

INFORMATION



May 16, 2017

Issue: Replacement of the Event Tent located behind the Lodge Restaurant & Pub

Background:

The event tent located behind the Lodge Restaurant & Pub during our summer and fall season has been due for replacement since 2015. The original tent was purchased in 2004, when the Lodge was first opened. It has seen 12 years of service, and is reaching the end of its useful life. The tent has been subject to quite a bit of wear and tear throughout the years due to weather, usage, multiple installations and break downs, general storage and transport. By replacing components of the tent such as the lower window panels and interior white dress liners, staff has been able to extend the tent's useful life by several years. However, damage and repairs far exceed simple fixes, resulting in the need to replace the entire tent.

A few objectives have been established, based on a variety of feedback, in considering a replacement structure (1) lower the overall profile of the tent, without losing the grand interior vaulted ceiling feel for customers renting the tent and to (2) consider the color of the tent for optimal benefit.

The current tent is made up of three main spires that are 21 feet tall. The desired new model for a tent would have more of a horizontal profile being uniformly 18 feet tall. By lowering the overall profile of a new tent by 3 feet, it will assist in opening the view from the dining room windows at the Lodge.

Staff has researched numerous color options for a new tent, in addition to the color white, but have concluded that a white colored tent continues to be the most popular desire of our clients. Regionally, most tent rental companies are utilizing white tents for 99% of their rentals. The model that staff is interested in, will have clear panels on 3 sides of the tent facing the golf course. In addition, the new tent will be surrounded by new landscaping (medium trees and/or tall shrubs) between the tent and the Lodge, to further obscure some of the visibility of the tent roof for dinners. Staff has also reviewed tent cover-up options for when the tent is not being utilized to dampen the glare of the tent for some during daylight hours.

Update: July 17, 2017

In 2016, the Banquets department at the Lodge Restaurant & Pub, which receives revenue from events in the events tent, was budgeted for \$350,000 in expected revenue, with actual results of

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\$429,000, which is \$79,000 or 23% favorable to budget, which was \$50,000 or 13% over the 2015 actual banquet revenues. For 2017, the Lodge has been budgeted for a revenue of \$2,194,000, which is up 11% from the 2015 budget. The Banquets department specifically, is budgeted for \$420,000 or 19% of the Lodge's revenue for 2017.

From a business perspective, while the event tent is a very important offering for the Banquets department at the Lodge, it is a very important offering for our membership who regularly book it. Regarding revenue, a closer look at tracking numbers, staff estimates that 52% of the banquet events in the tent are for members, members' guests, clubs and committees and 48% are for the public. Total guest count for banquet events at the Lodge in 2016 was 4,790. Thus, the overall revenue far exceeds the cost of banquets, with high yields, being the highest margin area for operations at the Lodge.

Below, per Board direction, are mock up drawing of different color options for a new tent, as well as drawings for a potential permanent banquet facility instead of a tent. Staff plans to make available from June 27th to June 29th a replica of a potential new event tent, for further feedback from the membership in considering a final replacement solution for the current structure. Question and feedback regarding a new event tent, can be directed to Mike Peters, the Director of Food and Beverage. Email: mpeters@tahoedonner.com. Phone: (530) 587-9481.

Update: July 17, 2017

In working with the accounting department, we collected more information concerning events. Banquet events (non-club) is one of the few operations at TDA with positive NOR. Without the Pavilion tent space, the main Lodge building would be in much greater demand during peak summer periods, potentially impacting many dining/pub guests. We would continue to get inquiries by membership to hold events involving larger groups with more guests over and above normal reservations. During our holiday party season (Dec 1-Dec 18) we allow holiday party buy outs. This is a date range during which sales are low prior to the start of the typical holiday season. To accommodate this, we close to regular reservations. This does not allow member/ guests to use the restaurant due to event. In the past, we have received dissatisfied comment cards and input, however the impact is usually minor due to the short window of events. Were this to take place during the summer season we would more than likely upset the membership with only offering minimal reservations.

The ancillary impacts on The Lodge's Pub bar business, summer F&B, guests' entries at other amenities, and golf are not directly measurable. For example, golf by wedding event attendees, bar spillover pre/post the actual wedding event, and guests that may be staying in the area the week of event.

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Rehearsal Dinners are often not "Pavilion/Tent" event. However, these would not occur if the main event wedding was not being held in the Tent. Our guests will usually host multiple parts of the wedding on different days and different spaces. A majority of wedding events (Member and Public) are sold as a destination experience and typically the lodging for guests can be in Tahoe Donner. Guests will often make a vacation of the event and most likely utilize a great number of our public amenities while here on their stay. Lodging is set up through friends and family with homes in TDA, as well as, rentals through VRBO/AirB&B type accommodations that bring revenue into the community.

Our presentation board for membership to view was placed in the lobby of the Lodge from June 4th through June 30th. Our sample books were placed in the host stand and have been made accessible to anyone who inquires. (it is mentioned on the presentation board). I have received (15) e-mail responses to date (July 17) since our e-blast from mid-May and the placement of our presentation board on June 4th. The proposed example tent for was up June 27th – 29th and our town hall meeting was held at 11 am on Wednesday June 28th. We had 4 members (not board or management) that were in attendance. We answered all questions from our members. Of those in attendance the theme and solution leaned toward building a permanent structure. During our meeting, it was indicated from the members present, that none had hosted or been to an event in the tent.

A permanent structure would be a great option; however, it would come with a much larger price tag than a tent replacement. Several years ago, this was considered and the plans below were the original draw up. We have created an indoor space for banquets at the Alder Creek Adventure Center but it maxes out at 100 guests (seated). A permanent structure would allow us more year-round event and revenue options. However, we will lose some of the aesthetic of the outside wedding.

A main concern at this time, is the integrity and condition of the current tent. As mentioned it has seen its share of use, so a cleaner more updated tent would prove a nicer option to our member's and guests utilizing it for events. However, a larger concern is its safety issues. We have seen some extreme weather that has effected the integrity of the tent. High winds can blow the 6 foot metal support poles out of their eyelets into the tent itself, creating a very dangerous projectile. We have taken great care and had the luck to prevent this from happening during events, but it has happened on occasion when tent was empty. Surprise snow storms have occurred, so the tent must be cleared by hand to prevent damage and collapse while events have taken place. After seeing our proposed example tent on site it was immediately clear how much sturdier of a tent it is. The muscle is in the *JumboTrac* frame work system of the proposed model, where our tent uses the strap system for strength. The example tent only needs a 1-1/2inch strap

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as compared to our current tent which uses a 2-1/2-inch strap. This new style of tent will insure a much safer environment for our guests.

The tent height has been reduced by 3 feet although a vast difference cannot be seen. The absence of the large spires does make it less obtrusive, and gives it a cleaner look. But we believe altering the color from white to the proposed eggshell in a matte finish will allow for less glare during the daylight hours but still provide a color that appeals to the guests that want to rent for their events.

We have held summer events in our current tent for the last 10 years. Even though there are regular comments and members that do not like the view of the tent, the restaurant continues to become busier and busier every summer. 99% of our comment cards and verbal interactions with members and guests of the restaurant contain no mention of the tent with most focus being on food, experience, service and prices. Our current comment card tracking system gives members and guests opportunity to express their thoughts and opinions as they wish, but the tent remains a small part of their interests on their experiences.

It is the F & B management's recommendations that while we are continuing to pursue a long-term solution that we replace the current tent with the softer colored, lower profile, sturdier cleaner version to accommodate our membership and guests until another long term solution can be approved.

We will continue utilizing the current tent for the remainder of our events this summer and fall. If a decision is made to purchase a new tent, it will be fabricated and hopefully delivered by fall. It would be the desire of the Banquet and Group Sales departments to be able to photograph this replacement tent in place so that future clients can see an example of what they will be renting.

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Tan option



White option



Green option



These are the e-mails collected from mid-May to mid- July in response to our e-blasts, board meeting agenda topics, presentation board and Town Hall Meeting. There are 15.

1. We support the idea of lowering the height profile of the events tent. Also, of the 3 colors shown, the “brown” color blends in better with the Lodge structure and external landscape. We could support the continuation of the white, but the green is most offensive. Thank you for the information detailing the revenue and capital outlay for these special event structures AND for including our input along with other TD owners.
2. My fiancée and I have a contract with the Lodge for our wedding taking place in August 2018. We signed the contract with the expectation of a white tent, which we feel will provide a touch of elegance to our event. We do not feel that the suggested tan or green color options being considered bring this same elegant feel as the white. In addition, the high vaulted ceilings add to the grandeur of the tent. As Tahoe Donner members, and as clients who will be utilizing this new tent, we hope you take these factors into consideration. The beauty of the tent is what attracts so many Tahoe Donner members to the Lodge to use for private events and we do not feel a colored or lower vaulted tent would bring the same class and elegance as the current tent. We hope you consider these points when deciding on a tent choice.
3. Do away with tent, very tacky.
4. We eat at The Lodge frequently when we are in town. I find the current height and color extremely distracting while dining, especially on the deck. It is such a lovely view, why not lower it so it is below the view line.
5. I favor the idea of a permanent banquet/event area, but realize it's a large capital expense. How about a vaulted permanent roof with removable sides? Maintaining the upstairs view is important in all proposals, but too low a roof will make area claustrophobic. Fine line on height...
if at this time only a temporary tent is in the budget, I vote for white. Green fights too much w natural surroundings. Brown ok, but replacement items will be much easier to find in white, since it more common
6. As a TD member and full time resident, I enjoy dining in the main dining room at the Lodge. An important part of the ambiance is the lovely view of the forest and golf course. So I would love to have the tent eliminated. It is an eyesore. And others have complained about the noise/music in what should be a serene setting in the mountains. However, some members enjoy the tent (especially if their homes are not near it), and it is a moneymaker for TD. So, alas, I fear fear that it will stay. I looked at the pictures on the website <http://www.tahoedonner.com/event-tent-replacement/>. My opinions are:

Color: Of the colors shown (tan, green, white), TAN is the best, green next. But both of these colors are too bright. A DARKER TAN OR MUCH DARKER GREEN WOULD BE BETTER.

Shape: The straight roof ridge line is better than the peaked roof tent. But THE TENT IS STILL TOO HIGH. IT SHOULD BE LOWER. Thank you for considering my comments. There are many more on TD Nextdoor.

7. I'm writing you in response to the item in the May 17 edition of the Tahoe Donner Weekly News regarding the special events tent at the Lodge. I've talked to a number of my Tahoe Donner resident friends and neighbors about the tent situation. To be fair, some of us are seasonal residents and are not frequent users of the Lodge (I'd estimate usage of lunch/dinner about 2 times per month, on average, and none of us are golfers). That being said, not one of the people I've talked to, myself included, has any problem with the tent situation as-is. My perception is that there is a relatively small minority of residents who are opposed to the tent and are very vocal about it. I believe that the general view of the Tahoe Donner membership would be this: if use of the tent for resident and public events is a significant net money-maker (and thus ultimately reduces our HOA fees), then it's an overall positive for the community and should be continued. Of course, steps taken to improve the situation (for example, a lower profile tent and/or less-brilliant white color of the tent) would be desirable if they can be implemented cost-effectively. I think the Tahoe Donner executive team should analyze the situation and make a recommendation to the board based on a comprehensive economic analysis rather than let the strong opinions of a small vocal minority drive the outcome. Thanks for the opportunity to provide input on this matter.
8. Our opinion is that the tent severely obstructs the view from the dining room at The Lodge. We eat there frequently, and the large white tent is an eyesore. The brown color would clearly be far less obtrusive, and as low a height as possible would be good. Think of it this way. The Architectural Standards Committee would not approve a white house, but wants colors to blend in with the natural surroundings. Can we please do the same for The Lodge? We built such a beautiful dining room, and it is a shame to block the view from this beautiful room for so many months of the year. People will rent the tent regardless of the color, so it would make more sense to make the tent more aesthetically manageable for diners in the restaurant. It would be great to get a response to this.
9. We will not make it up to today to look at the tent replica, but I did get a chance to see the poster of the the new tent proposal the past Sunday when we had dinner on the deck. This is only my opinion, but the existing tent was only a little intrusive and bright. So, I think lowering a bit and getting a matte finish is a good idea. Actually, I prefer the permanent option #1 over any tent. But, that is probably not going to happen very quickly. I hope our family makes happy memories in Tahoe Donner and that our kids will have an opportunity to have their wedding here someday. Thanks for all the information.

10. Mike, I have always hated the tent - it always just reminded me that our original plans for the Lodge were totally mishandled and under budgeted. Having said that, it would be nice to have a permanent event center and assume it would be located where the old pool used to be. Perhaps then the bathrooms and snack bar could be replaced where they used to be "at the turn". (It is a real pain to waste time running through the halls to the restrooms. In addition if there is a "bride's changing room" perhaps it could be utilized to replace our old golf locker room. Just some thoughts, thanks for reading.
11. I've reviewed the proposals for the tent and have a few thoughts: If the tent is replaced the lower height is preferable, and a matte, eggshell color would also be an improvement. If a permanent structure was built I prefer option #1. Without seeing detailed costs of all options I can't comment any further, other than it does appear having this facility is a benefit to the association. Thank you,
12. I feel that the current tent is ugly and detracts from the view and ambiances of the dining experience at the lodge. A permanent building would blend better but the costs would be prohibitive. I feel that the brown or egg shell color would be better to shield the glare and it appears to blend into the forest although still unsightly. Thanks for listening to my input.
13. I see we are deciding on what to do out in front of the Lodge. Personally without really being able to tell by the drawings, I for one would be in favor of a permanent banquet building. Wood, Windows, doors All those things. The tent is a disaster and the new one will be also. A permanent facility could be used for a myriad of activities besides weddings ,,summer fall winter spring
14. The existing tent at the Lodge/Golf Course is an eyesore. I stopped by the facility today and looked at the proposed replacement and it is no better. The proposed lower profile and color options are negligible and will still be an eyesore. It's troubling that the HOA has continued to place a cheap looking and unpleasant tent with great frequency in a mountain oasis next to a fantastic golf course and a well-appointed building. Please don't cheapen the TD scenery and experience with the circus tent. Why can't you eliminate the tent and move the events to the Alder Creek Adventure Center(ACAC)? This facility cost the HOA millions of dollars and appears to be underutilized on an ROI basis and appears to be well suited for weddings/events. You'd also be able to address the sound issues by doing music inside. It seems odd that all this wasn't contemplated when the ACAC was built at a significant cost in 2015 and the continued widespread dislike of the tent by the members. Just my .02 cents.
15. Hi Mike,
We are two of the owners of the TD Golf Course Condos at 12800 Northwoods which back up directly to the Lodge and the seasonal tent. We were at our condos on Friday and Saturday, 23 & 24 June, 2017, and, as you asked for input, we'd provide some feedback from the people it

affects the most. :) We saw on the NextDoor "string" someone asked for input from those who live close by The Lodge. As it was very hot on both days, we had our windows and doors open. Our condos are topsy-turvy with the living area upstairs, so it does get hot! We were looking forward to sitting out on our balconies to enjoy the warm summer evening. Our (Wendy and Mike) condo backs onto the 18th, so we fare a little better than others (Lynn) in our building, which is the closest to the tent. We still get to enjoy our view of the 18th. We actually like hearing the wedding ceremony, the vows and the cheering following the first kiss we presume, but after a few hours the loud music and the yelling of the DJ gets "old." For you to get an idea of what we experience, we can hear some of the actual words said by the bride, groom and official, as well as the DJ's banter. The ceremony itself isn't the problem, it's the very loud music and, for Lynn and others on that "side", to have her view turned into a big white blob. Friday night, it sounded like they had a band. The volume was a lot louder than Saturday's event, and that's saying something. Luckily the lady singer was good, but some of the music had that deep, penetrating base "boom, boom, boom" that echos and vibrates. By 9 pm, we were really looking forward to the 10 pm end. Thank you, by the way, for always stopping at exactly 10 pm. It really helps to know that the end is in sight, although we've had guests with young children being unable to get to sleep earlier than that. We walked over on Saturday night to take a look at the tent, as the music was again very loud, and noticed that the food was set up on the side closest to our building and that the whole side of the tent was open! We don't think you always do that, but in doing so, it enables the music to travel even further and also why we hear people yipping and yelling more easily. It's funny - there was one loud high pitched lady who may have attended both events and seemed to make screaming noises as she got into the line for her meal, as it certainly sounded that way!

A couple of suggestions if the tent is to remain at The Lodge.

- Turn the music and microphone/DJ volume down a notch or two, or three.
- Serve the food from the other side - the new tent (if decided upon) should incorporate this.
- Always keep the side closest to the Golf Condos closed. It does make a difference. If heat is the issue, have fans in place.
- As you know, people are complaining about the tent being there altogether, especially spoiling the view while dining. Has it been considered to move the tent to the side of the building where the golf carts congregate? Yes, it would be seen from Northwoods (however it also would advertise the fact that it's there to rent!), but:
- It would again enable people to enjoy the normal view of the golf course
- The impact to the Golf Condo owners would be minimized. (We had the Golf Condo Homeowner's HOA that Sunday and this was a topic of conversation. Those owners who bought in the early 2000s didn't buy expecting to look out over a huge tent each summer that completely spoils some of their views, and having to listen to the same play list every Saturday night, effectively making conversation on some balconies impossible.
- There aren't any close neighbors as close as the golf condos are right now. The fire station is next door and the condos are further away across Northwoods. The fire station isn't manned during the night.
- The golf carts could easily find another spot to be parked - maybe where the tent currently is. The diners get their view back.
- There has been talk about moving the tent to Alder Creek, ski lodge, or somewhere else but, of course, there's been push-back (understandably) from owners close by those locations.
- You'd still be in close proximity to the Lodge kitchen if that is a "must."

- If the tent has to remain, white is probably the best color. Green and brown definitely won't be as popular for weddings and we expect would deter people from booking, so lost revenue. Those colors remind us of the military or the conservation corp, not that that's a bad thing, but not the best for weddings and other celebrations that the tent seems to be used for.

If a permanent solution is approved, please please consider your neighbors. From the drawings, it looks as though there will be upper open air decks, without any blocking between it/them and the golf condos. Suggesting a living buffer between the dining room and the deck is great but what about a buffer on the condo side too? To be honest, it looks as though we haven't even been given a second thought in any considerations! We don't believe we have ever been consulted or considered. We'll definitely hear more of the screaming, happy ladies, dancing the night away if the deck is "wide open" and on the second floor! We would hope that the DJ/Band stays indoors in the corner furthest away from any deck doors and to have any dance floor indoors. If the whole event is going to be out in the open, we know the golf course condo owners will not be happy! The noise would be even worse than we currently endure weekend after weekend. Maybe you'll have to change it to acoustic music only - we might have to demand that. As you had asked for comments we thought you'd like to hear ours. We are affected way more than someone coming for dinner at the lodge for a couple of hours. We love coming over to the Lodge for drinks and dinner. It's a great place with great food and a good ambiance. We do avoid it on "tent" nights though. We love our homes in Tahoe Donner to escape the noise and hustle and bustle of the city. However, this is not how we envisioned our summer weekend nights. If you would like to come over for a drink one Saturday night during an event, we would be happy to share how the current environment drastically impacts the use of our vacation homes.

Good luck with it all. Unfortunately we couldn't be there the week when the replica tents were. It was wonderful that you took the time to set this up but it was a pity they couldn't be up for a longer period and definitely over a weekend, to give us a chance to review.

Thank you for listening.

For events on the books as of 06/15/17 for 2017 at The Lodge

| ALL LODGE EVENTS | | Estimate \$ | | Estimate GC | | Count#Events | |
|------------------|-----------|----------------|-------------|--------------|-------------|--------------|-------------|
| M | Member | 140,815 | 37% | 1,640 | 34% | 17 | 27% |
| P | Public | 223,289 | 59% | 2,495 | 52% | 33 | 53% |
| C | Club | 6,750 | 2% | 430 | 9% | 9 | 15% |
| O | Other/NFP | 7,550 | 2% | 225 | 5% | 3 | 5% |
| Total | | 378,404 | 100% | 4,790 | 100% | 62 | 100% |

| Pavillion Only | | Estimate \$ | | Estimate GC | | Count#Events | |
|----------------|-----------|----------------|-------------|--------------|-------------|--------------|-------------|
| M | Member | 106,603 | 35% | 1,095 | 35% | 9 | 33% |
| P | Public | 192,417 | 63% | 1,945 | 61% | 17 | 63% |
| C | Club | - | 0% | - | 0% | - | 0% |
| O | Other/NFP | 4,000 | 1% | 130 | 4% | 1 | 4% |
| Total | | 303,020 | 100% | 3,170 | 100% | 27 | 100% |

| | Estimate \$ | | Estimate GC | | Count#Events | |
|--------------------|----------------|-------------|--------------|-------------|--------------|-------------|
| Lawn & Grotto | 9,470 | 3% | 150 | 3% | 3 | 5% |
| Buyout | 2,000 | 1% | 61 | 1% | 1 | 2% |
| Alder/Sage Room | 15,989 | 4% | 228 | 5% | 6 | 10% |
| Alder/Grotto | 400 | 0% | 30 | 1% | 1 | 2% |
| Tent, Grotto, Lawn | 14,800 | 4% | 200 | 4% | 1 | 2% |
| Porch | 4,000 | 1% | 40 | 1% | 1 | 2% |
| Grotto | 18,200 | 5% | 570 | 12% | 10 | 16% |
| Sage Room | 1,650 | 0% | 44 | 1% | 2 | 3% |
| Aspen Room | 500 | 0% | 40 | 1% | 1 | 2% |
| Alder Room | 8,375 | 2% | 227 | 5% | 8 | 13% |
| Pavillion | 303,020 | 80% | 3,170 | 67% | 27 | 44% |
| Total | 378,404 | 100% | 4,760 | 100% | 61 | 100% |

In 2016, in Pavillion, \$149,833 or 44% of \$340,201 was Member events, 49% Public.
 In 2016, all events revenue, 39% M 48% P 13% Club/other

In 2016, \$340,201 (78%) 3276/60% of Guests and 32 of 100 events... in Pavillion

2017 Events - Forecast OTB

| | Jan | Feb | Mar | Apr | May | Jun | Jul | Aug | Sep | Oct | Nov | Dec | Annual |
|-------------------------|-------|-------|-------|-------|-------|--------|--------|--------|--------|--------|-----|-----------|------------|
| The Lodge TL Revenue \$ | 9,078 | 3,320 | 5,512 | 9,896 | 2,494 | 57,087 | 72,561 | 75,781 | 83,224 | 58,470 | - | \$ 40,000 | \$ 417,424 |
| | 2% | 1% | 1% | 2% | 1% | 14% | 17% | 18% | 20% | 14% | 0% | 10% | 100% |
| Pavillion Revenue \$ | - | - | - | 100 | - | 36,963 | 67,861 | 72,781 | 73,094 | 52,220 | - | \$ - | \$ 303,020 |
| | 0% | 0% | 0% | 0% | 0% | 12% | 22% | 24% | 24% | 17% | 0% | 0% | 100% |

Pickup from June to End of year not factored, other than Holiday Parties (in red)
 <includes December holiday parties estimate ~40,000 (members/community/clubs)
 These are indoor, do not utilize the Pavillion tent

| <u>Estimates</u> | Revenue | Jan | Feb | Mar | Apr | May | Jun | Jul | Aug | Sep | Oct | Nov | Dec | Lodge Events | per Owner |
|------------------|-------------------|---------|-------|---------|---------|-------|----------|----------|----------|----------|----------|-----|-----------|--------------|-----------|
| | \$ | 9,078 | 3,320 | 5,512 | 9,896 | 2,494 | 57,087 | 72,561 | 75,781 | 83,224 | 58,470 | - | \$ 40,000 | \$ 417,424 | \$ 64 |
| 25% | COGS% Estimate | (2,270) | (830) | (1,378) | (2,474) | (624) | (14,272) | (18,140) | (18,945) | (20,806) | (14,618) | - | (10,000) | (104,356) | |
| 25% | Payroll% Estimate | (2,270) | (830) | (1,378) | (2,474) | (624) | (14,272) | (18,140) | (18,945) | (20,806) | (14,618) | - | (10,000) | (104,356) | |
| 5% | Expense Estimate | (454) | (166) | (276) | (495) | (125) | (2,854) | (3,628) | (3,789) | (4,161) | (2,924) | - | (2,000) | (20,871) | |
| | NOR Estimate | 4,084 | 1,494 | 2,480 | 4,453 | 1,121 | 25,689 | 32,653 | 34,102 | 37,451 | 26,310 | - | 18,000 | 187,841 | \$ 29 |
| | | | | | | | | | | | | | | 45% | |

| Pavillion Only *** | *** SEE NOTES AT TOP |
|--------------------|----------------------|
| \$ 303,020 | per Owner \$ 47 |
| (75,755) | |
| (75,755) | |
| (15,151) | |
| 136,359 | \$ 21 |
| 45% | |

Capital Charge With an estimated \$50,000 tent cost, and average life of 10 years, this equates to \$5,000 per year reserve charge.
 A permanent structure of approximately 3200sf @ ~\$400/sf equates to an estimated \$1,280,000 capital cost, over 40year life = \$32,000 per year, plus ~\$5000/year in bldg maint = \$37,000 per year.

Allocated Overhead Incremental costs to facilitate event business at the lodge is estimated to be 1.5 FTEs and \$120,000 in fully loaded cost. The 1.5 FTE assist with regular Lodge operations in a secondary capacity. This cost would only nominally decrease if Pavillion Tent was not an event space, as demand would shift to The Lodge building itself, ACAC, and other facilities.