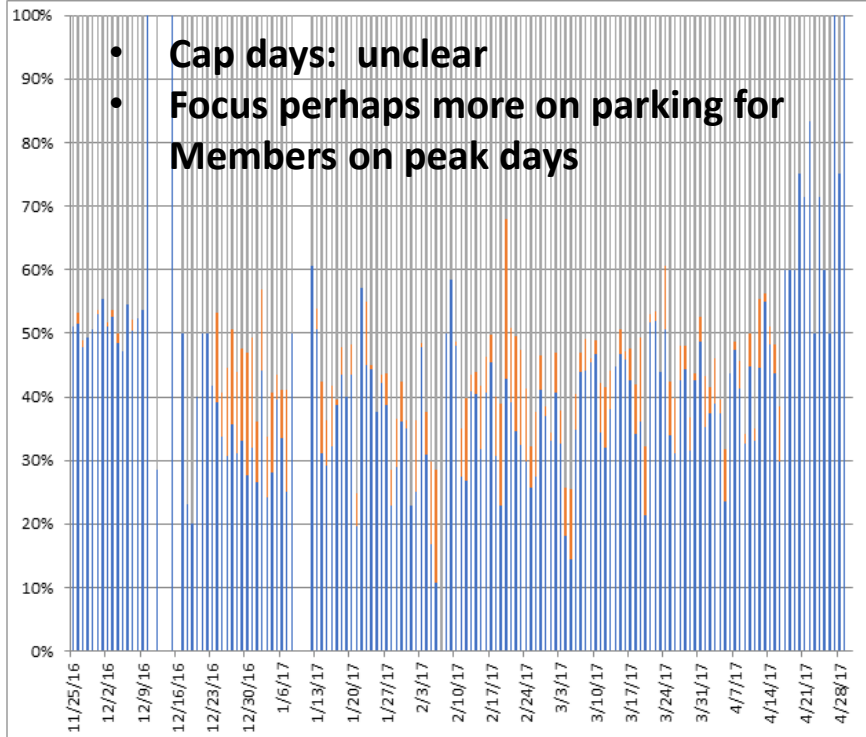


Alder Creek XC

season average 153.0
 stdev 138.8 291.7

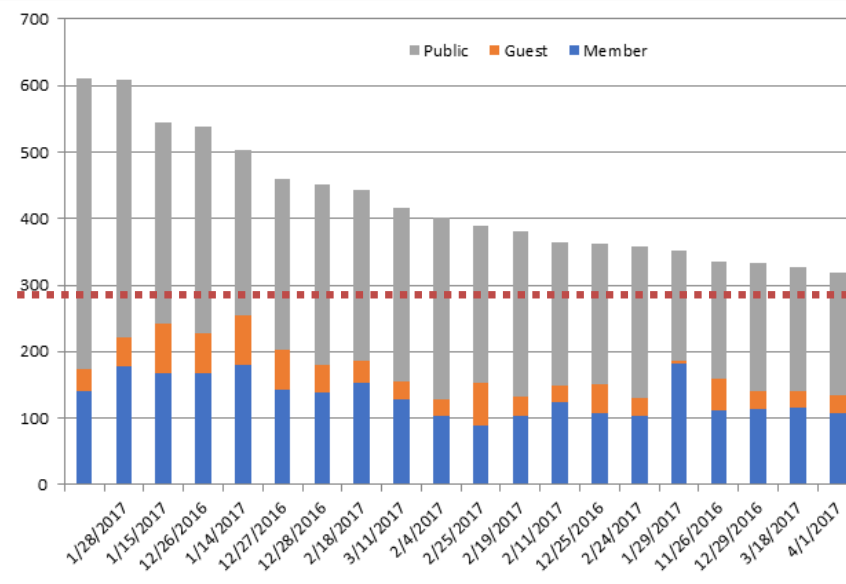


Normalized to show visitor mix

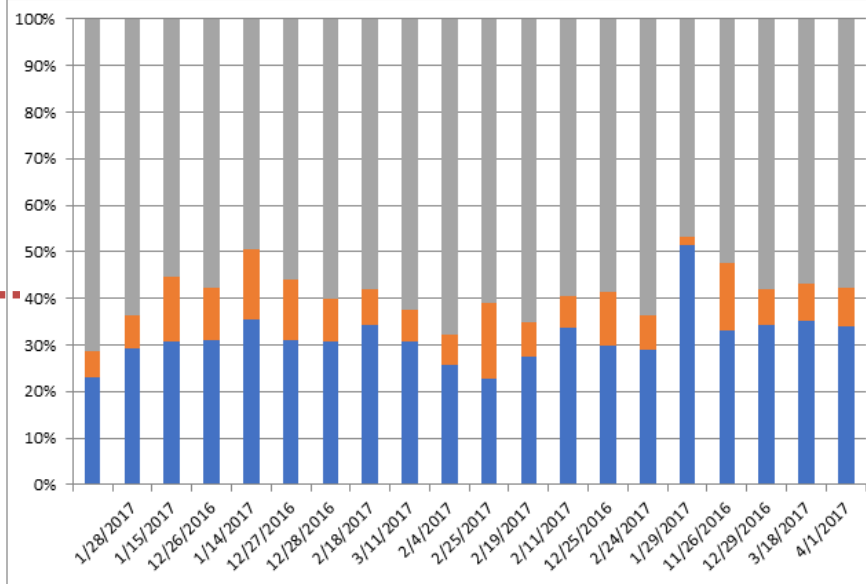


- **Cap days: unclear**
- **Focus perhaps more on parking for Members on peak days**

Top 20 visitor days

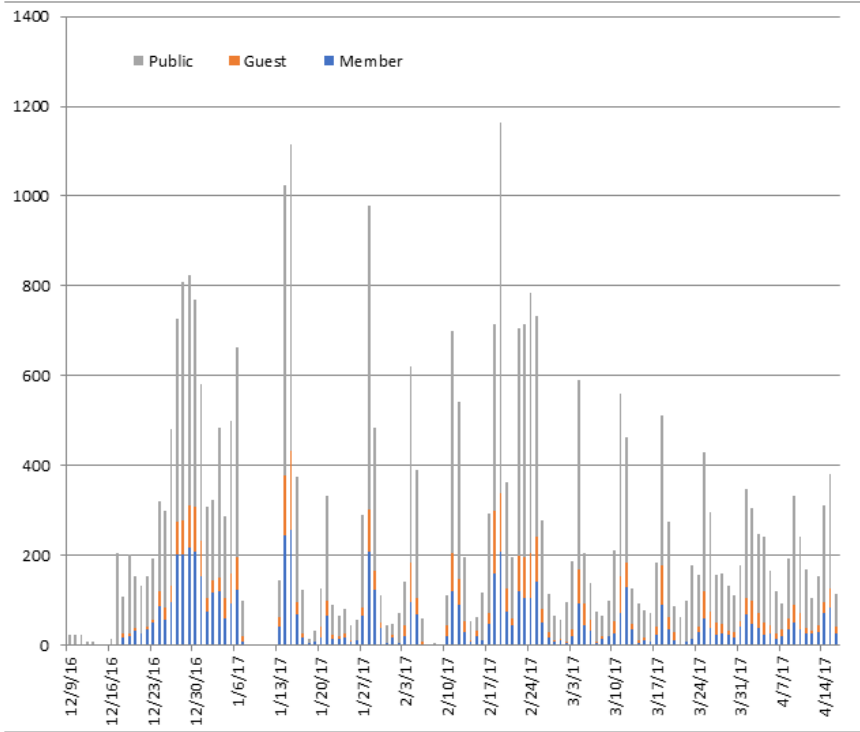


Normalized to show visitor mix

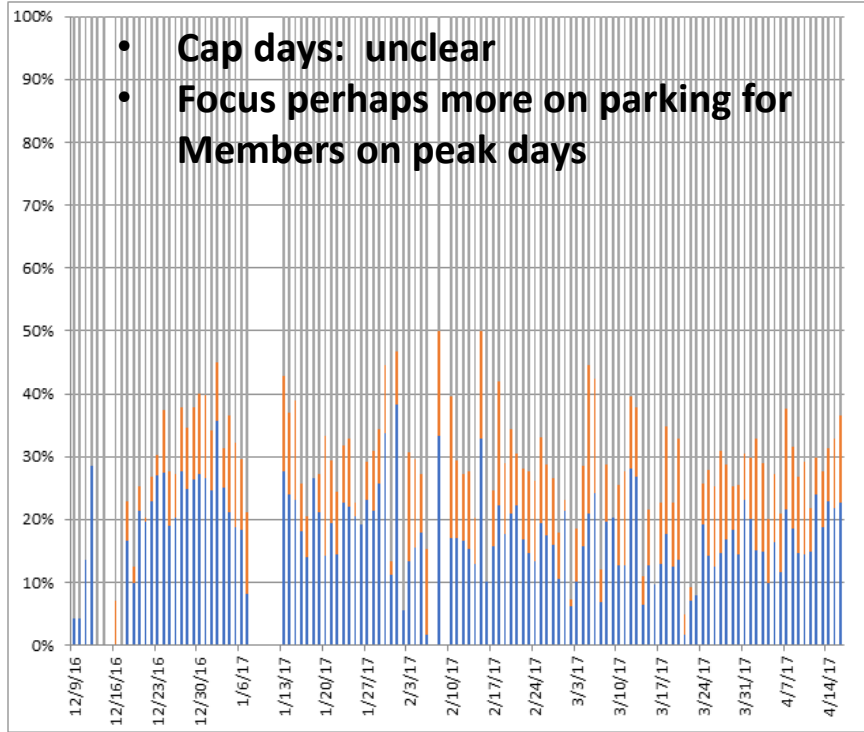


TD Ski Area

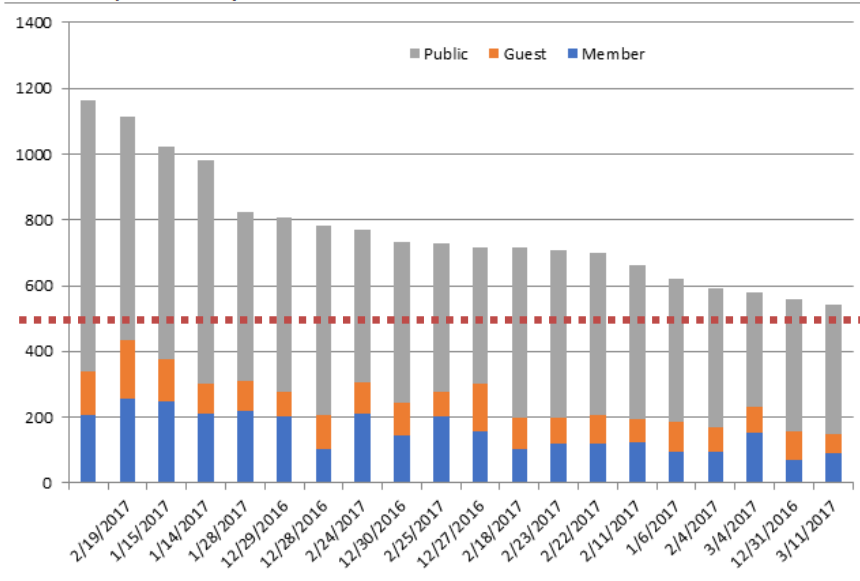
season average 257.1
 stddev 259.9 517.0



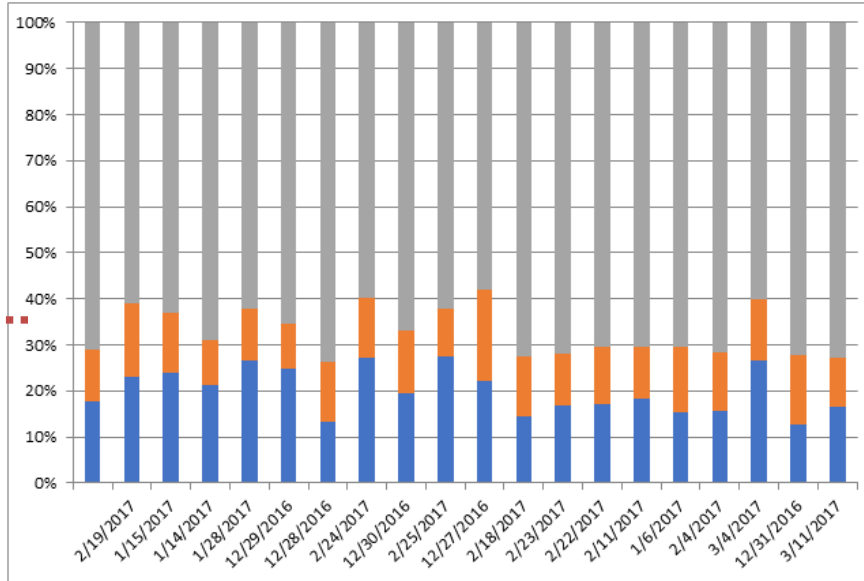
Normalized to show visitor mix



Top 20 visitor days



Normalized to show visitor mix



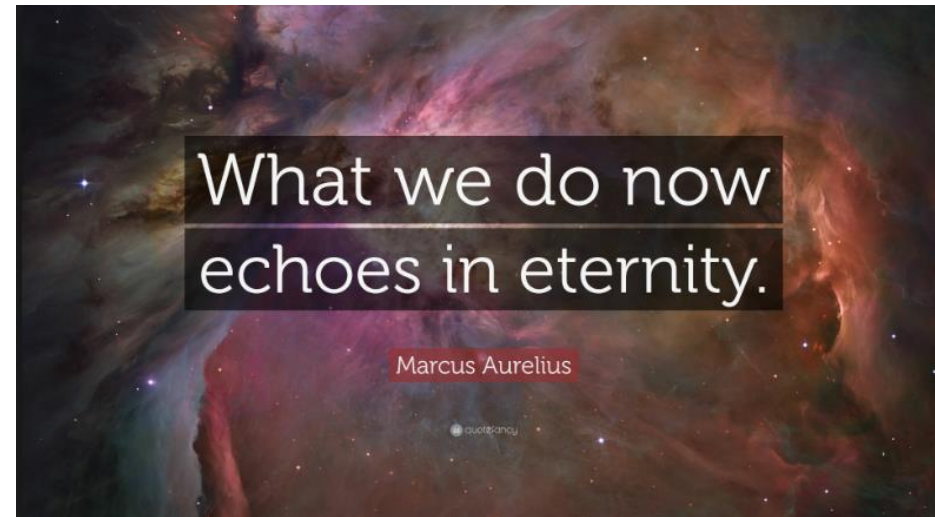
Simple Potential Solution:

- **Members only (or attended guests?) roughly 12 days of the year**
- **Trout Creek and Marina**
 - **July 3-5**
 - **Labor Day Saturday**
 - **Dec 28-31**
 - **Saturdays in July and 1st/2nd Saturday in August**
- **Alder Creek and Ski Area**
 - **No perceived need to cap access**
 - **Consider member only/priority parking and ski lodge seating during winter weekends (note Squaw does parking preference for carpools)**
 - **Consider holding ski lessons, Lodge Dinner spots for Members until X weeks before date during peak**
- **Perhaps try “Member Summer Saturdays”**
 - **All July Saturdays at TC, Marina = Member only**

- Ultimately, amenity issue has 3 main levers:
 - Increase guest prices (already moved to \$12)
 - Limit guest access
 - Create more amenities
- Arguably, all members benefit from tightening levers during peak periods
- STR matter more complex...



- **STR Stage 2 will be complex since it distills to: what do you want TD to be in 10 years?**
- **Most common regulations implemented by towns/HOAs are outlined below ONLY for thought**



Is reason behind potential regulation driven by somewhat personal/arbitrary view OR by legal/safety considerations

How easy to introduce and/or monitor would concept be?

| | | ← arbitrary | → Legal/Safety |
|------------------------|---|---|----------------|
| easy ↑ ↓ hard | Annual STR registration fee to cover enforcement "Neighborhood Use Permit" for busy rentals Conditional use permits Cap total number of STRs Cap on max STR properties owned by individual Maximum allowed response time for reported violations | Max number of renters Require fire code, safety, insurance compliance Graduated fines for CCR violation | |
| | Minimum rental period Cap on max rental days/year Cap on max rentals/year | 24x7 dedicated coverage for incidents Large scale/special events prohibition Hire private security guards | |