

DECISION PAPER



March 21, 2018

Issue: The General Plan Committee's Trout Creek Task Force is requesting Board approval to proceed with the recommended expansion project, and for staff to file an application with the Town of Truckee Planning Commission, for agency review during forthcoming summer months, and for a construction start in the Fall of 2018.

Background: The Trout Creek Task Force has been charged and has met for multiple years to define a scope of facility improvements to improve comfort and safety for TDA members and their guests. These improvements include:

- Adequate space for stretching and functional exercise
- Adequate space to permit industry standard safety clearances between equipment without reducing equipment quantities
- Adequate space to comply with accessibility and fire safety codes without reducing equipment quantities
- Two multipurpose rooms, whose uses would include childcare and Spin classes, and which would provide for more flexible class scheduling
- A flexible open floor plan gym-space that can be adapted to meet changing member needs

On June 23, 2017, the Tahoe Donner Board of Directors approved the creation of architecture and engineering drawings for what was then defined as Option A in the Todd Mather Feasibility Study, which is now referred to as Phases 1 and 2, which includes an expansion and reallocation project within the existing roofline of Trout Creek Recreation Center. After further consideration and member input during the Fall of 2017, the Board approved additional drawings for a 670 SF addition on October 28, 2017, which is now included in the construction cost estimate for Board review in March of 2018, see attached. Project Feasibility efforts that have accumulated to-date are attached, and summarized as follows:

- 5/2013 Gary Davis Group's Constraints Analysis for 4K SF Expansion (\$10K)
- 3/2017 Todd Mather Feasibility Study for Expansions of Options A and B (\$20K)
- 7/2017 Siteline Architects A/E for GC pricing of Phase 1 and Phase 2 (\$85K)
- 11/2017 Siteline Architects A/E for GC pricing of the 670 SF addition (\$25K)

Schedule: As detailed in the attached financial report, the Task Force recommends a two-phased construction schedule after reviewing detailed financial models, business impacts, schedules and phasing options, as well as the following details that were provided by Mt. Lincoln Construction;

- The estimated construction schedule for Phases 1 and 2, and the 670 is approximately (18) months, split between 2 phases to preserve uninterrupted member use of the facility:
 - Phase 1: NW Wing (pool side); up to ~6 months
 - Phase 2 and the 670: SE Wing (gym side); up to ~12 months

DECISION PAPER



- Single Phase; If the project were to be performed in a single phase, requiring the closure of the entire facility, schedule and cost reductions are estimated as follows:
 - Schedule; ~3 month reduction (~15 month total schedule)
 - General Conditions; ~15% reduction (~\$40K)
 - Construction Costs; ~5% reduction (~\$100K)

Funding: Funding for Capital Improvements at each of Tahoe Donner's amenities is derived from a combination of the Development Fund and Replacement Reserve Fund, which are funded by the annual assessment. Proposed improvements at Trout Creek would be funded from existing balances, and would not require a special assessment. These capital allocations are detailed each year during budget review and approvals provided by members of the General Plan Committee, Finance Committee, and Board of Directors. For 2018, a proposed Trout Creek Expansion has the following funds earmarked for Board review and approval:

- 2018 Development Fund (DF); \$500K for new components
- 2018 Replacement Reserve Fund (RRF); \$890K for replacement of existing components

For Phase 2 Trout Creek improvements in 2019, multiple options have been considered to identify specific Development and Replacement Reserve Funds that would be allocated during the forthcoming budget cycle. To maintain the DF/RRF split of 70/30, the Task Force is considering the following option for Phase 2 funding in 2019;

- 2019 Development Fund (DF); \$220K for new components
- 2019 Replacement Reserve Fund (RRF); \$790K for replacement of existing components

Upon Board approval of the expansion at Trout Creek Recreation Center, Staff can apply for a Planning Commission Hearing and then direct Architecture and Engineering consultants accordingly; for a Town of Truckee Planning Commission Hearing in June, allowing for a Building Permit in August, and construction beginning during the Fall of 2018.

Budget: On March 2, 2018, Sitaline and Mt. Lincoln Construction provided updated project and construction cost estimates, which total \$2,314,635 and are detailed below:

- CASp improvements at TCRC Parking Lot, Snowplay, and Driving Range; \$185,000
- CASp improvements within and adjacent to Trout Creek Recreation Center; \$280,000
- Phase 1 and Phase 2 (1,100 SF reallocation and enclosure) Board scope; June 23, 2017; \$1,223,510
- The 670 SF addition, Board approved project scope on October 28, 2017; \$401,125
- Estimated costs for Agency Fees, Permitting, A/E, Services, and contingency; \$225,000

DECISION PAPER



Options: Please see the memo immediately following the decision paper for a discussion of these three options;

1. Approve Phases 1 and 2, the 670, and all accessibility improvements as detailed in the 2013 CASp report, and proceed with Planning Commission Hearing for agency approvals (estimated at \$2.4MM).

- Complete all accessibility improvements as detailed in the 2013 CASp report.
- Create an exercise space of approximately 5,195 SF.
- Create an appropriately sized stretching and functional exercise area.
- Create two multipurpose rooms, whose uses will include Spin classes and childcare.
- Comply with all applicable fitness industry safety standards.
- Comply with all applicable accessibility and fire safety codes.
- Increase equipment quantities modestly.

2. Consider Phases 1 and 2, and CASp improvements (estimated at \$2.0MM)

- Complete all accessibility improvements as detailed in the 2013 CASp report.
- Create an exercise space of approximately 4,525 SF.
- Create an appropriately sized stretching and functional exercise area.
- Create two multipurpose rooms, whose uses will include Spin classes and childcare.
- Comply with all applicable fitness industry safety standards.
- Comply with all applicable accessibility and fire safety codes.
- Maintain current equipment quantities.

3. CASp improvements only (not to exceed \$600K)

- Complete all accessibility improvements as detailed in the 2013 CASp report.
- Maintain existing exercise space of approximately 2,250 SF.
- Reduce equipment quantities to comply with applicable safety standards and accessibility codes.

Task Force Recommendation:

The Task Force asks for the Board's approval of Option 1, Phases 1 and 2, the 670, and the accessibility improvements detailed in the 2013 CASp report, with a budget not to exceed \$2,400,000 from a combination of Replacement Reserve Funds (\$1,630,000) and Development Funds (\$770,000), during a multi-year, phased approach, designed to reduce member impact and preserve amenity access.

Prepared By: Forrest Huisman

Reviewed By: Michael Salmon

Special Board Meeting Date: March 30, 2018

General Manager Approval to place on Agenda: _____ **Date:** _____

Memo: Trout Creek Renovation and Expansion Options

March 20, 2018

Prepared for the March 30, 2018 Special Board Meeting, the Trout Creek Renovation and Expansion Decision Paper contains three options:

1. Phases 1 and 2, the 670, and all accessibility improvements as detailed in the 2013 CASp report
2. Phases 1 and 2, and CASp improvements
3. CASp improvements only

For exercise facilities at Trout Creek, the last option represents the status quo. Options 1 and 2 are the only two plans that the task force developed capable of meeting our minimum gym-side requirements, which include adequate space for stretching and functional exercise, and adequate space to comply with accessibility requirements, fire safety codes, and industry standard safety clearances without reducing equipment quantities. As Option 2's 4,525 SF approximates the minimum space required to meet these needs, the task force does not consider viable any ideas offering less than 4,525 SF of gym-side exercise space.

A Director has recently inquired whether the 670 is viable as a standalone option. The answer is no for the following reasons:

First, as currently drawn and engineered, the 670 is merely an extension of the Phase 2 renovation proposal. Without the Phase 2 renovation, the 670 does not interface with any existing interior space. It is separated from the existing weight room by a structural wall, and separated from the existing Kids Club room by an outdoor walkway.

Second, a standalone 670 would not be a viable option to meet our needs. While it could offer space for stretching and functional exercise, it would do nothing to resolve the safety and compliance deficiencies caused by equipment congestion in the cardio and weight rooms. Even with a standalone 670, we would still need to reduce equipment quantities in the cardio and weight rooms to comply with applicable codes and safety standards. Ultimately, the 670 is not viable as a standalone option because the concept is indifferent to the serious safety and compliance problems raised by this task force.

The task force cannot recommend Option 3 because it is also indifferent to the safety and compliance problems, and would entail equipment reductions and thus diminished member service levels. Further, because Option 3 does not increase the available space for exercise, this option would do nothing to address the long-standing needs for stretching and functional exercise space. In short, Option 3 does not satisfy our basic needs.

The difference between Options 1 and 2 is the inclusion of the 670 SF addition in the former. The 670 was added to the Task Force's recommendation in October 2017 after it became clear that it had 1) initially underestimated the amount of open floor space needed for stretching and functional exercise, and 2) not accounted for the considerable demands on square footage imposed by industry standard safety clearances, ADA standards, and fire code requirements.

Both Options 1 and 2 would permit a responsible solution to the facility's equipment congestion problems, but only Option 1, which includes the 670, provides space for a modest number of high demand and high priority equipment additions. Further, if we expect any growth in Trout Creek usage for any reason (build

out, increasing interest in fitness, demographic changes, etc.), the 670 is essential to accommodate that increase. Indeed, simply by creating a larger, more comfortable and useful exercise space, the task force believes it is reasonable to expect increased usage of the Trout Creek facility following the implementation of any renovation and expansion option. For all these reasons, the Task Force believes the 670 is an essential component of this proposal.

Therefore, task force consensus is that Option 1 is the minimum effective plan to correct the problems at the facility and to address near term member needs.

TCRC Task Force Meeting Report

March 20, 2018 1-2 PM

Attending: John Stubbs, Courtney Murrell, Benjamin Levine, Forrest Huisman

On Monday, March 19, Director Connors informed the Executive Assistant, Megan Rodman, and the Task Force that the Board would have a Special meeting from 9-12 on March 30 to review and consider approving the General Plan Committee and Task Force recommendations for project scope and construction schedule for the upgrades and building expansion at Trout Creek Recreation Center. The Agenda item required for publication by a 5 PM, March 19 deadline was submitted to Megan on time by Forrest Huisman.

The most recent draft of the Decision Paper Forrest Huisman is preparing was reviewed. Benjamin Levine added some minor edits and Forrest reported on the most recent Phase 2 square footage increases provided by Siteline with and without the 670 addition. These changes were added and the draft was approved by all attending. Also approved was the latest draft of the Options Memo and it was agreed by all that this Memo should be included immediately following the Decision Paper. Other documents that were agreed to be included, in order, following the Options Memo were the Mitigation Report and the Financial Impact Report prepared by Miguel Sloane with edits from Benjamin Levine. Following these would be the March 15 and this, March 20, TCRC Task Force meeting reports. These would be followed by all the supporting documents and diagrams previously listed, starting with the March 5, 2018, Information paper up to and including the Todd Mather Feasibility Study from May, 2017. The deadline for submitting This Decision Paper packet to Megan Rodman for inclusion in the Board Book for the March 30 Special Board meeting is Friday, March 23.

It was agreed that both the Mitigation Report and Financial Impact Report were ready to be included. There was discussion on the advisability of considering doing the entire project, Phase 1 + Phase 2 + the 670 addition in an all in one period, requiring shut down of the Amenity for up to a year, as opposed to the recommendation for a sequential construction which would not require closure of the building. Several possibilities for continued Members access to exercise in the sequential recommendation are detailed in the Mitigation Report. The Fiscal Impact Report shows that there would not be a large revenue loss. The all in one plan has been estimated to save approximately \$140,000 in construction over the sequential plan. However, the Director of Operations states that the loss of revenue would be greater than the \$140,000 savings. Further more the disruption of expected Member service caused by a shut down would most likely result in significant Member dissatisfaction. For these reasons, the Task Force (including the 3 members not at today's meeting and the Director of Operations) recommends against the all in one suggestion.

It was agreed that the advantages of including the 670 addition, merging with covering the external walkway and connecting to the Kids Room by removal of the

connecting wall during Phase 1 construction should be examined. This would create some disruption in the weight room, which would remain open during phase 1. The Task Force needs to obtain further information on the advantages/ disadvantages before making a recommendation on this.

Meeting report submitted by John Stubbs, 3/21/18

Trout Creek Remodel: Member Impact Mitigation Plan

3/20/2018

Staff has identified many options to mitigate the effect of the proposed renovation and expansion of Trout Creek Recreation Center on member service levels. However, the details of these options will remain fluid until construction variables are narrowed.

Overview

Phase 1 construction will focus on the entry, the bridge area, and the current lounge. Because access to the facility's pool-side will be a condition of construction, no services will be affected during this phase. Though massage services may be compromised by noise, we would still offer those services as we did during the recent bathroom remodel. If construction occurs during the fall or winter seasons, and the pool deck adjacent to the construction zone is used for staging, foot traffic to the recreation pool would continue on existing routes through the covered spa area and down the stairs outside of the fitness classroom.

Phase 2 construction will have a significant effect on the membership with many mitigation opportunities. As construction will be focused on Trout Creek's gym-side, the weight room, cardio room, and Kid's Club program will all be affected. Relocating these services will have knock-on effects for fitness classes, and perhaps also the basketball court, and/or other facilities as described below.

Weight and Cardio Rooms

While the phased construction schedule means that gym facilities will be available throughout the construction process, those facilities will be more limited. Our current cardio and weight rooms measure 1123 square feet and 1129 square feet respectively, for a total of 2252 square feet. During the second phase of construction, equipment from those rooms would be relocated to the existing classroom, and the two new multipurpose rooms. If we use all three rooms, we will have approximately 1900 square feet available. That is about 85% of our current weight and cardio training space. If second phase construction takes place during warm months, we can also utilize the veranda outside the existing classroom for stretching. Before the 2005 expansion that veranda was a much-used stretching and warm-up location.

During the second construction phase we would not be able to offer the same quantity of cardio equipment that we can offer now, but we would expect to offer the same variety. For strength trainers, while the more generalized and versatile equipment would be available, the most highly specialized machines and equipment would likely not be available. To help members adapt their routines to the available equipment, free on-site trainers could also be provided during the transition period. Given the space limitations, these would be the principles guiding our priorities:

1. Must provide space for cardio, strength training, stretching, and functional exercise.
2. Favor selection of the most versatile equipment.
3. Select specialized, single-task equipment only where clear imperative exists. □
4. Minimize any need or cause to move equipment between rooms. For instance, all plate loaded equipment should be grouped together.

5. For the sake of user comfort and safety it is better to select fewer high quality pieces, leaving a little room open, than to pack the rooms with absolutely as much equipment as possible.

To provide a visual representation for the amount of equipment we would be able to provide the membership, with these guidelines in mind the task force has drafted one option for relocating equipment during Phase 2 construction. These drawings are included at the end of this document. As the example layouts show, we will be able to provide a variety of equipment in an effort to satisfy the largest number of needs.

Fitness Classes

With the fitness classroom being used as space for the cardio and weight equipment, fitness classes will be severely impacted. Impacts include changes in the schedule, the types of classes offered and relocation. There are several options for these changes, but all would affect fitness class users more significantly than the cardio and weight users of the facility.

Option 1: Eliminate the fitness class program altogether during phase 2 construction since this space will not be available for this program. While perhaps the simplest of options, it is not recommended because of the significant service impact.

Option 2: In the summer and fall, some classes can be moved outdoors to the basketball court area. While this option keeps the classes at Trout Creek, there are many drawbacks: no temperature control, asphalt flooring versus parquet floors, exposed to the elements (sun, rain, wind), etc. A tent would provide some relief to these drawbacks, but the product would still be compromised.

Option 3: Fitness classes could be hosted at a different location. The two most accessible locations are the Adventure Center Club Room and Northwoods Clubhouse.

Adventure Center: The Club Room is a nice, spacious location for these classes and the facility has a shower for those who would like to clean up after their class. The primary drawback of this location is the other uses of the facility. In the winter, the room is used as part of the Cross-Country operation, and in the summer, there are 2 day camps that utilize the room as their home base for the prime 8 weeks of the summer season. Additionally, the room is booked for events year-round; although this is a relatively small impact. During the spring and fall, this is an attractive option.

NW Clubhouse: The Meadow Room at NWCH has been used for fitness classes in the past and is a good option for hosting classes during construction. Classes would need to be scheduled around current functions that are hosted in this location, but adequate planning can make this happen. In the past, Pizza On The Hill has also been used as an alternative morning fitness class location.

Options with the 670

If the 670 SF addition is included in the plan, it may provide an opportunity to keep all the fitness services at Trout Creek during both phases of construction. By shifting both the construction of the 670, and the renovation of the Kid's Club and outdoor walkway to Phase 1, we could have an additional

space of perhaps 1400 SF available for fitness use during at least portions of Phase 2. There are, however, three difficulties with this idea.

First, access to this portion of Trout Creek is problematic. If we could arrange for continuous interior access to this space during the second phase of construction, it could be used for strength training and cardio equipment. With this solution, the existing classroom would remain available for classes. Unfortunately, maintaining interior access to this area is likely not possible, but even without interior access, the space could still be used as an alternative classroom space. Given the low ceiling heights, structural columns, and construction noise, however, this space might not be suitable for all classes.

Second, though this solution would reduce the need to move classes to temporary satellite locations, and keep more exercise activities in one location throughout construction, it would do so at the cost of disrupting or even discontinuing the Kids Club childcare service throughout the entire construction process. During the summer months, we could host this service in an outdoor location, but this would not be possible at other times of the year, unless an alternative, on-site, climate-controlled accommodation could be arranged.

Third, if we shift this construction to Phase 1, use of a portion of the weight room would be disrupted while the walls are removed and renovated. This trade-off may, however, be worthwhile if it would help facilitate a better member experience during Phase 2 construction.

Single Phase Construction Option

Another construction option would be to complete the remodel all at once. This would shorten the length of construction impact overall, but the result would be a far more significant service impact for the operation. Single phase construction would effectively shut down a majority of the facility during the construction period. Staff could modify the entrance location to keep the poolside operations open, but all exercise options aside from lap swimming would be suspended for the duration of construction. The task force does not consider this a viable option for this project.

Access Restrictions

To prioritize member service during construction, we could restrict unaccompanied guest access to Trout Creek during construction. An analysis of this idea is included in the accompanying financial impact report.

Summary

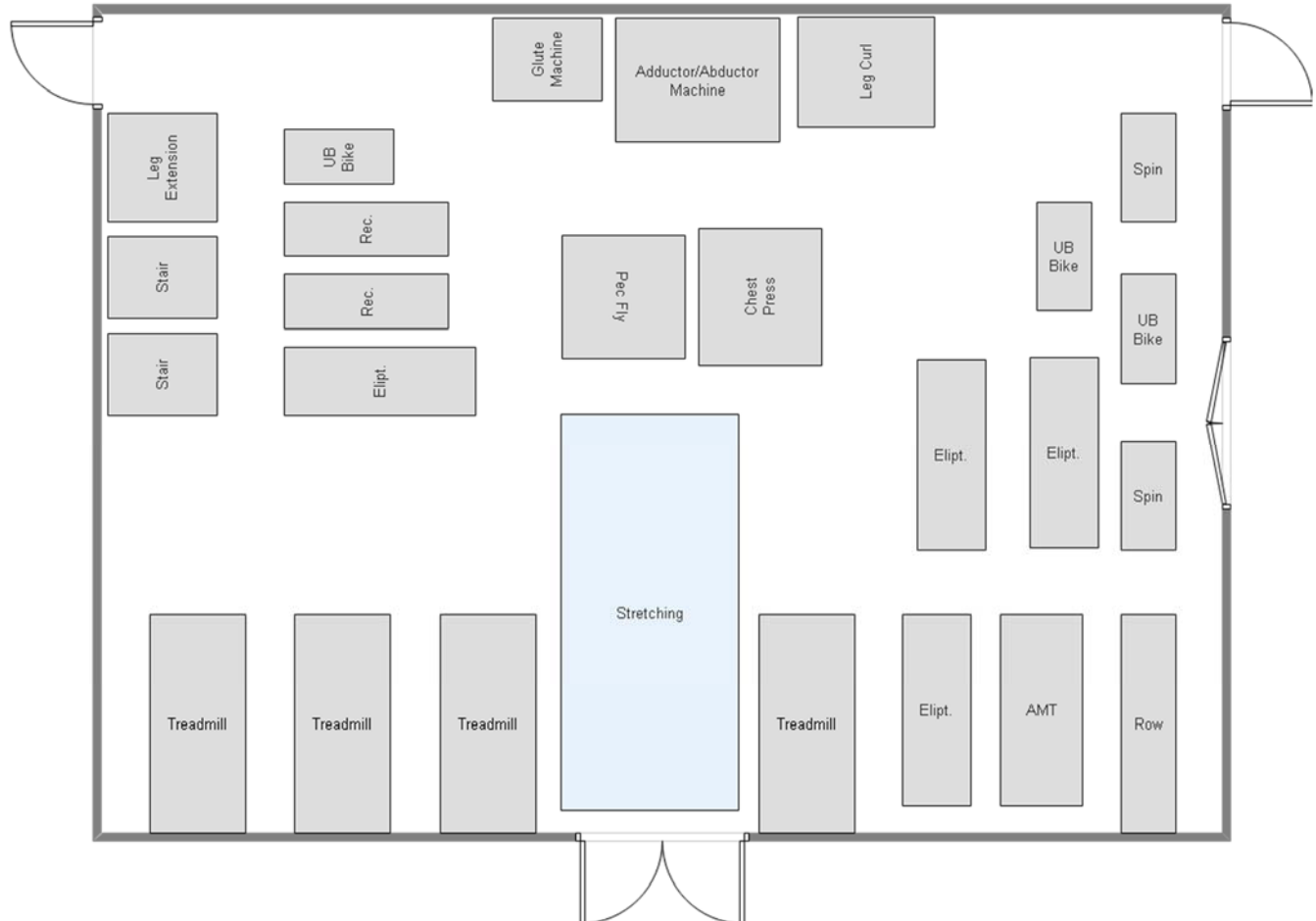
Clearly, staff has a lot of options when it comes to providing levels of service during the remodel process. Additional details will need to be determined before we can develop a specific plan of action. In all likelihood, that plan will evolve after implementation as we tailor operations to the needs of the membership.

Considering the many opportunities to mitigate impacts to the membership during the construction phase of this project, the task force recommends that the BOD proceed with their decision on the project as a whole with the confidence that members will have access to the services they are used to at Trout Creek, with little compromise, especially if the project includes Phases 1 and 2, AND the 670

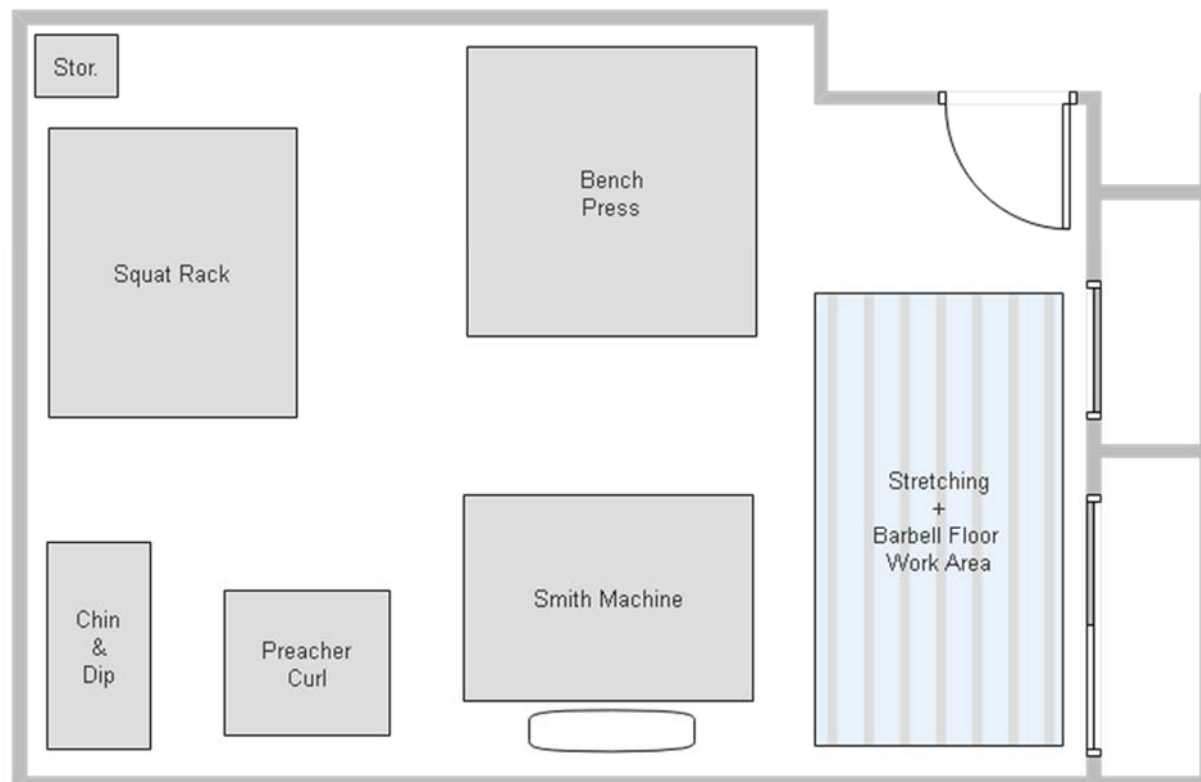
addition. As details of the construction process are solidified, staff and the task force will, in turn, firm up the details of the temporary operations, and can provide updates to the BOD.

Example Equipment Layouts

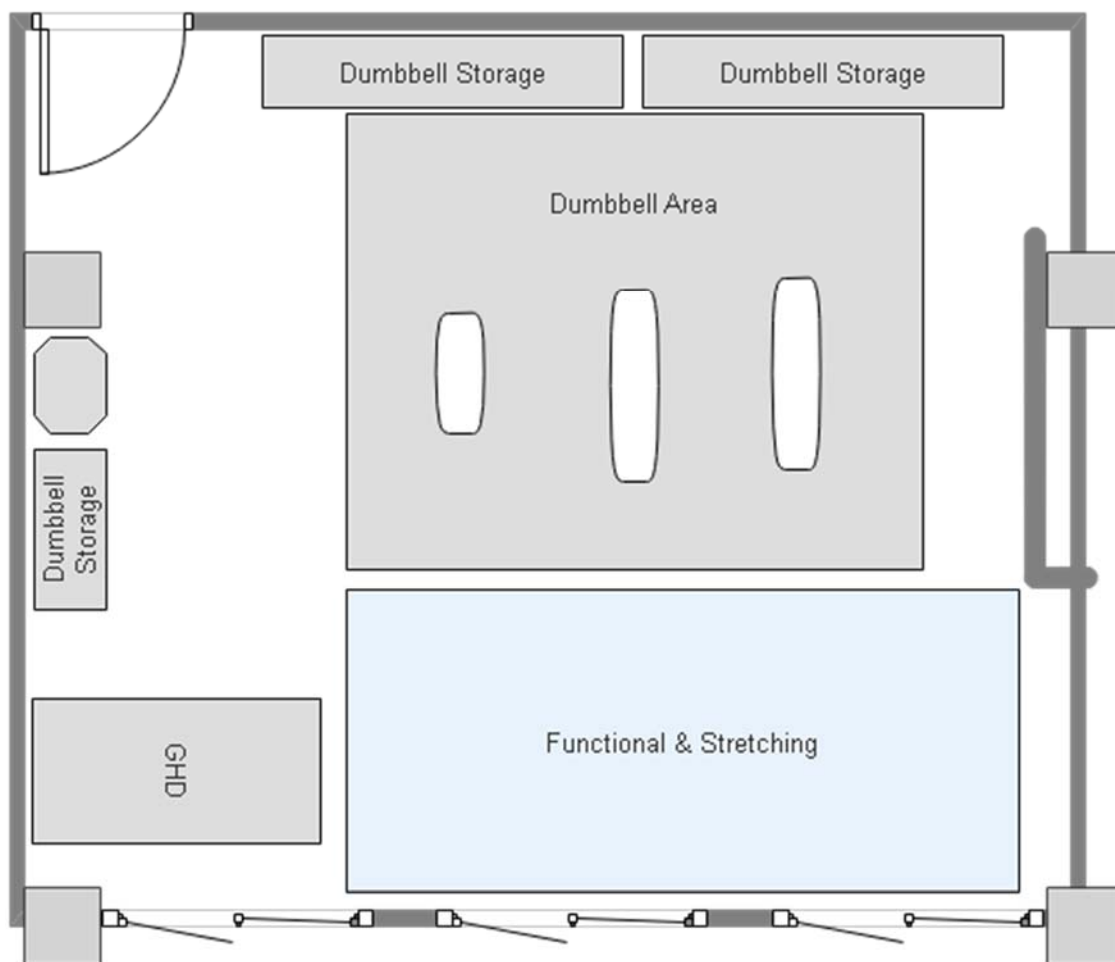
Classroom



Multipurpose Room B



Multipurpose Room C



2018-03-20 Funding Option for Trout Creek Recreation Center Improvements, Development Fund Scenario

Location	Project	2017	2018	2019	2020	2021	2022
Association Wide	Association Master Plan (\$81K)	23,940					
ACAC	ACAC project completion and new storage enclosure	89,062					
Association Wide	Trails Master Plan and 5 year implementation plan	34,320	20,000	50,000	50,000	Post-Project Review	
TCRC	Trout Creek Expansion \$2.4MM, 70/30 Split; (\$1.68MM RRF) (\$720K DF portion)	65,995	500,000	220,000	Post-Project Review		
ACAC	Equestrian Operations Relocation	76,205	200,000	Post-Project Review			
Downhill Ski Resort	New Ski Lodge	34,876	200,000	1,800,000	2,500,000	2,500,000	2,500,000
Downhill Ski Resort	Chair relocation (\$60K), Eagle Rock Shrouding (\$30K), Galleries (\$250K) (DF)		90,000				
DH/ACAC/Lodge	Back-up Generators to eliminate interruptions and maximize service levels	8,115					
Beach Club Marina	Terrace expansion and Facility improvements, Planning Commission Hearing	(2,598)					
Association Wide	Member Surveys		25,000	Post-Project Review			
Association Wide	Mailbox Improvements		25,000	RRF funded			
Association Wide	Seasonal Employee Housing		10,000	50,000			
Various	Feasibility Studies for Priority 1 projects		150,000	125,000	110,000	100,000	100,000
	Land Acquisition, Cost Allocation, Contingency	180,000	278,000	278,000	278,000	278,000	278,000
Estimated Annual Totals, before any Replacement Reserve (RR) offset amounts and before Inflation Factor		\$ 509,915	\$ 1,498,000	\$ 2,523,000	\$ 2,938,000	\$ 2,878,000	\$ 2,878,000
	Projects Total	\$ 509,915	\$ 1,498,000	\$ 2,523,000	\$ 2,938,000	\$ 2,878,000	\$ 2,878,000
2.0%	Inflation Factor	\$ -	\$ -	\$ 101,000	\$ 176,000	\$ 230,000	\$ 288,000
	Total Including Inflation	\$ 509,915	\$ 1,498,000	\$ 2,624,000	\$ 3,114,000	\$ 3,108,000	\$ 3,166,000
2017	< BASELINE YEAR FOR INFLATION FACTOR						
1.5%	Interest Income	\$ 26,848	\$ 80,000	\$ 65,000	\$ 56,000	\$ 41,000	\$ 24,000
8.0%	Income Tax Expense	\$ 2,373	\$ 6,400	\$ 5,200	\$ 4,500	\$ 3,300	\$ 1,900
8.0%	Bad Debt Expense	\$ 2,599	\$ 7,000	\$ 7,000	\$ 7,000	\$ 7,000	\$ 7,000
RR	Replacement Reserve Funds used for project(s) (+ Inflation Factor, in future years)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
	TRANSFERS IN (OUT)						
20	<Years: Normalized Contrib >	\$ 300	\$ 310	\$ 310	\$ 310	\$ 310	\$ 310
6473	Annual Contribution	\$ 1,942,000	\$ 2,007,000	\$ 2,007,000	\$ 2,007,000	\$ 2,007,000	\$ 2,007,000
	6/23/17 Board approved transfer from Member Equity Operating Fund	\$ 1,800,000					
	Development Fund Balance, Beginning	\$499,052	\$3,753,013	\$4,328,613	\$3,764,413	\$2,701,913	\$1,631,613
	Development Fund Balance, Ending	\$3,753,013	\$4,328,613	\$3,764,413	\$2,701,913	\$1,631,613	\$487,713
		Yr 2017	Yr 2018	Yr 2019	Yr 2020	Yr 2021	Yr 2022
	Development Fund, total ending balance	\$ 3,753,013	\$ 4,328,613	\$ 3,764,413	\$ 2,701,913	\$ 1,631,613	\$ 487,713

Accumulated funds balance is for Downhill Ski Lodge building project, post-2022

Project Stages Color Code					
Project List (feasibility)	Project Analysis	Conceptual Design	Final Design	Construction	Post-Project Review
(Task Force Formed and CFP generated)					

Category	Component	Component ID	Location	Sub-Location/Department	Qty	Meas Basis	Current Basis Cost	Service Date (Note: The "Day" of the "Service Date" must be greater than the Fiscal Year "Day")	Est Useful Life	Adjusted Life	% Assigned	Replacement Date	Total Basis Cost as of Fiscal Year Beginning	Future Replacement Cost Based on Replacement Date	Option A and all of CASp	Option A and B and only building CASp
Appliances	Appliance - Snowmelt System - Boiler	C	Trout Creek BLDG	C	1.00	Allowance	35,000.00	10/1/2012	15	0.00	100%	10/01/27	35,000	46,686		
Appliances	Appliance - Water Fountains	C	Trout Creek BLDG	C	1.00	Allowance	6,000.00	6/1/2015	6	0.00	100%	05/31/21	6,000	6,637		
Asphalt/Paving	Asphalt Repairs	E	Trout Creek BLDG	E	1.00	Allowance	11,000.00	4/14/2017	1	1.00	100%	04/14/19	11,000	11,425		
Asphalt/Paving	Asphalt Trout Creek R-R	C	Trout Creek BLDG	C	1.00	Allowance	392,206.00	6/1/2001	30	(13.00)	100%	06/01/18	392,206	397,028	397,028	
Asphalt/Paving	Concrete Curb Repairs	E	Trout Creek BLDG	E	1.00	Allowance	10,000.00	9/25/2012	15	(9.00)	100%	09/25/18	10,000	10,218	10,218	10,218
Asphalt/Paving	Court S-S Basketball & Path	C	Trout Creek BLDG	C	1.00	Allowance	3,500.00	6/1/2007	15	(4.00)	100%	05/31/18	3,500	3,543		
Asphalt/Paving	Trout Creek Overlay	C	Trout Creek BLDG	C	1.00	Allowance	113,750.00	6/1/2001	20	0.00	100%	06/01/21	113,750	125,828	125,828	125,828
Asphalt/Paving	Court R-R Basketball & Path	C	Trout Creek BLDG	C	1.00	Allowance	25,000.00	7/1/2017	15	0.00	100%	06/30/32	25,000	38,374		
Communication	Audio System - PA System - TCRC	C	Trout Creek BLDG	C	1.00	Allowance	5,588.00	4/19/2016	15	(13.00)	100%	04/19/18	5,588	5,637	5,637	5,637
Doors/Hardware	Building Doors- Exterior -7-	C	Trout Creek BLDG	C	1.00	Allowance	20,000.00	6/1/1995	30	(7.00)	100%	05/31/18	20,000	20,246	20,246	20,246
Doors/Hardware	Building Doors- Interior -7-	C	Trout Creek BLDG	C	1.00	Allowance	7,000.00	6/1/1995	25	(2.00)	100%	05/31/18	7,000	7,086	7,086	7,086
Doors/Hardware	Door Safety Upgrade	E	Trout Creek BLDG	E	1.00	Allowance	8,000.00	6/1/1995	22	1.00	100%	05/31/18	8,000	8,098	8,098	8,098
Doors/Hardware	Restrooms - Gymside Doors	C	Trout Creek BLDG	C	1.00	Allowance	4,000.00	1/1/2013	15	(10.00)	100%	01/01/18	4,000	4,000	4,000	4,000
Doors/Hardware	Restrooms - Poolside Doors	C	Trout Creek BLDG	C	1.00	Allowance	4,000.00	9/15/2016	15	0.00	100%	09/15/31	4,000	5,997		
Electrical	Building Lighting	C	Trout Creek BLDG	C	1.00	Allowance	14,400.00	6/1/1995	30	(7.00)	100%	05/31/18	14,400	14,577	14,577	
Electrical	Parking Lot Post Lamps -10-	C	Trout Creek BLDG	C	1.00	Allowance	45,000.00	6/1/1996	40	(18.00)	100%	06/01/18	45,000	45,553	45,553	45,553
Electrical	Restrooms - Gymside Lighting & Electrical	C	Trout Creek BLDG	C	1.00	Allowance	35,000.00	1/1/2013	20	(15.00)	100%	01/01/18	35,000	35,000	35,000	35,000
Electrical	Restrooms-Poolside-Lighting & Electrical	C	Trout Creek BLDG	C	1.00	Allowance	33,000.00	9/15/2016	15	0.00	100%	09/15/31	33,000	49,479		
Electronics	Audio System - Fitness Classroom	C	Trout Creek BLDG	C	1.00	Allowance	2,697.00	8/13/2013	4	2.00	100%	08/13/19	2,697	2,829	2,829	2,829
Equipment	Generator - Diesel	C	Trout Creek BLDG	C	1.00	Allowance	25,836.00	6/1/1993	30	0.00	100%	06/01/23	25,836	30,319		
Equipment	Restrooms-Poolside FF&E	C	Trout Creek BLDG	C	1.00	Allowance	40,834.00	9/15/2016	15	0.00	100%	09/15/31	40,834	61,225		
Fencing	Fence	C	Trout Creek BLDG	C	1.00	Allowance	134,000.00	6/1/1993	30	0.00	100%	06/01/23	134,000	157,249		
Fencing	Fence Repairs	C	Trout Creek BLDG	C	1.00	Allowance	25,000.00	9/6/2017	10	(9.00)	100%	09/06/18	25,000	25,507		
Flooring	Carpet Trout Crk - Kids Club, Office, Break Rooms	C	Trout Creek BLDG	C	1.00	Allowance	6,000.00	6/1/2005	13	0.00	100%	06/01/18	6,000	6,074	6,074	6,074
Flooring	Flooring - Aerobic Room	C	Trout Creek BLDG	C	1.00	Allowance	12,500.00	1/31/2004	20	0.00	100%	01/31/24	12,500	14,961	14,961	14,961
Flooring	Flooring - Aerobic Room - Refinish	C	Trout Creek BLDG	C	1.00	Allowance	8,500.00	4/1/2010	8	0.00	100%	04/01/18	8,500	8,562	8,562	8,562
Flooring	Flooring - Matflex	C	Trout Creek BLDG	C	1.00	Allowance	6,491.00	6/1/2015	9	(6.00)	100%	05/31/18	6,491	6,571	6,571	6,571
Flooring	Lobby-Hallway Flooring	C	Trout Creek BLDG	C	1.00	Allowance	40,000.00	6/1/2005	30	(17.00)	100%	06/01/18	40,000	40,492	40,492	40,492
Flooring	Restrooms - Gymside Epoxy Flooring	C	Trout Creek BLDG	C	1.00	Allowance	20,000.00	1/1/2013	30	(25.00)	100%	01/01/18	20,000	20,000	20,000	20,000
Flooring	Restrooms - Poolside Epoxy Flooring	C	Trout Creek BLDG	C	1.00	Allowance	20,000.00	9/15/2016	30	0.00	100%	09/15/46	20,000	46,720		
Furniture	Benches- Interior - Poolside	C	Trout Creek BLDG	C	1.00	Allowance	4,366.00	9/12/2015	15	0.00	100%	09/11/30	4,366	6,354		
HVAC	HVAC	C	Trout Creek BLDG	C	1.00	Allowance	9,300.00	10/1/2010	18	(10.00)	100%	10/01/18	9,300	9,508	9,508	9,508
HVAC	Restrooms - Gymside HVAC	C	Trout Creek BLDG	C	1.00	Allowance	10,000.00	1/1/2013	15	(10.00)	100%	01/01/18	10,000	10,000	10,000	10,000
HVAC	Restrooms-Poolside HVAC	E	Trout Creek BLDG	E	1.00	Allowance	10,000.00	9/15/2016	20	0.00	100%	09/15/36	10,000	17,383		
Misc Component	Lockers -Poolside Locker Rooms @	C	Trout Creek BLDG	C	1.00	Allowance	50,619.00	6/1/2002	20	0.00	100%	06/01/22	50,619	57,673		
Misc Component	Restrooms-Poolside Partitions	C	Trout Creek BLDG	C	1.00	Allowance	12,000.00	9/15/2016	15	0.00	100%	09/15/31	12,000	17,992		
Misc. Component	Restrooms - Gymside Counters	C	Trout Creek BLDG	C	1.00	Allowance	10,000.00	1/1/2013	30	(25.00)	100%	01/01/18	10,000	10,000	10,000	10,000
Misc. Component	Restrooms - Gymside FF&E	C	Trout Creek BLDG	C	1.00	Allowance	41,000.00	1/1/2013	15	(10.00)	100%	01/01/18	41,000	41,000	41,000	41,000
Misc. Component	Restrooms - Gymside Mirrors	C	Trout Creek BLDG	C	1.00	Allowance	6,500.00	1/1/2013	10	(5.00)	100%	01/01/18	6,500	6,500	6,500	6,500
Misc. Component	Restrooms - Gymside Partitions	C	Trout Creek BLDG	C	1.00	Allowance	12,000.00	1/1/2013	15	(10.00)	100%	01/01/18	12,000	12,000	12,000	12,000
Misc. Component	Restrooms - Poolside Counters	C	Trout Creek BLDG	C	1.00	Allowance	9,635.00	9/15/2016	30	0.00	100%	09/15/46	9,635	22,507		
Misc. Component	Restrooms - Poolside Mirrors	C	Trout Creek BLDG	C	1.00	Allowance	6,382.00	9/15/2016	10	0.00	100%	09/15/26	6,382	8,254		
Paint	Building Painting Exterior	E	Trout Creek BLDG	E	1.00	Allowance	17,700.00	4/19/2016	4	(2.00)	100%	04/19/18	17,700	17,855	17,855	17,855
Paint	Building Painting Interior (old)	E	Trout Creek BLDG	E	1.00	Allowance	10,000.00	6/1/2004	14	0.00	100%	06/01/18	10,000	10,123		
Paint	Painting Fence WI	E	Trout Creek BLDG	E	1.00	Allowance	6,625.00	4/19/2016	10	0.00	100%	04/19/26	6,625	8,466		
Paint	Restrooms - Gymside Paint	E	Trout Creek BLDG	E	1.00	Allowance	10,000.00	1/1/2013	15	(10.00)	100%	01/01/18	10,000	10,000	10,000	10,000
Paint	Restrooms-Poolside - Paint	E	Trout Creek BLDG	E	1.00	Allowance	9,000.00	9/15/2016	15	0.00	100%	09/15/31	9,000	13,494		
Paint	Steam Room/Sauna Area - Paint	E	Trout Creek BLDG	E	1.00	Allowance	2,000.00	9/15/2016	15	0.00	100%	09/15/31	2,000	2,999		
Plumbing	Restrooms - Gymside Plumbing & Fixtures	C	Trout Creek BLDG	C	1.00	Allowance	40,000.00	1/1/2013	10	(5.00)	100%	01/01/18	40,000	40,000	40,000	40,000
Plumbing	Restrooms - Poolside Plumbing & Fixtures	C	Trout Creek BLDG	C	1.00	Allowance	40,000.00	9/15/2016	10	0.00	100%	09/15/26	40,000	51,736		
Plumbing	Steam Room/Sauna Area - Plumbing & Fixtures	C	Trout Creek BLDG	C	1.00	Allowance	10,000.00	9/15/2016	10	0.00	100%	09/15/26	10,000	12,934		
Plumbing	Water Fountain and Bottle Filler - 2 -	C	Trout Creek BLDG	C	1.00	Allowance	6,000.00	6/1/2015	14	(11.00)	100%	05/31/18	6,000	6,074		
Pool/Spa Component	Outdoor Shower	C	Trout Creek BLDG	C	1.00	Allowance	2,000.00	6/1/2013	15	0.00	100%	05/31/28	2,000	2,721		
Roofing	Building Roof- Phase 1 - Composition-Flat	C	Trout Creek BLDG	C	1.00	Allowance	71,000.00	6/1/2016	30	0.00	100%	06/01/46	71,000	164,440		
Roofing	Building Roof- Phase 2 - Composition	C	Trout Creek BLDG	C	1.00	Allowance	71,000.00	6/1/2008	14	0.00	100%	06/01/22	71,000	80,894	80,894	80,894
Roofing	Roof Repair - Trout Creek	E	Trout Creek BLDG	E	1.00	Allowance	10,000.00	7/7/2015	5	(2.00)	100%	07/06/18	10,000	10,152	10,152	10,152
Security	Alarm Detection Control Panel - Trout Creek	C	Trout Creek BLDG	C	1.00	Allowance	2,600.00	5/10/2017	15	(14.00)	100%	05/10/18	2,600	2,627	2,627	2,627
Security	Fire Alarm System Panel - Trout Creek	C	Trout Creek BLDG	C	1.00	Allowance	2,500.00	10/24/2017	15	0.00	100%	10/23/32	2,500	3,873	3,873	3,873
Signage	Restrooms - Gymside Signage	C	Trout Creek BLDG	C	1.00	Allowance	2,000.00	1/1/2013	10	(5.00)	100%	01/01/18	2,000	2,000	2,000	2,000
Signage	Restrooms - Poolside Signage	C	Trout Creek BLDG	C	1.00	Allowance	2,000.00	9/15/2016	10	0.00	100%	09/15/26	2,000	2,587		
Signage	Signage - Facility Int and Ext	C	Trout Creek BLDG	C	1.00	Allowance	7,500.00	9/4/2013	10	(5.00)	100%	09/04/18	7,500	7,651	7,651	7,651
Structural	Building - Aerobic Room Trim R/R	C	Trout Creek BLDG	C	1.00	Allowance	8,500.00	5/15/2013	15	0.00	100%	05/14/28	8,500	11,548	11,548	11,548
Structural	Building Siding (new)	C	Trout Creek BLDG	C	1.00	Allowance	75,000.00	8/2/2013	50	(45.00)	100%	08/02/18	75,000	76,304	76,304	76,304
Structural	Building Siding (old)	C	Trout Creek BLDG	C	1.00	Allowance	43,400.00	6/1/1993	30	0.00	100%	06/01/23	43,400	50,930		
Structural	Concrete Capping Entryway/ADA	C	Trout Creek BLDG	C	1.00	Allowance	12,500.00	10/1/2012	15	(9.00)	100%	10/01/18	12,500	12,779		
Structural	Restrooms - Gymside Structural Remodel	C	Trout Creek BLDG	C	1.00	Allowance	32,000.00	1/1/2013	15	(10.00)	100%	01/01/18	32,000	32,000	32,000	32,000
Structural	Restrooms - Poolside Structural Repairs	E	Trout Creek BLDG	E	1.00	Allowance	30,626.00	9/15/2016	20	0.00	100%	09/15/36	30,626	53,237		
Structural	Restrooms-Poolside - Tile	C	Trout Creek BLDG	C	1.00	Allowance	78,834.00	9/15/2016	15	0.00	100%	09/15/31	78,834	118,201		
Tile	Restrooms - Gymside Tile	C	Trout Creek BLDG	C	1.00	Allowance	80,000.00	1/1/2013	15	(10.00)	100%	01/01/18	80,000	80,000	80,000	80,000
Wall Treatment	Acoustic Tiles - Fitness Classroom	C	Trout Creek BLDG	C	1.00	Allowance	2,200.00	8/5/2013	15	0.00	100%	08/04/28	2,200	3,009	3,009	3,009
Wall Treatment	Building - Int Trim	C	Trout Creek BLDG	C	1.00	Allowance	15,000.00	5/1/2013	15	(10.00)	100%	05/01/18	15,000	15,146		
Window Treatment	Window Screens	C	Trout Creek BLDG	C	1.00	Allowance	2,250.00	6/1/2015	4	(1.00)	100%	05/31/18	2,250	2,278		
Windows	Building Windows - (new)	C	Trout Creek BLDG	C	1.00	Allowance	45,000.00	8/2/2013	30	(25.00)	100%	08/02/18	45,000	45,782	45,782	45,782
Windows	Building Windows - (old)	C	Trout Creek BLDG	C	1.00	Allowance	38,400.00	6/1/1993	30	0.00	100%	06/01/23	38,400	45,063		
Windows	Restrooms - Gymside Windows	C	Trout Creek BLDG	C	1.00	Allowance	15,000.00	1/1/2013	15	(10.00)	100%	01/01/18	15,000	15,000	15,000	15,000
Windows	Restrooms - Poolside Windows	C	Trout Creek BLDG	C	1.00	Allowance	15,000.00	9/15/2016								

Trout Creek Remodel Project – Financial Impact

3/15/2018

The Trout Creek remodel project, if passed, will have a financial impact on the operating budget. That impact will be different depending on the level of project that is approved, how the schedule of the project falls, and what operational decisions are made. What follows is an analysis of the impact of the BOD approving the task force and GPC recommendation of phases 1 and 2, with option B.

Recreation Fee

The task force does not believe that the recreation fee will be significantly impacted by this project. The assumption is that the delta in members who choose to purchase this fee will be less than 3% for the following reasons:

1. Staff has a plan to continue to offer the services available at Trout Creek (Kid's Club will be severely impacted – zero financial impact) during the construction timeline if a phased approach is planned. Additionally, if the 670 is able to be constructed during phase 1, all the services should be available at the Trout Creek location....while they may be compromised a bit, they still will be available.
2. There are 4 other amenities where access is free when the rec fee is purchased. These amenities include Tennis, Northwoods Pool, the Beach Club and Snowplay.
3. Membership to other gyms in town are relatively expensive compared to our rec fee, making it a tremendous value. For example:
 - a. Performance Training Center - \$714 for an annual contract – PER PERSON. This is over 10 times the cost of our rec fee for a family of four, or 264% more for a single person.
 - b. Tahoe Mountain Fitness – classes only (they do not have a weight area) – one year unlimited classes fee is \$1500 **PER PERSON** (no pilates included – add \$600 for one pilates class a day pass). An unlimited class pass at Tahoe Donner is \$399, and you don't need to pay the rec fee to access these classes. However, if you choose to pay the rec fee and purchase an unlimited class pass, the total is \$669, almost 50% less than Tahoe Mountain Fitness.
 - c. Cross Fit Truckee - \$1740 for an annual membership **PER PERSON** – 645% more than the rec fee for one person.
 - d. Truckee Donner Rec Department - \$302 annual fee for an adult resident of Truckee **PER PERSON** for the track and fitness equipment only – does not include pool access. This fee is 447% more than our rec fee for a family of four, or 23% more for one person.

As the comparisons illustrate, our rec fee is well below the market rate for fitness facilities alone. Add all the other activities at Trout Creek (pools, spas, steam room, sauna, playground and basketball court), and access to the other private amenities, and a 3% decrease in volume to the recreation fee could be conservative. Regardless, the financial impact of volume reductions to the rec fee based on 2017-2018 numbers follows (\$1,041,889 total rec fee collected – 58% to TC):

- 3% volume reduction = \$31,300
- 5% volume reduction = \$52,100
- 10% volume reduction = \$104,100
- 20% volume reduction = \$208,400

The revenue impact of any reduction in the rec fee is spread across all the private amenities based on utilization, so the direct impact to Trout Creek's operating budget is estimated to be:

- 3% volume reduction = \$18,200
- 5% volume reduction = \$30,200
- 10% volume reduction = \$60,400
- 20% volume reduction = \$121,900

Daily Access

As is the case with the recreation fee, the task force does not believe the daily access revenue will be significantly impacted either during construction either. The reasons for this conclusion are:

1. All the services will continue to be offered during the construction period.
2. Summer month utilization is heavily weighted to the recreation pool which will not be affected by construction.
3. The daily access for other gyms in town is \$20 per day - \$14, \$12 or \$8 more per day for members, guests and unaccompanied guests respectively. The Truckee Donner Recreation Center is the only facility that has a lower rate at \$6 per day (same as our member daily rate), but again, this is only access for the track and fitness equipment, not the Aquatics Center.

As a result, the task force agrees that a 5% reduction in the daily access revenue is a conservative estimate. Nonetheless, we have forecasted the impact of greater reductions based on 2017 results (data does not include the additional \$2 that will be collected from unaccompanied members in 2018. \$227,590 in total daily fees collected in 2017 at TC).

- 5% volume reduction in daily access = \$11,400
- 10% volume reduction in daily access = \$22,800
- 20% volume reduction in daily access = \$45,500

******The task force has discussed the idea of eliminating unaccompanied guest access to Trout Creek during construction to further reduce the impact to our membership. While the task force has yet to make a recommendation on this concept, we can use the budget data from 2018 to forecast the impact to the daily access revenue. For the 2018 budget, Mike Salmon used an estimate of 60% of guest access to be accompanied guests. To date thru 3-12-2018, 60.7% of the guests access at TC has been unaccompanied guests. In an effort to be conservative with our forecasts, staff will use 65% as the factor in this calculation. 65% of the budgeted \$231,000 in guest access revenue at Trout Creek, or \$150,150, would be lost if we eliminate unaccompanied guest access during construction.

Other Revenue

Other revenue at Trout Creek includes Kid's Club, fitness classes, personal training, massage, and locker fees. The 2017 actual total for these revenue lines is \$123,147. The task force will assume a 3% reduction in this figure to fall in line with the conservative forecasts in volume reduction, but the following details the result of larger volume impacts:

- 3% other revenue reduction = \$3,700
- 10% other revenue reduction = \$12,300
- 20% other revenue reduction = \$24,600

Considering all the aforementioned impacts to the operating budget as a result of the Trout Creek remodel, for 12 months of construction, the task force forecasts:

- \$33,200 revenue reduction at Trout Creek including rec fee volume reduction, daily access fee volume reduction, and other revenue reductions.
- An additional \$13,130 in rec fee volume reduction impact for the other private amenities.
- For a total of \$46,350 in lost revenue for 12 months of construction, or \$3865 per month. We can use this estimate to forecast the total loss as construction length estimates are further developed.

If the recommendation includes eliminating unaccompanied guest access during construction, \$12,500 in lost revenue can be added to the monthly revenue loss total. For example, the forecast for an 18 month construction period with unaccompanied guests is \$69,630, without unaccompanied guests is \$294,700.

TCRC Task Force Meeting Report: March 15, 2018—2-3:30

Attending: Task Force members; John Stubbs (moderator), Michael Bledsoe, Courtney Murrell, Benjamin Levine, Forrest Huisman, Kyle Winther, Miguel Sloane.

At the March 8 TCRC Task Force meeting it was the consensus that a sub group, Michael Bledsoe, Benjamin Levine, and John Stubbs would prepare an explanation for inclusion in the Decision Paper of the reasons for limiting the Task Force option choice recommendation to Option 1. This revised Decision Paper draft was circulated to the Task Force and was discussed at today's meeting. Forrest stated that he was in agreement with this new draft, provided that he could include wording explaining that the previously used terminology, Option A, meaning Phase 1 + Phase 2, and Option B, meaning the 670 sq ft addition would be changed going forward respectively to Phase 1 + Phase 2 and the 670 sq ft addition (the 670). After further discussion, the Task Fore was in consensus that the Decision Paper should make clear that the Board was being requested to approve the Task Force proposal recommended in this Decision Paper and then for the Director of Capital Projects to proceed with a project application with the Town of Truckee Planning Commission. It was also agreed that the wording explaining the reasons why having the 670 sq ft addition as a standalone decision was not viable should be moved to be a written attachment to the Decision Paper. Forrest requested this in order to keep the Decision Paper short, as has been the past Association practice. The Task Force agreed to this but were in consensus that the written explanation for why the 670 as a standalone was not viable should be provided to the Board as an attachment to the Decision Paper. Forrest stated that he would rewrite the Decision Paper as a draft to be circulated to the Task Force.

The Executive assistant, Megan Rodman has contacted the Board members following the March 8 meeting, asking for a date to Schedule a Special Board meeting. To date, she has not received a reply. The deadline for submitting the decision Paper and Attachment to the Board would be 9 days prior.

The Director of Operations, Miguel Sloane, has prepared a detailed report containing an extensive outline of mitigation alternatives to provide continuation of exercise access to Association Members during construction of the expansion and a second report detailing the potential revenue impacts on the Trout Creek amenity. He gave an overview of each report and posted each by e-mail to the Task Force, asking for return e-mail for review and suggestions. Task Force members are asked to do this quickly. After finalization, these reports will be provided to the Board as additional information and recommendations to supplement the Feb 24 TCRC Project Review. Task Force member thanked Miguel for his considerable effort in producing these and Benjamin Levine for initial edits.

At the March 8 meeting, Forrest and Michael Sullivan agreed to draft an analysis of the Development Fund delta of \$1,010,000 that would be needed to add to the \$500,000 DF + \$890,000 RRF already earmarked for the Trout Creek expansion project. This analysis will include an assessment of any implications for the funding

of other Capital Projects listed in the Capital Funds Projections. However, Michael has been on jury duty and has not been able to work on this. Forrest has prepared a Capital Project Projection draft to 2022 to go to the GPC in regard to future year Development Fund end of year balances and is looking in to the possibility of accelerating out-year availability of RRF A topic for Task Force discussion in our next meeting will be to review options for 2019 and future years for funding and discussion of the Capital Funds Projection to show year end balance and what Capital Projects would possibly be recommended to be delayed.

DRAFT

TCRC Task Force Meeting 3/08/18 3-4:07

Attending:

TCRC Task Force members: John Stubbs (moderator), Michael Bledsoe, Courtney Murrell, Benjamin Levine, Kyle Winther, Forrest Huisman

GPC: Michael Sullivan, Chair

Senior Staff: Miguel Sloane, Megan Rodman

Forrest Huisman had prepared and distributed to attendees a draft for discussion of a Decision Paper to be presented to the Board of Directors in advance of a Special Board Meeting to consider the TCRC task force proposal for space reallocation and expansion of the Trout Creek amenity. The draft contained several action options that were presented to the task force for discussion.

There was consensus that the task force proposed recommendation for the Phase 1 + Phase 2 + the 670 SF exterior addition, including all CASp improvements as detailed in the 2013 CASp report should be the action item recommended to the Board for approval in the Decision Paper. It was agreed that the CASp improvements specified for the TCRC parking lot, Snow Play, and driving range for \$185,000 plus the CASp improvements within and adjacent to TCRC for \$240,000 should be included for a total cost not to exceed 2.4 MM.

There was consensus that the other options listed in the Decision Paper draft were not acceptable and that the reasons for this should be presented in the Decision Paper. Michael Bledsoe, Benjamin Levine, and John Stubbs were tasked with writing these explanations to be completed by or before Tuesday, March 13 and submitted to the task force and Director of Operations for discussion.

Miguel Sloane agreed to have a report completed, working with the Amenity Manager and Vice Manager, in the next few days that addressed the two Board inquiries:

“Present a plan for addressing the impact on members during construction (refunds, other locations”

and:

“Estimate the fiscal impact of the proposed construction on Trout Creek’s operating costs and revenues.”

It was agreed that this report would be reviewed by the task force and submitted to the Board members as a separate information item.

Michael Sullivan and Forrest Huisman agreed to draft an analysis of the Development Fund delta of \$1,010,000 that would be needed to add to the \$500,000 DF + \$890,000 RRF already earmarked to the Trout Creek expansion project. This analysis is to contain a projection of a possible push back of funding availability for other Capital Projects listed in the Capital Funds Projections.

The Decision Paper draft proposes a date of March 29 for scheduling the Special Board Meeting, but the Board members need to be contacted to determine a date before April 10, as requested by Director Connors, that they could all be able to attend. For whatever date is selected, the deadline for the Decision Paper to be submitted to Megan Rodman would be 9 days prior.

(Note, I am not clear as to who is going to contact the Board members to obtain the date for the Special Board meeting)

Tahoe Donner General Plan Committee – March 5, 2018 Meeting Minutes

Time and Location

3 PM in the NWCH Mezzanine

Call to order:

The meeting was called to order by the Chair at 3:01 PM

Roll Call:

GPC Committee:		Liaisons:	Tahoe Donner Association
Nan Meek	Michael Sullivan	Jeffrey Conners, Board	Robb Etnyre
Jim Beckmeyer	Don Koenes	John Dundas, Fin. Com.	Forest Huisman
Michael Fajans	Rob McCray		Mike Salmon
John McGregor	ALTERNATES:		Megan Rodman
George Rohrback	Steve Miller		Miguel Sloane
John Stubbs	Courtney Murrell		

Guests: Benjamin Levine, Jim Colbert, Michael Bledsoe, Charles Wu (by phone)

Approval of Minutes

Michael Fajans made a motion to approve the minutes of the February 5 meeting. Don Koenes seconded the motion and the minutes were approved unanimously.

Member Input – There was none

New Business:

- Snowbird chairlift – Forrest
A special Board meeting was held to approve the purchase of the new “fixed-grip-triple” and a \$1.95M contract has been signed with Skytrac. The plan is to have the chairlift operational by the beginning of the 2018/2019 season. A full report is posted on the TD website
- Off-Season Activities – Sullivan
This new project was requested by Jeff Schwerdfeger. Michael Sullivan will prepare a scope description and field a project team at the next meeting. Volunteers are welcome.

Updated list of Potential Capital Projects:

New projects are shown highlighted in yellow on the list of potential future projects found at <http://www.tahoedonner.com/member-area/capital-projects/future-potential-projects/>.

Project Task Force updates:

The revised TD website now contains details of all active projects. In addition, the new GPC email that will come out this week contains a complete status update so these minutes will be a summary only.

The following projects are active. Task Forces typically meet prior to the GPC meeting and report on progress at that time. The following is a list of active GPC projects and their task force leaders (leader names are underlined):

- Equestrian Relocation – Meek
Report is suspended until the Spring
- Employee Housing – Fajans.
The task force continues to monitor regional activities such as the Mountain Housing Council and the Truckee Airport District. Tahoe Donner’s current solution of 1 owned and 6 leased houses seems to work for our seasonal workers at this time. The Task Force will move to an inactive-but-monitoring status and will report if there are new developments.
- Trout Creek Space Reallocation – Stubbs, Bledsoe, Murrell, Levine, Ferguson, Winther, Huisman
The Trout Creek Recreation Center (TCRC) Task Force reported on the project scope, schedule, and estimated pricing for the Trout Creek Recreation Center phase 1 + phase 2 + 670 sq. ft. modification and expansion of the current cardio room, weight room, and Kids

Tahoe Donner General Plan Committee – March 5, 2018 Meeting Minutes

Club. This is the information that the Board required before considering the expansion proposal submitted by the TCRC Task Force.

The GPC unanimously passed a motion that requested the Board to conduct a Special Board meeting to proceed with a Town of Truckee application for a Planning Commission hearing which is the next step needed to obtain building permits for construction.

- Cluster Mailbox Consolidation – Rohrbach, Fajans, McGregor
The USPS has not responded to our repeated requests for cooperation. The Task Force asks for Board guidance and recommends that this project be shelved. See attached report.
- Association Master Plan/Capital Projects Process – Sullivan, Meek,
There is nothing to report at this time.
- Communications Task Force – Meek, Don Koenes, Courtney Murrell, Benjamin Levine, Michael Sullivan
There was a discussion of FlashVote at the Communications Task Force meeting. Volunteers who are experienced with communications and surveys realize that this is the shake-out stage of this media and encouraged patience while this format is being introduced and members are being oriented and “trained”.
The “next generation” of GPC communications will be rolled out to expand and deepen communications outward to members and to improve the quality of member input. This strategy will include:
 - a. Stronger Website Presence
 - i. Each Project has it’s own easy-to-find URL
 - ii. Current Project Status and Timeline updated monthly
 - iii. All Supporting Documents presented
 - iv. Contact persons clearly shown and feedback encouraged
 - b. Blog and E-Blast communications periodically and as needed
 - c. “Super-User” and “Special Interest” groups to receive orientation and periodic concentrated contact to further knowledge and encourage viral communication.
- Downhill Ski Resort Task Force– Beckmeyer, Aldridge, McClendon, McGregor, Meek, Miller, Murrell, O’Neil, Rohrbach, Huisman, Salmon, Sloan, McCray, Etnyre, Sullivan
Our final feedback has been given to Ecosign. Their final report is expected in a few months. As a follow-on, the bottom lodge serving 1,300 members, guests and public will be scoped out as well as the Ecosign recommendations for slope improvements and expanded snowmaking. Other alternatives, such as a “private-only” scenario will be analyzed and compared. Super-User groups will continue to meet to educate and collect member input. A business plan will be written for the final recommendation.
- Demographics Task Force – McCray, Koenes, Beckmeyer, Maciejewski, Sullivan
Jesse Sczork has been assigned as staff support. The group will meet to plan next steps.
- Snowmaking at XC & Snowplay – Miller, Sally Jones, Forrest Huisman, Michael Fajans
The Task Force is learning what is needed and what we have as well as evaluating the cost of business interruption caused by no snow. There are some exciting developments from Sweden that would seem to make snowmaking for Nordic more viable than in the past.
- Golf – McGregor, Forrest Huisman, Jim Stang, Jim Beckmeyer, Corey Leibow, Brian Gauney, Pat Gemma, Kevin Kuehne, James Murtagh
The Task Force held their first meeting for an orientation on the GPC Project Process.

Adjournment:

The meeting was adjourned at 5:17 PM

Next Meeting:

April 5, 2018 at 3PM at NWCH Mezzanine.

INFORMATION



March 5, 2018

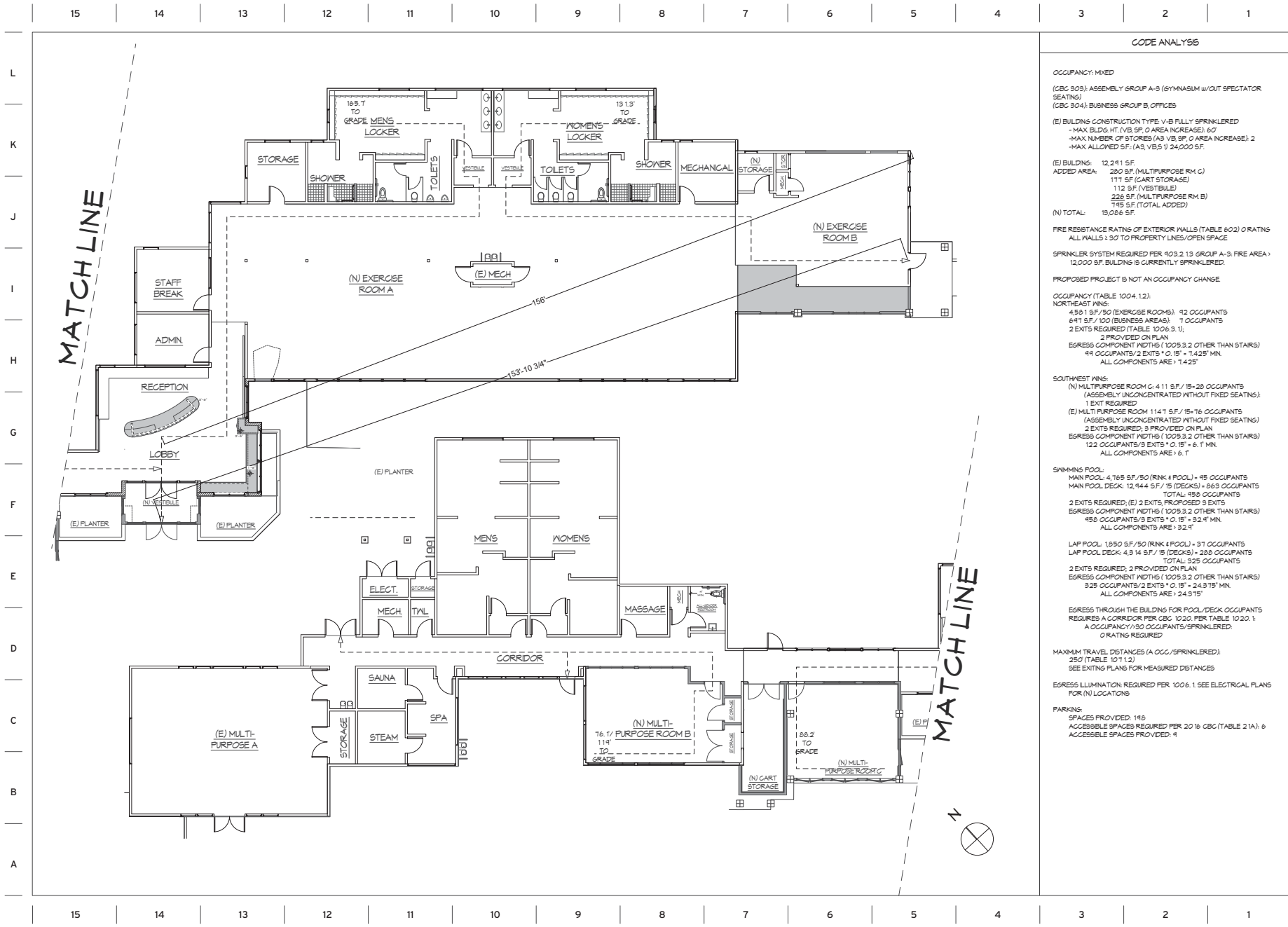
Purpose: Update the General Plan Committee on the outcome of the proposed expansion at Trout Creek Recreation Center, and review updated Construction Cost and Schedule Estimates.

Background:

- Capital Budgets; Earmarked for Trout Creek Expansion
 - 2018 Development Fund; \$500K
 - Replacement Reserve Fund; \$890K
- Consultants to-date;
 - 5/2013 Gary Davis Group's Constraints Analysis for 4K SF Expansion (\$10K)
 - 3/2017 Todd Mather Feasibility Study for Expansions of Options A and B (\$20K)
 - A/E drawings for Options A (\$85K) and B (\$25K) for GC pricing
- Updated Construction Cost Estimates (3/2018 Mt. Lincoln Construction) (70%RRF/30%DF)
 1. CASp improvements at TCRC Parking Lot, Snowplay, and Driving Range; **\$185,000**
 2. CASp improvements within/adjacent to Trout Creek Recreation Center; **\$280,000**
 3. Option A (1,100 SF reallocation and enclosure) Board scope; June 23, 2017; **\$1,223,510**
 4. Option B (670 SF expanded footprint) Board approved scope on October 28, 2017; **\$401,125**
 5. Estimated costs for Agency Fees, Permitting, A/E, services, and contingency; **\$225,000**
 - **Estimated total Project Cost (Items 2-5); \$2,129,635**
- Town of Truckee Planning Commission Hearing (Anticipated in May or June 2018, upon Board approval in March 2018). Building Permits anticipated in late summer for construction start in Fall 2018.
- Schedule Options by Mt. Lincoln Construction (3/2017);
 - The estimated construction schedule for Options A & B is (~18) months; split between 2 phases;
 - Phase 1; NW Wing; ~6 months
 - Phase 2: SE Wing; ~12 months
 - If the project was to be performed in one single phase, which would necessitate shutting down the entire facility, schedule and cost reductions are estimated as follows;
 - One Phase; ~3 month reduction (~15 month total schedule)
 - General Conditions; ~15% reduction (~\$40K)
 - Construction Costs; ~5% reduction (~\$100K)

Prepared By: Forrest Huisman, Director of Capital Projects





CODE ANALYSIS

OCCUPANCY: MIXED

(CBC 303) ASSEMBLY GROUP A-3 (SYNTHESIS W/OUT SPECTATOR SEATING)

(CBC 304) BUSINESS GROUP B, OFFICES

(E) BUILDING CONSTRUCTION TYPE V-B FULLY SPRINKLERED

- MAX BLDG. HT. (V.B. SP. 0 AREA INCREASE) 60'

- MAX NUMBER OF STORES (AS V.B. SP. 0 AREA INCREASE) 2

- MAX ALLOWED S.F. (A3, V.B. 1) 24,000 S.F.

(E) BUILDING 12,281 S.F.

ADDED AREA 290 S.F. (MULTIPURPOSE RM C)

111 S.F. (CART STORAGE)

112 S.F. (VESTIBULE)

226 S.F. (MULTIPURPOSE RM B)

185 S.F. (TOTAL ADDED)

(N) TOTAL 13,086 S.F.

FIRE RESISTANCE RATINGS OF EXTERIOR WALLS (TABLE 602) 0 RATINGS

ALL WALLS 1/2" TO PROPERTY LINES/OPEN SPACE

SPRINKLER SYSTEM REQUIRED PER 903.2.13 GROUP A-3; FIRE AREA > 12,000 S.F. BUILDING IS CURRENTLY SPRINKLERED.

PROPOSED PROJECT IS NOT AN OCCUPANCY CHANGE

OCCUPANCY (TABLE 1004.12):

NORTHEAST WING:

4,581 S.F./50 (EXERCISE ROOMS) 92 OCCUPANTS

641 S.F./100 (BUSINESS AREAS) 7 OCCUPANTS

2 EXITS REQUIRED (TABLE 1009.3.1);

2 PROVIDED ON PLAN

EGRESS COMPONENT WIDTHS (1009.3.2 OTHER THAN STAIRS)

99 OCCUPANTS/2 EXITS * 0.15' = 1.425' MIN.

ALL COMPONENTS ARE 1.425'

SOUTHWEST WING:

(N) MULTIPURPOSE ROOM C 4,111 S.F./15-20 OCCUPANTS

(ASSEMBLY UNCONCENTRATED WITHOUT FIXED SEATING)

1 EXIT REQUIRED

(E) MULTI PURPOSE ROOM 1,141 S.F./15-16 OCCUPANTS

(ASSEMBLY UNCONCENTRATED WITHOUT FIXED SEATING)

2 EXITS REQUIRED; 3 PROVIDED ON PLAN

EGRESS COMPONENT WIDTHS (1009.3.2 OTHER THAN STAIRS)

122 OCCUPANTS/3 EXITS * 0.15' = 6.1' MIN.

ALL COMPONENTS ARE 6.1'

SWIMMING POOL:

MAIN POOL 4,165 S.F./50 (RINK & POOL) 85 OCCUPANTS

MAIN POOL DECK 12,944 S.F./15 (DECKS) 869 OCCUPANTS

TOTAL 954 OCCUPANTS

2 EXITS REQUIRED; (E) 2 EXITS, PROPOSED 3 EXITS

EGRESS COMPONENT WIDTHS (1009.3.2 OTHER THAN STAIRS)

954 OCCUPANTS/3 EXITS * 0.15' = 32.4' MIN.

ALL COMPONENTS ARE 32.4'

LAP POOL 1,850 S.F./50 (RINK & POOL) 37 OCCUPANTS

LAP POOL DECK 4,314 S.F./15 (DECKS) 288 OCCUPANTS

TOTAL 325 OCCUPANTS

2 EXITS REQUIRED; 2 PROVIDED ON PLAN

EGRESS COMPONENT WIDTHS (1009.3.2 OTHER THAN STAIRS)

325 OCCUPANTS/2 EXITS * 0.15' = 24.375' MIN.

ALL COMPONENTS ARE 24.375'

EGRESS THROUGH THE BUILDING FOR POOL/DECK OCCUPANTS

REQUIRES A CORRIDOR PER CBC 1020. PER TABLE 1020.1:

A OCCUPANCY/1/30 OCCUPANTS/SPRINKLERED:

0 RATINGS REQUIRED

MAXIMUM TRAVEL DISTANCES (A OCC/SPRINKLERED):

250' (TABLE 1011.2)

SEE EXITING PLANS FOR MEASURED DISTANCES

EGRESS ILLUMINATION REQUIRED PER 1006.1 SEE ELECTRICAL PLANS

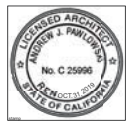
FOR (N) LOCATIONS

PARKING:

SPACES PROVIDED: 148

ACCESSIBLE SPACES REQUIRED PER 2016 CBC (TABLE 21A): 6

ACCESSIBLE SPACES PROVIDED: 4



Revisions

© 2017 Steline Architecture
All rights reserved.

These designs, plans and specifications are protected under federal copyright law. Unauthorized duplication of these documents or the contents herein is in violation of federal copyright law.

steline architecture
Architect • Pasadena, California, U.S.A.

444 2nd Street
Pasadena, CA 91105
562.478.9415 • 1
www.stelinearch.com

TROUT CREEK RECREATION CENTER REMODEL

for

TADDE DONNER ASSOCIATION

12140 NORTHWOODS BLVD., TRUCKEE, ARN 96161-001

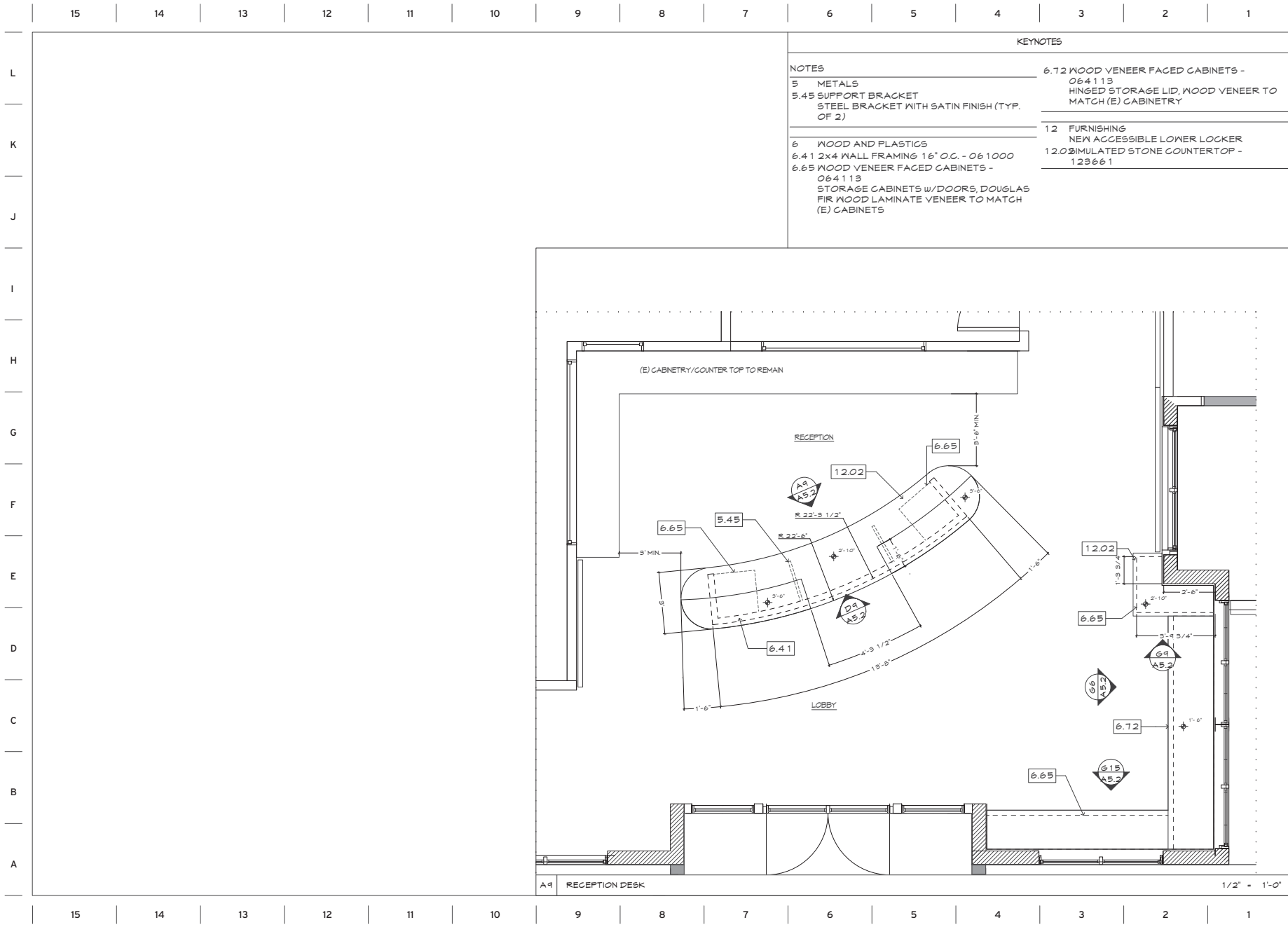
11/13/17

1/8" = 10"

173 18

EXITING PLAN & CODE ANALYSIS

A0.2



Revisions

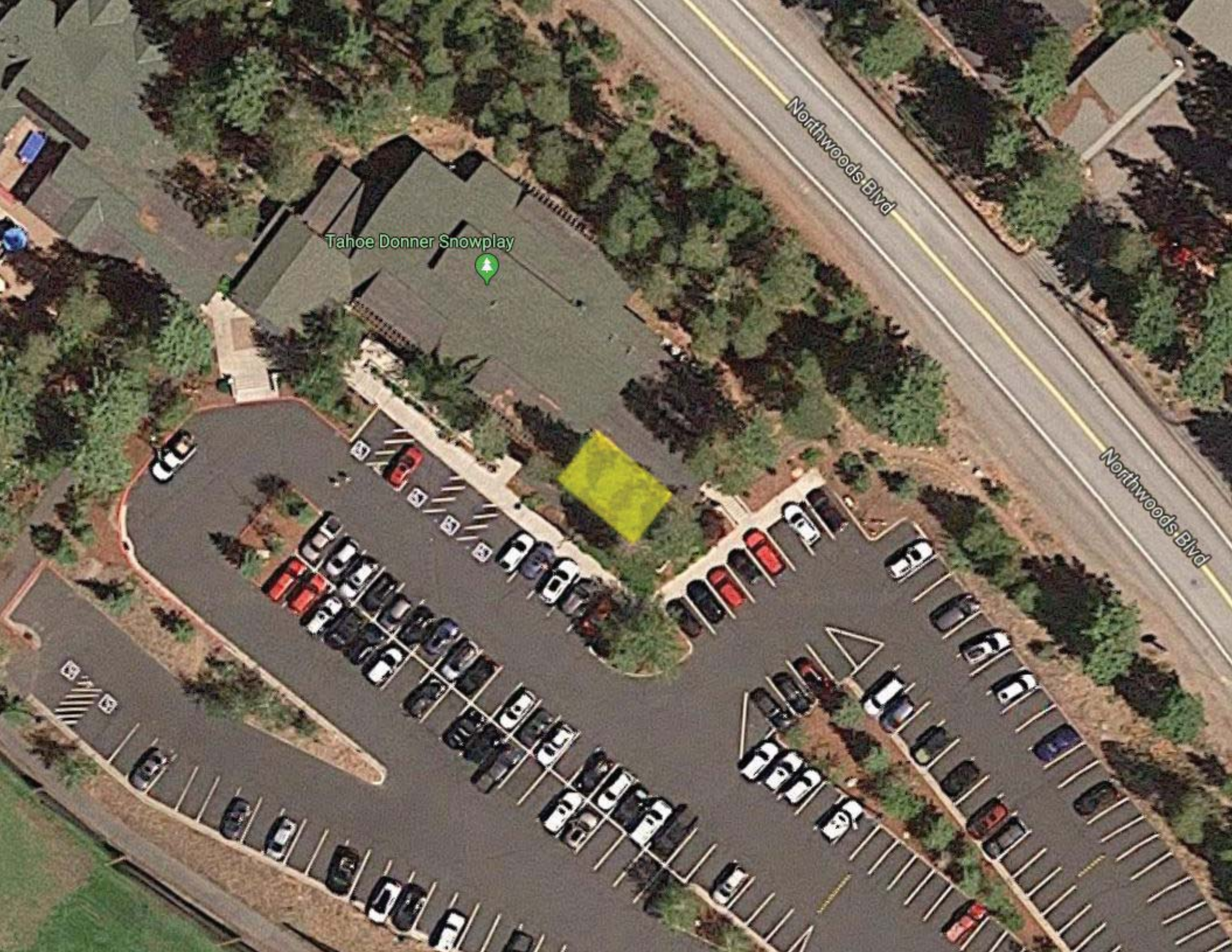
© 2017 SiteLine Architecture
All rights reserved.
These designs, plans and
specifications are
protected under federal
copyright law. Unauthorized
duplication of these
documents or the contents
herein is in violation of
federal copyright law.

siteline architecture
Andrew J. Paulsen, Licensed Architect, LEED AP
444 2nd Street
Napa, CA 94559
503.478.9415 - 1
www.sitelinearch.com

TROUT CREEK RECREATION CENTER REMODEL
for
TAHOE DONNER ASSOCIATION
12140 NORTHWOODS BLVD., TRUCKEE, ARN 96161-0001

11/13/17
173 18

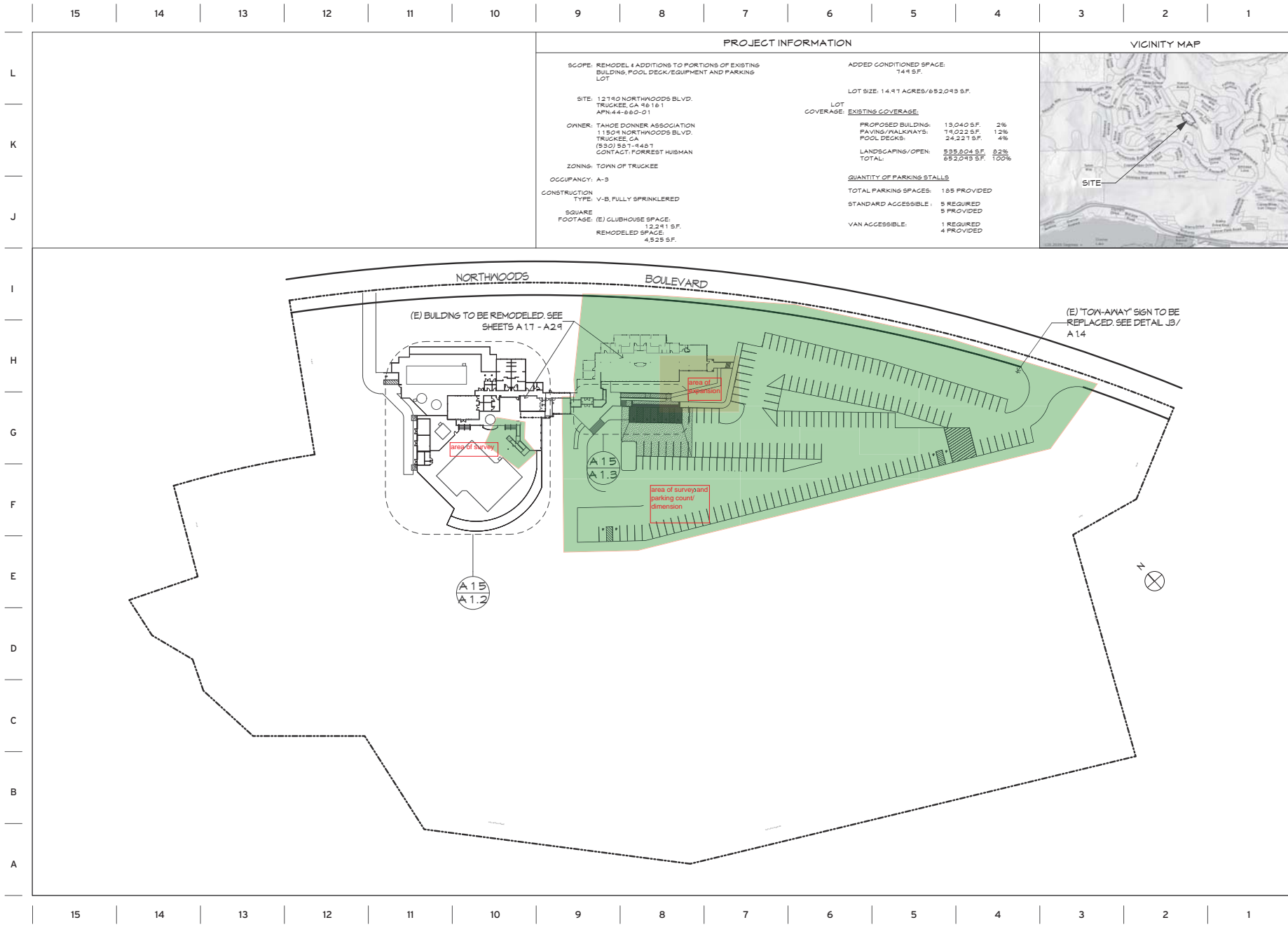
CABINET PLAN
A5.1



Tahoe Donner Snowplay

Northwoods Blvd

Northwoods Blvd



PROJECT INFORMATION

SCOPE: REMODEL & ADDITIONS TO PORTIONS OF EXISTING BUILDING, POOL DECK/EQUIPMENT AND PARKING LOT

SITE: 12140 NORTHWOODS BLVD.
TRUCKEE, CA 96161
APN:44-660-01

OWNER: TAHOE DONNER ASSOCIATION
11504 NORTHWOODS BLVD.
TRUCKEE, CA
(930) 561-4467
CONTACT: FORREST HUISMAN

ZONING: TOWN OF TRUCKEE
OCCUPANCY: A-3
CONSTRUCTION TYPE: V-B, FULLY SPRINKLERED

SQUARE FOOTAGE: (E) CLUBHOUSE SPACE
12,241 S.F.
REMODELED SPACE:
4,529 S.F.

ADDED CONDITIONED SPACE:
749 S.F.

LOT SIZE: 14.41 ACRES/652,043 S.F.

LOT COVERAGE: EXISTING COVERAGE:

PROPOSED BUILDING: 13,040 S.F. 2%
PAVING/WALKWAYS: 74,022 S.F. 12%
POOL DECKS: 24,227 S.F. 4%
LANDSCAPING/OPEN: 535,504 S.F. 82%
TOTAL: 652,043 S.F. 100%

QUANTITY OF PARKING STALLS

TOTAL PARKING SPACES: 185 PROVIDED

STANDARD ACCESSIBLE: 5 REQUIRED
5 PROVIDED

VAN ACCESSIBLE: 1 REQUIRED
4 PROVIDED

VICINITY MAP



Revisions

© 2017 Site Architecture
All rights reserved.

These designs, plans and specifications are protected under federal copyright law. Unauthorized duplication of these documents or the contents herein is in violation of federal copyright law.

site architecture
Andrew S. Paulsen, Architect, LEED AP

444 2nd Street
Napa, CA 94559
503.478.9415 - 1
www.sitearch.com

TROUT CREEK RECREATION CENTER REMODEL

for

TAHOE DONNER ASSOCIATION

12140 NORTHWOODS BLVD, TRUCKEE, APN:44-660-01

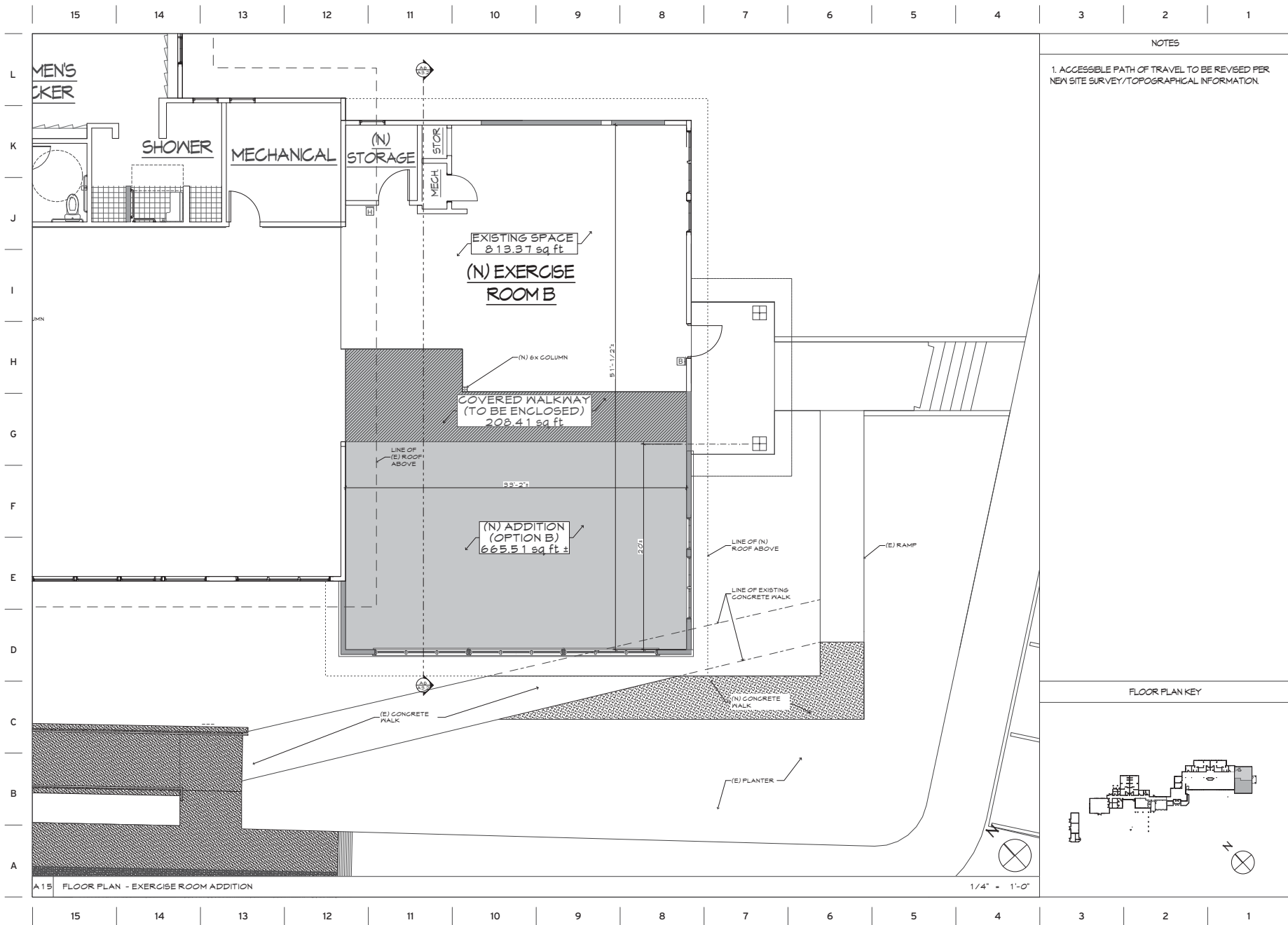
11/13/17

1" = 50' - 0"

173 18

SITE PLAN

A 1.1



Revisions

© 2017 SiteLine Architecture
All rights reserved.

These designs, plans and specifications are protected under federal copyright law. Unauthorized duplication of these documents or the contents herein is in violation of federal copyright law.

siteLine architecture
Architect / Professional Architect, LEED AP

444 2nd Street
Napa, CA 94559
530.278.9415 - 1
www.sitelinearch.com

TROUT CREEK RECREATION CENTER REMODEL

for

TAHOE DONNER ASSOCIATION
12140 NORTHWOODS BLVD, TRUCKEE, APN 44-660-01

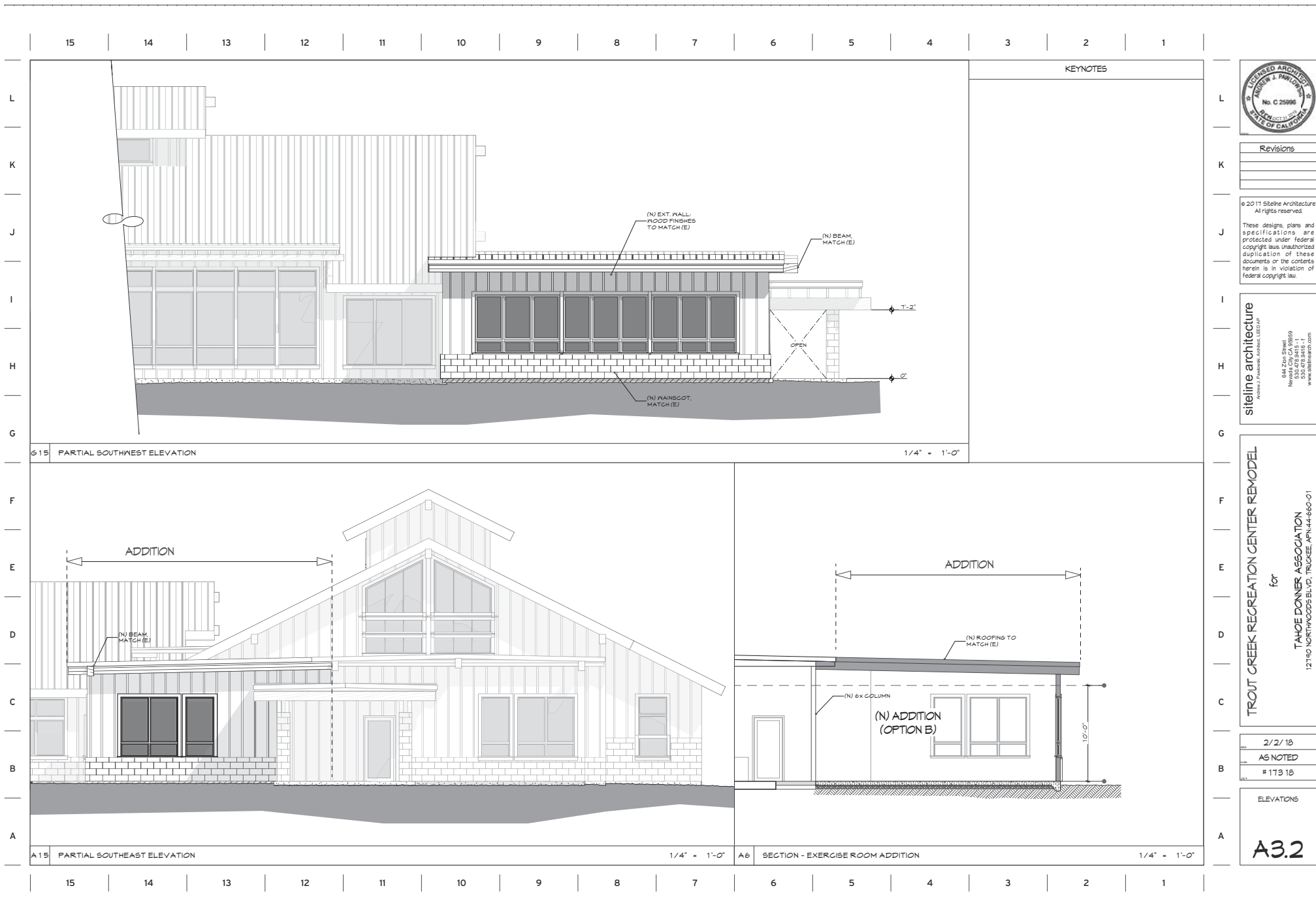
2/2/18

AS NOTED

173 18

PARTIAL FLOOR
PLAN

A2.10



Revisions

© 2017 SiteLine Architecture
All rights reserved.

These designs, plans and specifications are protected under federal copyright law. Unauthorized duplication of these documents or the contents herein is in violation of federal copyright law.

site line architecture
Andrew J. Paulsen, Architect, LEED AP

444 2nd Street
Napa, CA 94559
530.478.9415 - 1
www.sitelinearch.com

TROUT CREEK RECREATION CENTER REMODEL

for
TAHOE DONNER ASSOCIATION
12140 NORTHWOODS BLVD, TRUCKEE, APN:44-660-01

2/2/18

AS NOTED

113 18

ELEVATIONS

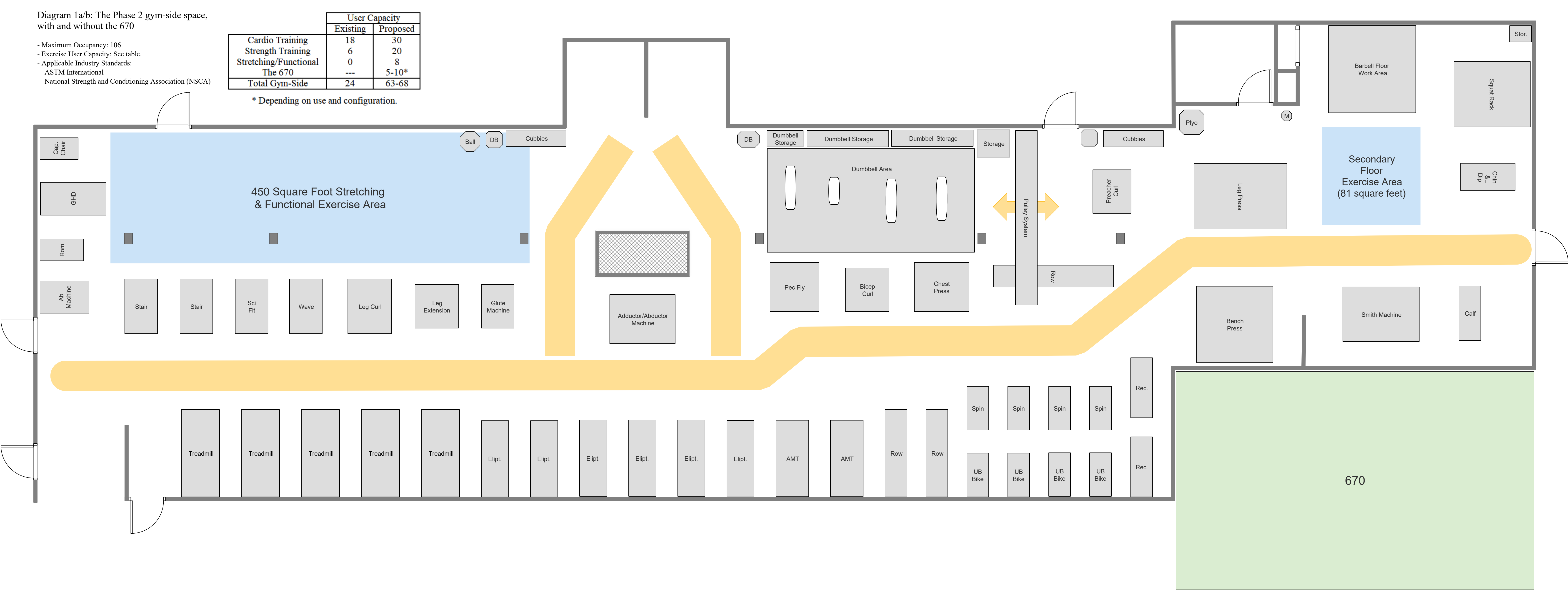
A3.2

Diagram 1a/b: The Phase 2 gym-side space, with and without the 670

- Maximum Occupancy: 106
- Exercise User Capacity: See table.
- Applicable Industry Standards:
 - ASTM International
 - National Strength and Conditioning Association (NSCA)

	User Capacity	
	Existing	Proposed
Cardio Training	18	30
Strength Training	6	20
Stretching/Functional	0	8
The 670	---	5-10*
Total Gym-Side	24	63-68

* Depending on use and configuration.





Trout Creek Task Force Project Review

February 2018

TCRC Task Force Members

John Stubbs (moderator), Michael Bledsoe, Courtney Murrell, Benjamin Levine, Mercedes Ferguson (Amenity Manager), Kyle Winther (Assistant Amenity Manager), Forrest Huisman (Director of Capital Projects)

Project Task Force Update

At their October 28 meeting, the Board of Directors voted 5-0 to approve up to \$25,000 of funding to obtain the A/E documents necessary to obtain contractor bids and cost estimates to construct the 670 square foot exterior addition proposed by the Trout Creek task force. These will be combined with the previously approved A/E documents for the Phase 1 and Phase 2 space reallocation proposal, which the Board approved in June at a cost of \$85,000. Including the feasibility study, total costs so far have been \$130,000.

The motion also asked the General Plan Committee (GPC) to conduct a project review, which was referred to the Trout Creek task force. On November 6, 2017, the GPC Chair received questions from four directors for inclusion in this review. These questions were then given to the Chair of the Trout Creek task force. Task force members also submitted questions for the project review. Both sets of questions were combined and aggregated under a set of eight headings, which are presented below with the Trout Creek task force responses. In Appendix 1, director questions are both cross-referenced with the aggregated questions, and listed verbatim. For some Board inquiries, the task force referred the question either to Tahoe Donner senior staff, or to the appropriate GPC task force.

Project Review Introduction

From a certain perspective, the current proposal to remodel and expand Trout Creek Recreation Center is the product of an 8 year effort.

As we stated in October, and as historical member comments attest, the 2005 Trout Creek expansion immediately fell short of member needs. In 2009 the GPC convened a sub-group to develop a plan to address the shortcomings. Their proposal was given Priority 2 status: to be reviewed in 5 years. In 2015 the proposal was shelved due to high costs and complications. As the known deficiencies remained without solution, the GPC convened a new Trout Creek task force in July 2016.

The new task force confirmed that the problems identified by 2009, like the complete lack of adequate open floor space for stretching, remained unresolved. However, it also identified a number of new problems. Some of these problems, particularly those pertaining to safety, code compliance, and accessibility had been overlooked by the 2009 sub-group. Other problems, like those related to increased interest in strength training and functional exercise, reflected changes in member fitness activities that had developed over the last 8 years.

In devising a proposal we hoped to:

1. Expand usable space to protect member safety and to comply with applicable codes and standards.
2. Enhance member satisfaction and user experience in alignment with Tahoe Donner's vision statement.
3. Reduce the hardship of user overcrowding during periods of peak Tahoe Donner visitation.

The plan we have put forward would accomplish all of these goals, resolve both the newly discovered and long-known problems, and provide adequate space for the full range of our present fitness needs.

Aggregated Questions and Answers

1. User Capacity, Various Scenarios

Question 1a. What is the user capacity of the following spaces under the following conditions and assumptions?

1. The Phase 2 gym-side space, with and without the additional 670.
2. Multipurpose Room C configured for use as a Spin classroom.
 - a. Compliance with fire and accessibility codes and standards, assuming existing equipment.
 - b. Compliance with the above, plus industry safety standards, assuming existing equipment. (If redundant, combine with above.)

Answer: Please see Diagrams 1a/b and 2a/b in Appendix 2. For the proposed expansion, user capacity is defined as the number of people who could comfortably and safely exercise in the space provided. Comparative numbers for our current exercise spaces are also provided on the diagrams. Those numbers are discussed in Appendix 3.

Between the existing cardio and weight rooms, we currently have sufficient space for 24 exercisers. Trout Creek currently offers no adequate space for stretching or functional exercise. The plan we have put forward would provide adequate space for cardio, strength training, stretching, and functional exercise while more than doubling user capacity to between 63 and 68, depending on the precise configuration of space and equipment.

Question 1b. For our present needs, how much additional equipment and exercise space over current is needed? Do the expansion options provide sufficient square footage to satisfy these needs?

Answer: To address our present needs, we need:

1. A minimum of 500 square feet of open floor space designated for stretching, functional exercise, and other floor based exercise.
2. Sufficient square footage to allow for both safe spacing between equipment, and to comply with applicable codes and standards.
3. A limited amount of additional equipment to help reduce wait lists for high demand cardio equipment, and to address changed usage patterns in the weight room.

As depicted in diagram 1a/b, the Phase 2 gym-side space plus the 670 provides sufficient space to meet these needs. Without the 670 addition, the proposal would not offer space for additional equipment.

2. Consequences For Inaction

Question 2a. If all expansion proposals are rejected, and there is, therefore, no defined plan to increase usable space within the Trout Creek facility, what changes can be expected, and what effects would these changes have on member experience?

Answer: The task force sought consensus beyond its own membership to determine the best course of action in the event of a negative decision. After speaking to the Association's General Manager, its Director of Operations, and its Director of Facilities and Risk Management, we found consensus on the following points:

1. Compliance with fire codes and ADA regulations is sub-optimal.
2. Equipment safety clearances depart from industry standards.
3. The implementation of the Phase 1, 2, 670 proposal would resolve the above problems.
4. A negative decision on the project would pose dilemmas between service levels, compliance, and safety.

Staff is already dealing with some of these dilemmas. For instance, in light of information brought to light by the task force, staff has already removed three pieces of equipment from the cardio room to comply with fire code egress requirements. The removal of this equipment has, of course, reduced the service level in that room. Staff has also positioned equipment in the cardio room to provide adequate rear safety clearances for the treadmills. In doing so, however, the walkway between the second and third rows of equipment has been compressed even further below ADA minimums. Staff has so far not restricted use of the hallway and Kids Club vestibule as an exercise space, but staff has discussed the possibility of restrictions with the task force.

Given the space constraints at Trout Creek, meeting one standard necessarily means compromising another, and meeting any standard necessarily means reducing service levels. These dilemmas are intractable absent expansion.

The task force and senior staff could not reach consensus on an appropriate resolution of the dilemmas posed by a negative decision. Some thought the resolution should hew closely to the status quo, and others disagreed, believing that significant changes from the status quo were necessary. Both staff and the task force agreed that a negative decision would leave the problem of inadequate floor space for stretching and functional exercise irresolvable.

Ultimately, of course, it is up to the Board to set policy which the General Manager and staff then implement. We request that the Board consider the consequences of a negative decision, evaluate how best to minimize any adverse impacts on members, and direct staff accordingly.

3. Construction and Design Process

Question 3a. Given the non-compliance issues, will we need to remove any existing equipment or restrict member activity during the interim between adoption of a remodel plan and the beginning of construction?

Answer: Though legal review may be warranted, according to our current information, as long as the Association has defined a corrective plan to implement on a reasonable schedule, we will be permitted the time we need to implement that plan without further reductions in equipment or additional restrictions on member activity.

Question 3b. What plans have been made to preserve member experience and reduce member inconvenience during construction, and particularly during Phase 2 construction?

Answer. We can state with confidence that fitness facilities and classes would be available to members throughout the construction period. Though this generality is definite, the particulars will depend greatly upon the timing and duration of construction. At this time we do not have information on those details. Rather than list the array of options under consideration, the task force believes it prudent to wait for the information staff needs to complete a specific plan. As such, we will defer answering this question until that information becomes available.

Question 3c. Can we estimate the fiscal impact of the proposed construction period on Trout Creek's operating costs and revenues?

Answer. To answer this question, we must first answer Question 3b. At this time we do not have the information we need to answer Question 3b. Once we have a specific plan to offer fitness services during the construction period, we will have the information needed to assess the fiscal impact of the construction period. For this question as well, we must defer answering until specific information becomes available.

Question 3d. Does Siteline Architecture have experience designing fitness facilities? If not, what qualified them to design this project? If other bids were obtained, why was Siteline chosen over those competing bids?

Answer. No architectural firms in this region specialize in designing fitness facilities. In selecting an architect for this project, Tahoe Donner sought a firm that could coordinate our operational requirements as defined by the facility's staff and the General Plan Committee with a plan to bring the building into compliance with California building and accessibility codes. Given their expertise, licensing, and experience, Siteline is well suited for this type of commercial work. Their experience includes work on the Hospice of the Foothills, the Grass Valley School District Administration Building, the Nevada Union High School District, the Gold Country Bus Transfer Facility, the Penn Valley Community Church, and the Nevada County Library. References with their most recent projects confirmed the quality of their work. Siteline has also successfully completed projects for the Association, namely the recent pool-side renovations at Trout Creek. Five architectural firms received RFPs for this project. Siteline's bid was the most competitive by more than 10%. Their competitive bid, coupled with their expertise and experience, made them the right firm for the job.

4. User Crowding and Equipment Congestion

Question 4a. What data is available to verify documented member complaints about crowding? If such data is either unavailable or of poor quality, what practices or technologies would Tahoe Donner need to adopt if it chose to acquire that data in the future? Finally, do we have any data to suggest that limiting guest use or adopting “time of use” pricing would have an appreciable effect on this perception?

Answer: The at times exclusive identification of this project’s rationale with “user crowding” has become a source of frustration within the task force. There are, in fact, two different types of “crowding” relevant to this proposal.

1. “Equipment Congestion” exists when equipment is placed in densities or positions that contravene applicable fitness industry safety standards.
2. “User Crowding” occurs when the quantity of users exceeds either the safe or the comfortable capacity of a space.

Equipment Congestion

In October, we characterized industry fitness equipment safety standards as “recommended.” However, review of a 2015 California Court of Appeals case, *Jimenez v. 24 Hour Fitness USA, Inc.*, leads the task force to question whether the Association could be exposed to legal liability if it fails to comply with manufacturer and industry safety standards in the placement of fitness equipment.

The plaintiff in that case, Ms. Jimenez, was seriously injured when she fell backwards from a treadmill and hit her head on exercise equipment that 24 Hour Fitness placed behind the treadmill.

Though the treadmill manufacturer’s manual stated that a minimum of 6 feet of open space was required behind the treadmill for safety, the equipment that caused the injury was only 3 feet 10 inches behind the treadmill. The plaintiff’s expert confirmed the need for a 6-foot safety clearance as an industry standard.

Ruling on 24 Hour Fitness’s pre-trial motion for summary judgment, however, the trial court found that 1) such placement of equipment was not gross negligence but merely ordinary negligence, and 2) Ms. Jimenez had signed a valid liability release that precluded liability claims against 24 Hour Fitness for ordinary negligence.

The 3rd District Court of Appeals, which includes Nevada County, rejected the trial court’s analysis and conclusion. The appellate court held that a jury could reasonably find that 24 Hour Fitness was grossly negligent when, in contravention to manufacturer and industry standards, it failed to maintain a 6-foot safety clearance behind the treadmill. Even if valid, liability releases cannot legally preclude liability for gross negligence.

Having overruled the summary judgment, the case returned to the trial court where the parties ultimately reached a settlement. No trial was ever held. The task force requested that staff ask the

Association's counsel whether the Jimenez case has been modified or overruled by subsequent case law or statute.

Although this case is obviously important to operators of fitness centers, including Tahoe Donner, it is also important that we not read beyond its words. The court did not say categorically that an operator is grossly negligent if an injury is caused by placing fitness equipment closer than manufacturer and industry safety standards specify.

Rather, the Jimenez case stands for the general proposition that, when an injury is caused by placing fitness equipment closer than manufacturer and industry safety standards specify, whether the facility operator is liable for gross negligence is a question of fact for a judge or jury to determine.

The data we have available to verify "equipment congestion" is of excellent quality because we need only compare equipment spacing measurements obtained from our weight and cardio rooms with the standards found in manufacturer equipment manuals, or with the general fitness industry safety standards established by ASTM International and the National Strength and Conditioning Association (NSCA). A synopsis of these industry standards was given to the Board in an appendix to the October 28 Decision Paper. In October, we stated that the facility is "in gross violation of these standards in both the cardio and weight rooms."

Staff have attempted to provide a 6.5 foot clearance behind the treadmills to bring them into compliance with applicable safety standards. Doing so, however, has compressed the passageway between the second and third cardio equipment rows even further below the ADA minimum. To comply fully with both the treadmill rear clearance safety standard and ADA access clearances, equipment would need to be removed from the room. Removal of even more equipment would be necessary if we were to abide by all applicable standards. We estimate that perhaps 1/3 the cardio equipment would need to be removed to achieve full compliance with safety standards, ADA standards, and fire code requirements.

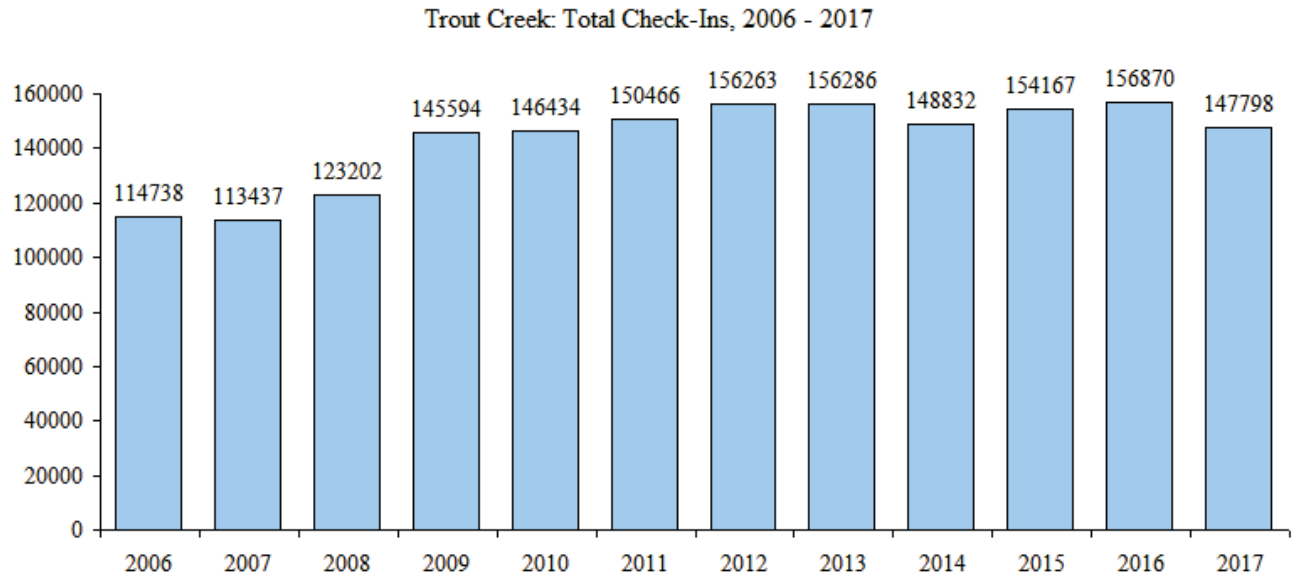
The situation is no better in the weight room as virtually all the equipment in that room is out of compliance with safety standards. Where industry standards recommend safety clearances measured in feet, we commonly have separations measured in inches. To comply fully with safety standards, ADA standards, and fire code requirements, we estimate that up to 1/2 of the strength training equipment would need to be removed.

As depicted in Diagram 1a/b, the Phase 1, 2, 670 proposal would provide adequate square footage to resolve these problems.

User Crowding

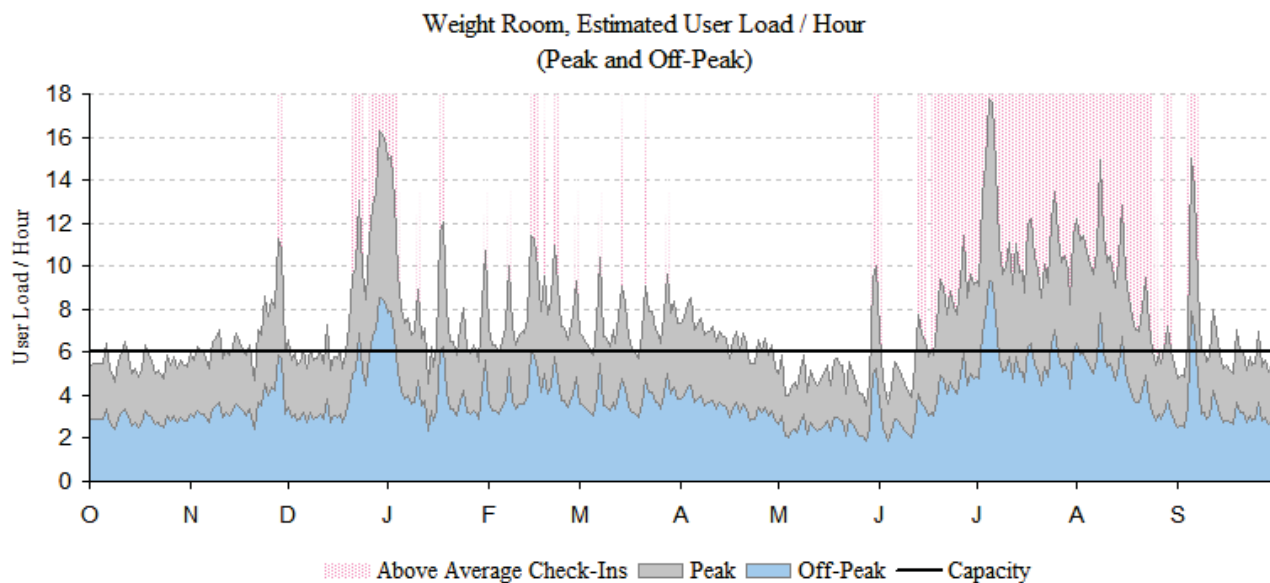
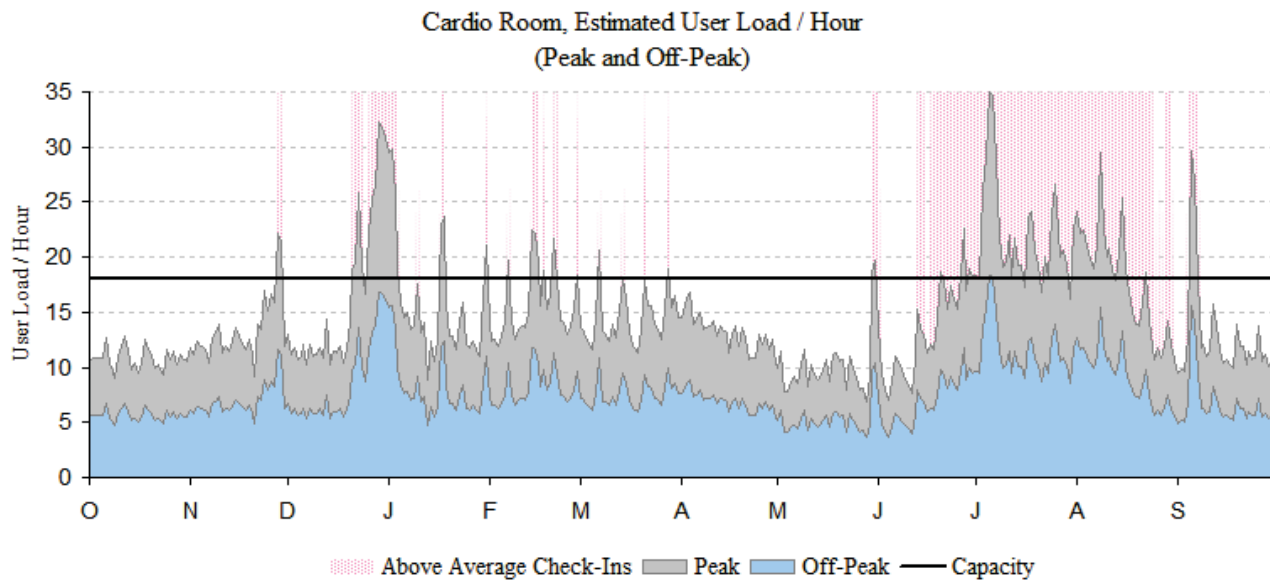
We must, in this context, first offer a correction. In October we suggested to the Board that immediately following the 2005 Trout Creek expansion, usage of the facility jumped from 90,000 to 140,000. The latter figure was delivered to the task force verbally. However, it now appears that the correct 2006 number is not one-hundred-forty-thousand, but one-hundred-fourteen-thousand. The chart below shows total check-in numbers for Trout Creek since 2006. Usage at Trout Creek has been relatively flat since 2012, with the exception of two years which experienced modest dips. Both of those years are at least partially explained by environmental factors: the King Fire in 2014, which

inundated Truckee with smoke for weeks, and the extraordinary winter months of 2017, which inhibited travel to and around Truckee. However, overall usage has, in fact, increased significantly since 2006. Between 2006 and 2008, Trout Creek averaged 117,126 check-ins. Between 2015 and 2017, it averaged 152,945 check-ins. That is an increase of 31%.



As noted in Appendix 3, the direct measurement data we have available to verify “user crowding” is of poor quality due to inadequate data collection techniques and standards.

The task force was, however, recently provided with daily member and guest check-in data from October 1, 2014 to September 30, 2017. Because this data is gathered electronically, and, in effect, automatically with card swipes and payments, it is highly reliable and accurate. Using this data the task force built a mathematical model to estimate user load in the weight and cardio rooms. While this inferential model is necessarily inexact, and therefore perhaps less dispositive than direct measurement might have been, it is the best estimate we have of user load in the cardio and weight rooms during peak and off-peak periods throughout the year. This model is described in Appendix 3.



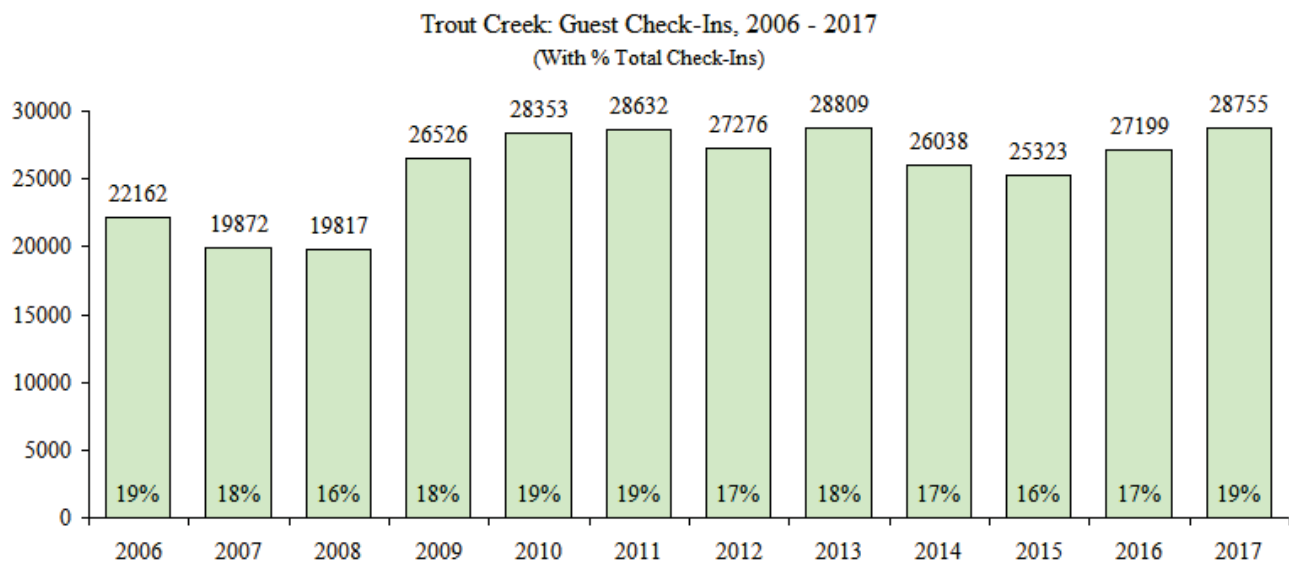
In the cardio room, the model suggests that we routinely approach or exceed capacity in peak hours during high-visitation weekends, holiday, and summer usage periods. Put differently, when the 84% of Tahoe Donner members who are part-timers are visiting, the cardio room experiences regular user crowding. In the weight room, the model finds that we are at or above capacity during peak hours throughout nearly the entire year. In other words, the usage load imposed by the 16% of Tahoe Donner members who are here full-time is sufficient in itself to put the weight room over capacity. When the part-timers are here, the weight room can be extraordinarily overcrowded.

Technology

As for technology or practices that Tahoe Donner might adopt to measure detailed facility usage in the future, the task force believes it is preferable to collect data automatically rather than try to rely on the inconsistent attention of staff, whose first priority will necessarily be customer service, not data collection. However, though bi-directional people counters and other data collection technologies exist, they are far from inexpensive. While the task force has not researched the costs in great detail, some staff have indicated that the cost-benefit analysis of these technologies will likely prove them less than worthwhile for an organization of our size. While there may be creative ways to leverage the quality data that we do have to better understand particular questions (sometimes what cannot be measured can be modeled), ultimately we may need to continue to make decisions as best we can without perfect data.

Guest Access

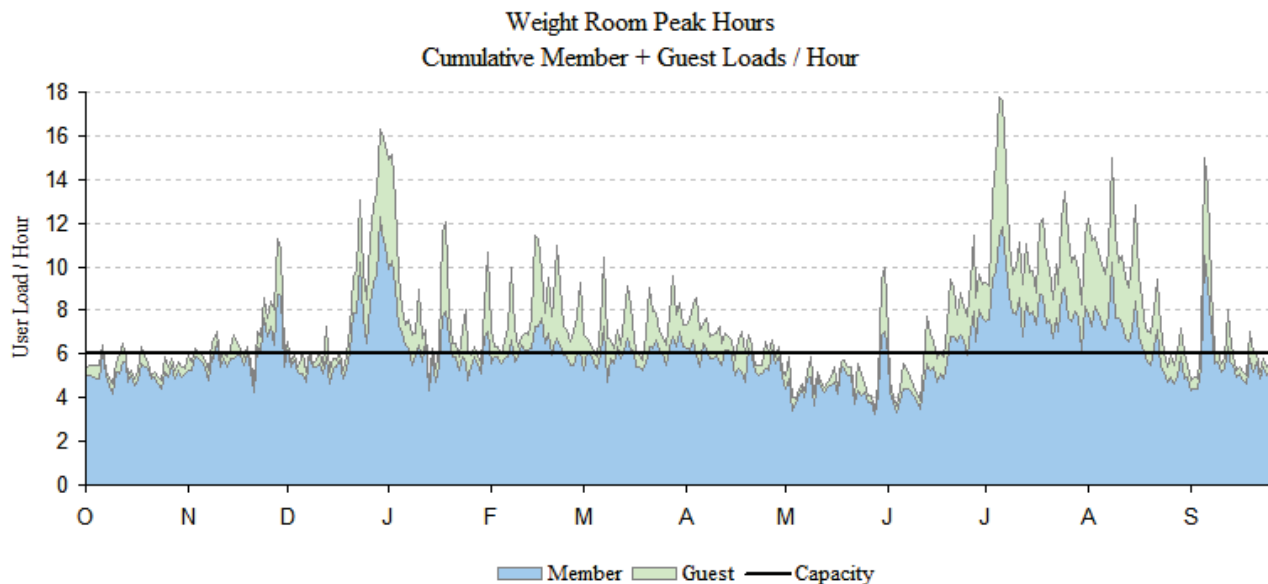
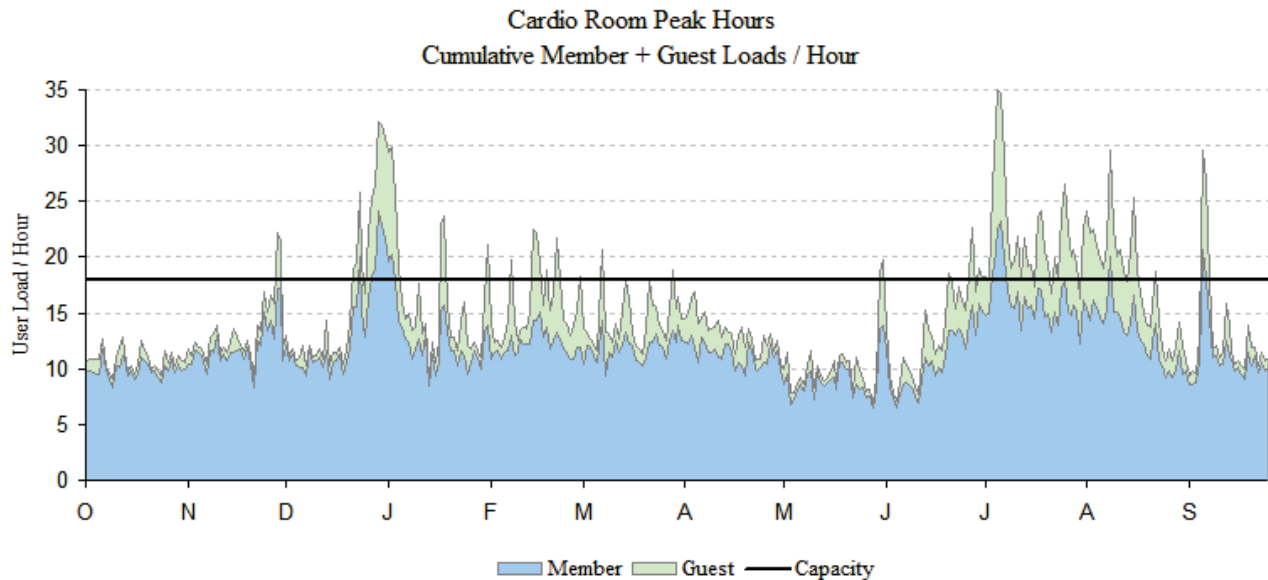
Some background is in order. Comparing the 2006-2008 guest check-in averages with those from 2015-2017, we find that guest usage has increased 31% at Trout Creek, which tracks precisely with the overall increase in usage at the facility mentioned earlier. However, contrary to popular belief, guest usage of Trout Creek has not markedly increased in recent years. Between 2006 and 2008, Trout Creek guest usage averaged 20,617 per year. Between 2009 and 2011, guest usage did jump by 35% to an average of 27,873. Between 2015 and 2017, the 3-year average declined by 3% to 27,092. Aside from some year to year variation, guest usage at Trout Creek has, at worst, been holding steady for nearly a decade. The data we have suggests that the perception that overall guest usage at Trout Creek has been increasing in recent years is false.



However, guests have in recent years still accounted for perhaps 18% of overall Trout Creek check-ins. Would limiting guest usage or adopting surge pricing as effective means to resolve or ameliorate user crowding? Our data suggests that these strategies would not be effective means to resolve or ameliorate

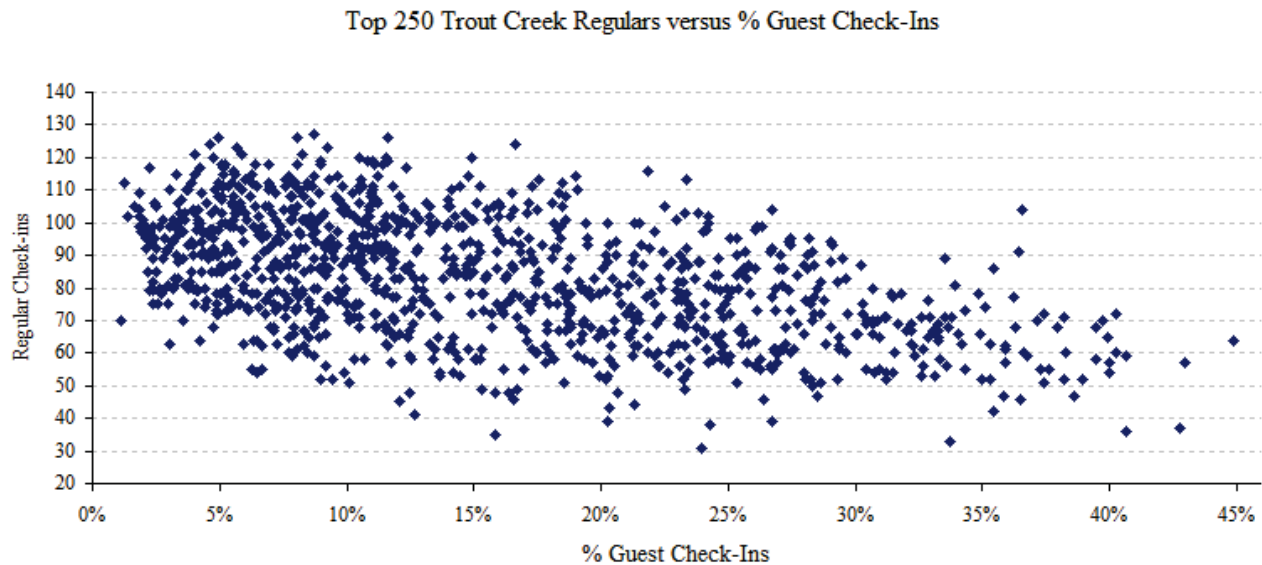
user crowding. Indeed, we do not believe that restricting guest access will have any appreciable effect on the volume of people using Trout Creek.

Using our mathematical model, we were able to estimate the cumulative user load placed on the cardio and weight rooms by members and guests. The graphs below show this cumulative user load during peak usage hours in the cardio and weight rooms.



User crowding in the weight room is not limited to guest visitation surges, and is not attributable to guest usage (though guest usage certainly compounds the problem). Though one might think that limiting guest usage might ameliorate user crowding in the cardio room at certain times of the year, there is reason to doubt this as well.

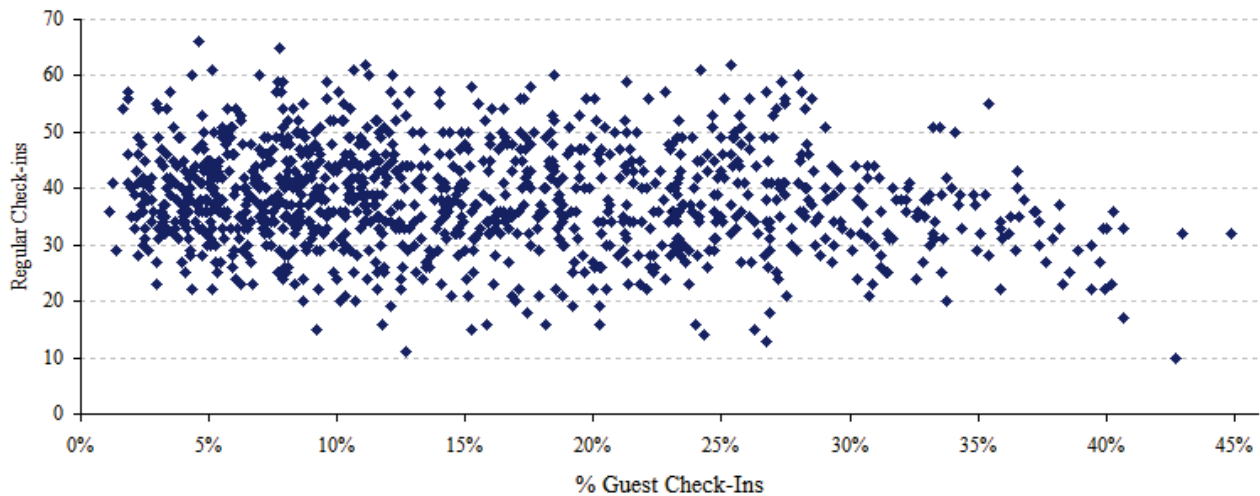
There has long been anecdotal evidence that a portion of Association members abstain from accessing Trout Creek during surge guest visitation periods. We now have data to corroborate those anecdotes. Using daily check-in data from the facility's 250 most regular users, we can show that a percentage of Trout Creek's most regular users do, in fact, avoid the facility when guest usage is high. Because these users exhibit the most regular behavior of any Trout Creek users, changes in their behavior are easy to detect and quantify.



The scatter plot shows a clear correlation: high guest usage correlates with lower check-in numbers for Trout Creek's top 250 most regular users. During periods of high guest usage, Trout Creek could be losing in the range of 60 member check-ins a day from this group alone. If guest usage was reduced, we would expect these Trout Creek regulars to resume their normal workout behavior, at least partially off-setting any reduction in overall user load at the facility achieved by limiting guest access.

Are less frequent member users of Trout Creek also avoiding the facility during periods of high guest usage? Data from users 251-500 suggests they do. Unlike the top-250, who exhibit a fairly consistent drop-off as guest usage increases, facility usage by this group remains fairly static until guest usage hits between 25% and 30%. Trout Creek is at or above 25% guest usage during all peak visitation periods: winter weekends and holidays, and throughout the summer. For users 251-500 the higher end of their check-in variability slumps after guest usage hits 25-30%. This slump could account for a loss of perhaps 20 check-ins per day.

Top 251-500 Trout Creek Regulars versus % Guest Check-Ins



Is there enough pent-up demand among Tahoe Donner members who refrain from using Trout Creek during periods of high guest usage to fully off-set any user-load reductions that would come from restricting guest access? Except, perhaps, for a handful of days a year with extraordinarily high facility usage (for instance, the period around July 4, and the period between Christmas and New Years), the answer is quite possibly yes. For the sake of argument, let us assume that we *entirely* eliminated guest access to the facility. On average, Trout Creek has hosted 75 guests per day during the last three years. Above average guest usage days range from 75 guest check-ins, to 500 or 600 on July 4 weekends. However, the “busiest” guest usage days generally remain below 300, with only 15 days in the last 3 years ranging above 300 guest check-ins.

From the top 500 users alone, we are currently losing up to 80 check-ins a day during periods of high guest visitation. There are more than 25,000 Tahoe Donner members. While it is unreasonable to expect that many of them would exhibit behavior similar to Trout Creek’s top 250 users, if even 5% of that 25,000 exhibited similar behavior to Trout Creek users 251-500, then there would be more than enough pent-up member demand to make up for most of the user volume reductions that could come from *entirely* eliminating guest-access. To our knowledge, however, eliminating guest access *entirely* is not and has never been considered for this facility. At most, partial curbs on unaccompanied guest access have been proposed and enacted. There is doubtless sufficient pent up member demand to off-set these partial guest access restrictions.

In short, members are staying away from Trout Creek during peak guest usage periods, and there is therefore reason to doubt that reducing guest access would reduce the overall user load at the facility. Members would simply replace guests. While there may be reasons to prioritize member usage in this way, the replacement of guests by members would not have the desired effect of diminishing user crowding in the facility. As such, the task force is convinced that curbing or controlling guest access will prove an ineffective means to address user crowding at Trout Creek.

5. Trout Creek's Long Term Expansion Potential

Question 5a. After completion of the Phase 1, 2, and 670 proposal, should Tahoe Donner consider additional expansion of Trout Creek for projected longer term needs? Considering parking, setbacks, and other constraints, where and by how much could the facility be expanded? Are there any constraints at the Trout Creek site that would compel Tahoe Donner to consider building a second recreational facility elsewhere to address the Association's long term needs?

Answer. The task force has maintained since the fall that, although the existing proposal is unlikely to prove a long term solution at Trout Creek, "it is a necessary bridge toward a long-term solution." This proposal would provide the Association with space adequate to meet its current needs, as those needs are defined in the answer to Question 1b. By addressing those current needs, we would create a facility that is comfortable, safe, and congruent with current usage. By doing so we would relieve the immediate duress, resolve the otherwise intractable dilemmas, and thereby give ourselves the breathing room we would need to consider the long term.

While we possess considerable clarity about our present needs, our long term needs are obscure. As such, the proper question is not whether Trout Creek has the capacity to expand to meet particular long term needs, but only whether the site has the capacity to expand to meet general long term needs. In other words, the question is by how much can we expand the facility to meet long term needs, whatever those long term needs are eventually determined to be.

To answer that question we must determine 1) how much buildable space remains within the existing setbacks, and 2) how many parking spaces could be added within those same setbacks.

A 2013 site survey map created by the Gary Davis Design and Engineering Group identified several attractive future expansion sites within the Trout Creek property. (See Appendix 4.) The gym-side locations could be used to extend the fitness facilities, and the pool-side locations would be ideal for offices, storage, massage services, and a large classroom. Though these locations may be the most attractive building sites on the property, they do not exhaust the expansion potential. Indeed, the Mather feasibility study added an additional site for future expansion: the original northeast corner location of the 670 square foot extension.

Combining these various expansion sites, if we fully implemented the current proposal, a minimum of approximately 7,400 square feet of expansion potential would remain on site. Indeed, that is a conservative estimate. For instance, there may be additional buildable space behind the lap pool that is not identified in the Davis survey map. Taking that space into consideration, following the implementation of the current proposal, we could potentially extend the Trout Creek facility by well over 8,000 square feet. To put that number in perspective, the entire 2005 expansion totaled approximately 8,000 square feet.

Of course, we could not build an additional 8,000 square feet unless we could provide adequate parking to accommodate an expansion of that size. According to the Mather study, Trout Creek currently has 199 parking spaces. Given the facility's usage and square footage, that same study estimated that 194 parking spaces are required for the existing facility. Hence, Trout Creek currently has an excess parking capacity of 5 spaces. That excess capacity, plus some minimal restriping to add a single additional

space to bring the total available to 200 is expected to be sufficient to meet the requirements of the current proposal, but would leave zero excess parking capacity to accommodate future expansion.

According to the Davis Group, the methodology that the town of Truckee uses to determine parking requirements is “unfortunately unclear,” so it is impossible for the task force to calculate the number of spaces that would be required to expand the facility an additional 8,000 square feet beyond the current proposal. We can, however, cite precedent. For the 8,000 square foot expansion completed in 2005, the town of Truckee required the addition of 55 parking spaces. On that basis, it would seem reasonable to expect that if we were to expand the facility by another 8,000 square feet today, then the town would require the addition of approximately 55 parking spaces.

Do we have the capacity to expand the existing parking lot by 55 spaces? No. According to the Davis Group, if the entire existing parking lot were restriped for compact cars, we could add approximately 20 spaces. Could we build additional parking capacity elsewhere on site to gain at least 55 additional spaces? Yes. Indeed, we have space to add approximately 125 additional parking spaces, which is far in excess of what would be required if we expanded the facility by an additional 8,000 square feet. These sites are depicted in Appendix 5.

The most attractive site to build an overflow parking lot is at the tip of the driving range. This site, which could accommodate approximately 50 spaces could serve multiple purposes. First, it could serve as the primary Nature Trail parking lot, which would help the relieve danger posed by pedestrians crossing Northwoods Boulevard to access the Nature Trail near the Clubhouse. Second, it would also serve to alleviate parking lot crowding caused by Snow Play and Tahoe Donner’s Truckee Thursday shuttle service. Third, these 50 spaces would provide nearly enough parking capacity on their own to allow for a future expansion of approximately 8,000 square feet.

A second site for future parking expansion exists along Northwoods Boulevard. These would be roadside spaces similar to those maintained on Alder Creek Road to serve the Alder Creek Adventure Center. Approximately 25 spaces could be built at this location. Finally, if we chose to sacrifice the existing basketball court, approximately 50 parking spaces could be built there.

Between the tip of the driving range and the side of Northwoods Boulevard, we have the potential to build approximately 75 parking spaces in locations that are both attractive and useful to the Trout Creek facility. Those 75 spaces should be more than adequate to accommodate any future expansion of the facility that might be reasonably desired.

In sum, there are no known constraints that would prevent us from expanding the facility another 8,000 square feet beyond the proposal currently under consideration. Indeed, with 75 additional parking spaces, we could expand the facility by perhaps as much as 11,000 square feet, provided we could find space on the site to accommodate another 3,000 square feet, either on the ground or by means of a second story.

As such, the task force sees absolutely no reason to consider the development of a second recreational facility elsewhere in Tahoe Donner at this time. While it may be difficult to imagine circumstances that might compel us to build another recreational facility in the future, the need for a new facility might arise if our recreational needs radically changed or expanded. However, in the present that prospect is both theoretical and obscure.

Bearing this in mind, and cognizant also that we have known since at least 2009 that Trout Creek is inadequate for our current usage and needs and should be expanded, we cannot recommend the alternative of deferring the present good for a theoretical future perfect, particularly when we are inherently ignorant of what that theoretical future perfect would require.

In this context, we would also note that in the GPC's robust 2015 membership survey, only 15% of Tahoe Donner members agreed that the Association should "build more new amenities," while 62% agreed that Tahoe Donner should "focus more on improving the amenities we already have."

In conclusion, Trout Creek can accommodate all of our current needs, and it is difficult to imagine the circumstances in which it could not be expanded to meet our long term needs. Therefore, we must restate what we said in October: "the task force believes it is neither necessary nor wise to abandon the Trout Creek site in favor of developing a new, larger fitness facility elsewhere in Tahoe Donner"

6. Code and Standard Compliance

Question 6a. How much code compliance work will we need to do regardless of the decision outcome? Is the task force aware of any additional areas within Trout Creek that are not in compliance? If yes, please list them individually and estimate the cost to put them into compliance. Are there any compliance costs that have not yet been factored into the construction estimates? If yes, please also list these and estimate the cost for compliance.

Answer: A 2013 CASp report (see Question 7a) identified an estimated \$400,000 in ADA code upgrades required at the Trout Creek parcel to bring the entire facility, including the driving range and Snow Play areas, into compliance with current accessibility standards. For an enumeration of these prescribed upgrades, we will refer directors to that report, which runs over 145 pages. Because this proposal exceeds a valuation threshold of \$156,162, the Association will be required to bring the entire facility into full accessibility compliance. However, as noted on page 7 of the Mather feasibility study, if the Association presents the Town of Truckee with a plan to complete the necessary improvements on a reasonable schedule, the Association may be permitted the leeway to complete a portion of those improvements under a separate building permit. As such, the improvements required in the parking lot, and for Snow Play and the driving range have been omitted from this project's cost estimate. An estimated \$280,000 in ADA upgrades would be included in this building permit, with the remainder completed at a later date. If the proposal is rejected, staff would create a new, focused plan to complete the required ADA upgrades.

7. Operational and Project Review

Question 7a. Why have previous studies and reports failed to note the non-compliance issues that were raised this fall? For how long has the facility been out of compliance, and when was the non-compliance discovered? Does the task force have any specific recommendations for internal checks or controls that would help to surface similar code and standard violations earlier in the capital projects process?

Answer: The ADA non-compliance issues at Trout Creek have been known since at least November 6, 2013, which is when a report titled Trout Creek Recreation Center, Interior & Exterior CASp, Site

Survey & ADA Evaluation was presented to Tahoe Donner by Troy Milburn, a certified access specialist. The vast majority of this report deals with architectural or constructed elements at the facility. The Mather feasibility study cited this report directly when forming an estimate for ADA upgrades at Trout Creek, and Sitrine Architecture is currently incorporating these upgrades into their plans.

However, a small portion of that report dealing with ADA noncompliance issues posed by equipment congestion in the weight and cardio rooms was initially overlooked. Photographs in the report depict path of travel and clear floor space deficiencies that have been present in the cardio and weight rooms since 2005. While this report may have been seen by Trout Creek's previous manager, the current manager had not seen the Milburn report.

Management has been dealing with fire code egress difficulties, particularly in the hallway, since the expanded facility opened in 2005. Member demand for additional equipment, has also exacerbated difficulties in the weight and cardio rooms. While these shortcomings have been known to the staff and Fire Marshall, the Fire Marshall has thus far refrained from issuing an "order to comply," opting instead to deliver informal verbal comments to management and staff. Because the Fire Marshall has expressed his guidance for safety best practices in this unofficial manner, the staff has been able to maintain that the facility is not in violation of any fire codes. The task force agrees with the staff's assessment that this situation is less than optimal.

Management has also long known that equipment in the facility is below industry safety clearance standards. With older equipment, however, reference material had not been retained, so it was difficult to define the degree of non-compliance. To remedy this information deficiency, in August 2017 the task force sought and obtained a copy of the strength training industry standards published by the National Strength and Conditioning Association (NSCA), as well as the safety clearance standards established by ASTM International for cardiovascular equipment.

Though these deficiencies were known, the facility could not be put into consistent compliance with the required ADA standards, fire codes, and the recommended industry standard safety guidelines without significantly reducing the equipment quantities and service levels that members enjoy and expect. Faced with a dilemma between service levels, on the one hand, and safety on the other, Tahoe Donner chose to maintain service levels. This decision was made in 2005 when the facility was built without sufficient usable space for the Association's needs, and then furnished with equipment quantities in excess of its true capacity in order to try to meet those needs.

Why were these problems overlooked for so long by the GPC? The reasons are likely numerous. We will, however, briefly enumerate two principal causes here:

1. Path dependency. This project was born out of the failure of the 2009 plan. As such, it took as its starting point the unresolved issues that were identified in 2009, and set out to offer solutions to those old problems. That the problems identified in 2009 might not be exhaustive or fully current, or that new problems might have arisen in the intervening years, was not initially well-understood by the task force.

2. Misunderstanding of "crowding" complaints. As noted earlier, crowding complaints by members were typically understood as complaints about the quantity of people using the facility rather than the

density of furnishings. While this is likely the correct interpretation for pool-side complaints, a review of the documented member complaints pertaining to the cardio and weight rooms suggests that the complaints were more typically about equipment congestion, which made the room “crowded” even with only a modest number of occupants. Had the task force better understood this earlier, it might have uncovered the related ADA, fire code, and equipment safety clearance issues sooner.

Regarding internal checks and controls to surface issues of this sort earlier in the capital projects planning process, we have already drafted several specific recommendations that we expect to present in post project review. For now, however, we would only give this general advice to the Board. When presenting information to the Board, task forces, committees, and staff will tend to focus on information that they know the Board values. If the Board wishes to see information about compliance with regulations and safety standards, then the Board should demonstrate to task forces, committees, and staff that it values this information, and wishes to be presented with information on these matters in a timely and candid manner.

8. Miscellaneous

Question 8a. To better estimate the mid and long term adequacy of the proposed expansion, do we have access to demographic analyses that might help us forecast both member population increases, and other demographic changes (for instance, an increase in the number of full time members due to the expansion of remote work, and the growing tech industry in Reno) that might increase overall usage of Trout Creek?

Answer: This question is outside the Trout Creek task force’s purview. However, the GPC has recently established a new demographics task force for the express purpose of studying questions of precisely this type. As such, we have referred this question to that task force.

Question 8b. Would the task force recommend a survey to further gauge member opinion about this project?

Answer: As with any potential survey, the first question one must ask is what information that we do not already possess could or would be revealed by virtue of a survey? The second question is whether that data is essential, or even meaningful, for the decision at hand. The task force is uncertain about what significant, new information another member survey would reveal.

Trout Creek expansion was surveyed in 2015, and the project was ranked highly. Nothing has happened since that survey that would suggest the reversal of this member preference. Indeed, the member feedback we have only reinforces the conclusion that member opinion decisively favors this project. Further, if members were properly and fully informed that the consequences for a negative decision could realistically include reductions in equipment and service levels, we would anticipate support to increase even further. In the same survey, members also made clear that they vastly prefer improving existing amenities to the idea of building new ones. Expanding Trout Creek is in keeping with that preference.

A survey would also be a needless delay. The task force is familiar with the FlashVote service that the Association recently employed, and in the long run we expect that service to offer robust and timely member surveys. However, it will take several months (if not longer) for the FlashVote sample

population to “ripen,” and until it does we cannot reasonably expect statistically robust results. Particularly given the high quality of the 2015 survey, the task force sees no reason to delay this project merely to confirm what is already known.

Question 8c. Has the task force researched pool overcrowding and evaluated the potential need for expansion of Tahoe Donner’s aquatics facilities?

Answer: This question is outside the Trout Creek Task Force’s purview. To study these matters, the GPC would need to establish a new task force with members recruited from among the facility’s poolside users. It would take considerable time to conduct this analysis and formulate recommendations. We strongly recommend against deferring action on the current gym-side proposal for the sake of conducting new pool-side analysis.

Appendices

1. Director questions cross-reference and verbatim director questions.
2. Diagrams 1a/b and 2a/b.
3. Trout Creek user load model explanation.
4. 2013 site survey map, Gary Davis Design and Engineering Group.
5. Expanded parking options.

Appendix 1

Director questions cross-reference and verbatim director questions.

Jeff Bonzon

1. 6a
2. 2a and 3a
3. 6a

Darius Brooks

No questions submitted.

Jeff Connors

1. 7a
2. 3d
3. 8b
4. 5a
5. 8c
6. 8a
7. 5a and 8a
8. 4a and Addenda 3.
9. 4a

Jennifer Jennings

1. 1a
2. 1a
3. 4a
4. 4a
5. 3b
6. 3c

Jeff Schwerdtfeger

1. 1a
2. 6a

Jeff Bonzon

1. How much ADA work will we need to do regardless of the decision outcome?
2. What new equipment will be required and or eliminated as a result of code issues?
3. Are there other areas within TCRC that are not in compliance? Please list individually and estimate cost to put in compliance.

Darius Brooks

No questions submitted.

Jeff Connors

1. How long have the code violations been in existence and what type of internal control(s) was missing that did not allow us to become aware of the issues at an earlier date?
2. Does the Architect providing the work to TCRC have the prerequisite experience with other types of gymnasiums? Please specify 1) customers similar to us that were used as a reference point and 2) and the feedback we received from them on the Vendor and 3) whether or not competing bids were obtained and if so how many and 4) the key factors that led us to choose this vendor.
3. Would like to see a board approved member based survey developed and which would be distributed to in a manner so as to better understand the sentiment of the membership and their willingness to spend approximately \$2mm for Trout Creek improvements versus other strategic alternatives. This would include the likes of McGlatchin Springs its longer term directional alternative opportunities and where TCRC fits in terms of spending priorities versus other (Ski Hill, Mailboxes etc.) alternatives. Would members consider this to be maintaining an existing amenity to a higher standard or an expansion of an existing amenity?
4. Not sure if TCRC is out of room to expand? Please advise inclusive of specific locations within TCRC where added growth and parking could be achieved and how TD might get comfortable with that thinking given the historical thought process that expansion was not possible.
5. How does the task force think about overcrowding at the pool and the potential need to also consider it for expansion?
6. Would like to see demographic analyses and forecasts of future growth expectations in TR given changes in the virtual workplace and the growth of nearby geographies from the likes of Tesla, Google, etc.
7. Given these forecasts how long is this expansion forecasted to last?
8. There appears to be a difference between the change in usage within TCRC and the claim of overcrowding and the volume statistics produced by TD management. Please reconcile and quantify the growth.
9. Please provide current statistical data that supports the position that the center is overcrowded. This would require a great deal of specificity as to when, hours, holidays, classes etc. To date no quantifiable data has been produced.

Jennifer Jennings

1. In both the current configuration and the proposed expansion of the cardio/weight room – please lay out the equipment that we can have in a manner that complies /with the ADA requirements
2. Please do the same for the proposed spin room
3. Please estimate how much of the time the current cardio/weight room is too crowded for reasonably comfortable use
4. Discuss whether we can address overcrowding with “time of use” pricing changes or limiting guest use
5. Present a plan for addressing the impact on members during construction (refunds, other locations)
6. Estimate the fiscal impact of the proposed construction on Trout Creek’s operating costs and revenues

Jeff Schwerdtfeger

1. With the additional space and reconfiguration, will there be enough additional room for the existing equipment? As it is now, there is too much equipment and is non-compliant.
2. Will there be additional costs for all code compliance and ADA requirements?

Appendix 2

Diagrams 1a/b and 2a/b

Diagram 1a/b: The Phase 2 gym-side space, with and without the 670

- Maximum Occupancy: 106
- Exercise User Capacity: See table.
- Applicable Industry Standards:
 - ASTM International
 - National Strength and Conditioning Association (NSCA)

	User Capacity	
	Existing	Proposed
Cardio Training	18	30
Strength Training	6	20
Stretching/Functional	0	8
The 670	---	5-10*
Total Gym-Side	24	63-68

* Depending on use and configuration.



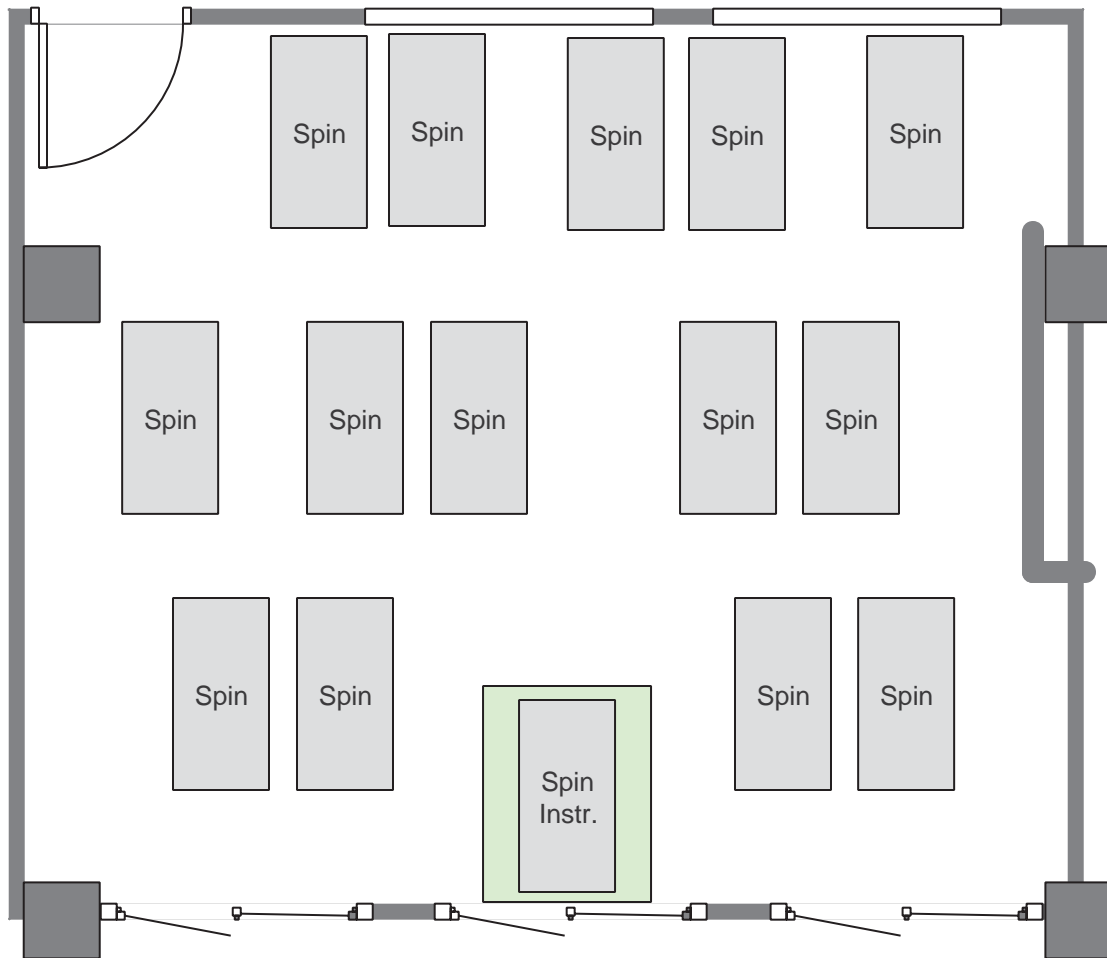


Diagram 2a/b

Multipurpose Room C:
configured for a Spin class.

Maximum Occupancy: 15

Spin Class Capacity:
14 students, 1 instructor

Applicable Industry Standards:
ASTM International

Appendix 3

Trout Creek User Load Model

The user load model we built predicts how many people can be expected to access the cardio and weight rooms per peak and off-peak hour. The model can also examine the user load imposed by member and guest subgroups. However, the model can make no assumptions about the simultaneity of these users within a given hour. Thus:

1. When user load per hour exceeds capacity, the possibility of exceeding capacity exists.
2. The more user load exceeds capacity, the more likely we are to exceed capacity.

Primary Data Source:

The primary data source for this model is a 3-year daily Trout Creek check-in average (10/1/2014 to 9/30/2017). The 3 years of data was averaged not by date, but by day of week beginning with the first Wednesday in October. This had the effect of preserving the typical weekend usage spikes, but somewhat dampened the usage spikes associated with the July 4 holiday period, and the days surrounding Christmas and New Year's Day.

Secondary Data Sources:

Between August 2009 and December 2013, Trout Creek's manager at the time, Lisa Hussar, tried to conduct an hourly census of various locations throughout the facility. The count was done manually by staff. Because the census was taxing upon staff's time and attention, it tended to be neglected during Trout Creek's busiest periods because staff was too busy dealing with members and guests to conduct the count. As such, there are significant, and even massive, data gaps throughout the study. These gaps are concentrated during periods of peak usage, both during the year, and during the day. In other words, the more crowded the facility was, the less likely the count would be taken.

Peak usage periods include, but are not limited to, Presidents Day Weekend, Memorial Day Weekend, June, July, August, Labor Day Weekend, Thanksgiving (plus its weekend), and the period from Christmas to New Year's Day. For these peak periods, 30% to 70% of the data is typically missing from this census. In some cases, 90% to 100% of the data is missing. Because so much data is missing, and particularly because the missing data is correlated with the hours, days, weeks, and months of expected heavier usage, the data collected by this study is of limited value. Indeed, when the task force realized how unreliable this data is, it ceased both to rely on it for general guidance, and to highlight it in various communications. The census project was discontinued in January 2014.

In building this model, the task force did, however, use the hourly census data, particularly from 2013, to inform some relative measures. For instance, although the hourly census did not reliably measure the absolute count of gym-side and pool-side users, it did shed some light on the proportion of gym-side users relative to pool-side users at various times of the year. Similarly, the census data was suggestive of the relative proportion of weight room versus cardio room users.

These relative measures were always corroborated by additional anecdotal and spot-check data. Staff confirmed these relative measures made sense, and even conducted a single-day spot check to further

corroborate them. Anecdotal observation by task force members was also factored in. We settled upon a number only when there was general consensus from all inputs. The only exception is the overlap per hour between the cardio and weight room, as there is simply no data available on this factor. As such, we were forced to rely entirely on anecdotal consensus.

Finally, to determine peak usage hours, we analyzed time stamps for every single Trout Creek check-in and entry fee transaction (both members and guests) for the dates between October 1, 2016 and September 30, 2017.

Average Duration of Visits

Tahoe Donner does not track the duration of user visits. However, we know from statistics collected by Google that users “typically” spend between 45 minutes and 1 ½ hours in the facility. From this we infer that the average visit to Trout Creek lasts approximately 67.5 minutes. Ultimately, this model measures user load per hour. To account for the 7.5 minutes beyond one hour, we applied a weighting of 1.125 to the daily check-in averages. If we did not weight the daily check-in averages in this way, the model would fail to account for the accumulating load created by those who use the facility for longer than one hour per visit.

Gym-Side versus Pool-Side Split

Years ago, Trout Creek’s previous manager, Lisa Hussar, once estimated that the gym-side versus pool-side user split was 70/30 (pool/gym) summer, and 50/50 winter. We do not know how she arrived at these numbers, and we cannot verify them. However, the 2013 hourly census suggests numbers closer to 60/40 (pool/gym) summer, and 40/60 winter. Spot counts today yield a similar breakdown. A 60/40 summer and a 40/60 winter pool-side/gym-side split is also confirmed by current management and staff opinion. Does this change represent a change in user behavior at Trout Creek? Possibly. Could it also represent measurement or perception error by the previous manager? Certainly. In any case, because all our current inputs agree on a 60/40 summer, and a 40/60 winter pool-side/gym-side split, those are the numbers we used to build our model.

The model assumes no overlap between gym-side and pool-side users. We know some overlap does exist, but:

1. It is irrelevant to this model if primarily gym-side users access the pool-side facilities after using the weight and cardio rooms.
2. We believe the number of primarily pool-side users who subsequently use the gym-facilities is so negligible that we can assume it is zero for the purposes of this model.

Cardio Room versus Weight Room Split and Overlap

The relative measures from the 2013 hourly census were considered less reliable for determining the split between those who are primarily cardio room users and those who are primarily weight room users. Interest in strength training, and free weight training in particular, has grown tremendously in recent years. Anecdotal observation from management and long-time weight room users confirms that noticeably more people are using the weight room today than compared even with 5 years ago. In 2013, the census found that the split was approximately 75/25 cardio/weight room. To account for these

shifting interests, consensus gravitated to a 70/30 split as a conservative estimate for the purposes of building the model.

This split, however, assumes that Trout Creek users exclusively use one room or the other. In reality, a great number of people use both rooms, quite often within the same hour. Failure to account for this overlap would result in a dramatic under count of the user load in both rooms. However, we have absolutely no data to shed light on this number. We settled on 10% overlap between the rooms as a minimal, baseline estimate. This estimate is highly-conservative as anecdotal experience and observation suggests the number is significantly higher. Indeed, the overlap is likely more than double this estimate. However, this systematic under-count is at least partially off-set by the fact that we did not split the load of the overlap users between the cardio and weight rooms, but instead counted the load fully for each room.

Peak Hours

Staff provided the task force with time stamps for every single Trout Creek check-in and entry fee transaction (both members and guests) for the dates between October 1, 2016 and September 30, 2017. Analysis of this data suggests that 50% of Trout Creek users access the facility during 5 ½ peak hours. The data further suggests that these peak hours are roughly 9:30 AM to 12:00 PM, and 3:00 PM to 6:00 PM. There is some minor variation to these peaks depending upon season and day of week.

Cardio and Weight Room Capacities

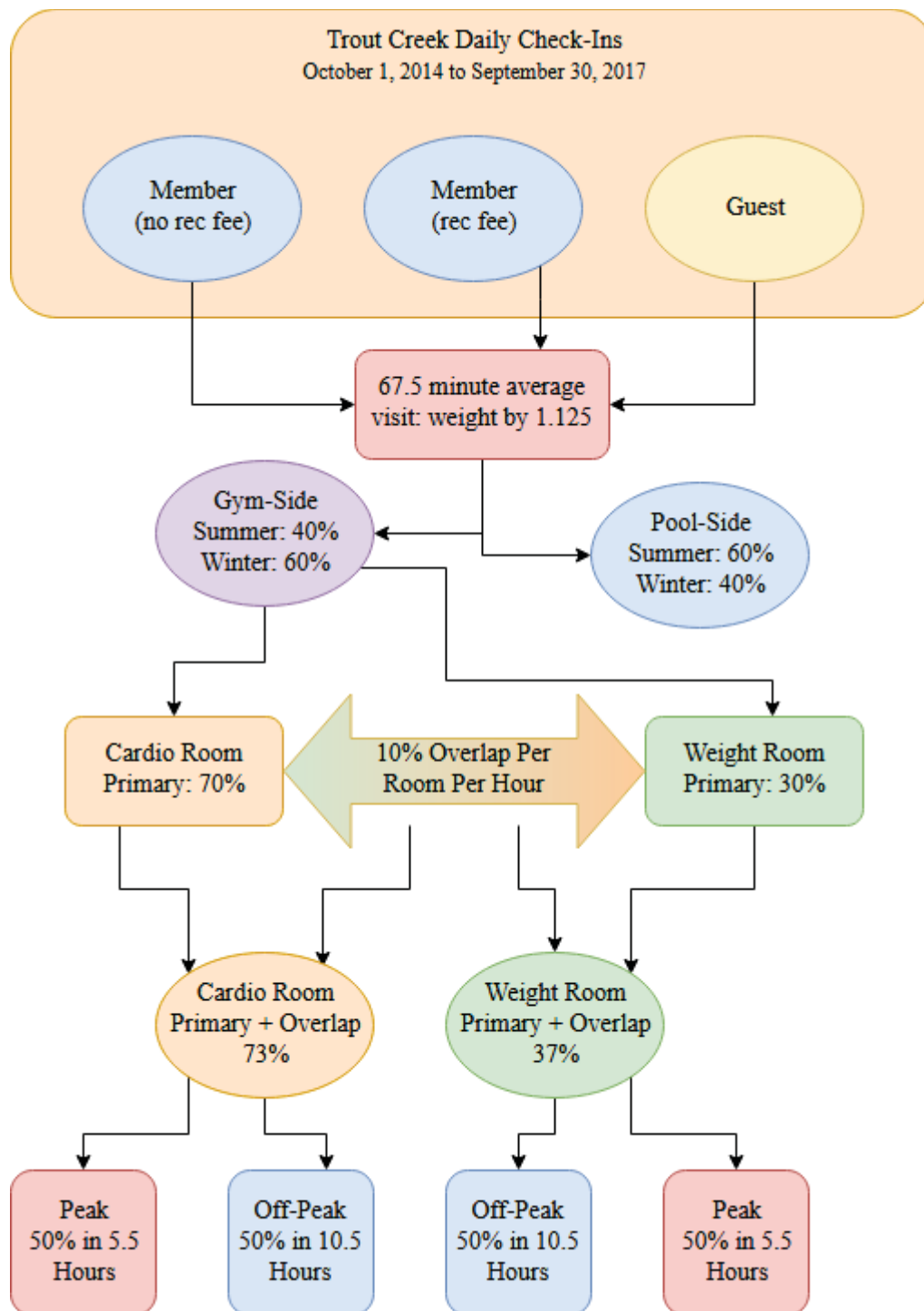
Determining a benchmark for user capacity in the cardio room was relatively straightforward. Years ago, then manager Lisa Hussar determined that “comfortable capacity” in the cardio room was 20. However, if we were to abide by all fire codes, ADA regulations, and industry standards (removing about 1/3 of the equipment), we estimate that the room’s user capacity would actually be 18. As such, we set the capacity of the cardio room at 18.

Determining a benchmark for user capacity in the weight room was anything but straightforward. Again, years ago Lisa Hussar had determined that the “comfortable capacity” in the weight room is 6. Beyond that number, particularly in the severely undersized dumbbell area, weight room users begin to get in each other’s way, or even begin to occupy space that is in hazardous proximity to other lifters.

If we were to abide by all fire codes, ADA regulations, and industry standards, up to 50% of the equipment would need to be removed from the weight room. With so much equipment removed, we would be left with a weight room that is inadequate for most of its users, but, technically, the user capacity of the room would increase to 10. By packing that room so densely with equipment, we have actually reduced its user capacity.

Ultimately, however, we decided that we must judge the capacity of the weight room as it is currently furnished. As such, we kept the capacity at the established 6 without modification.

Model Flowchart:

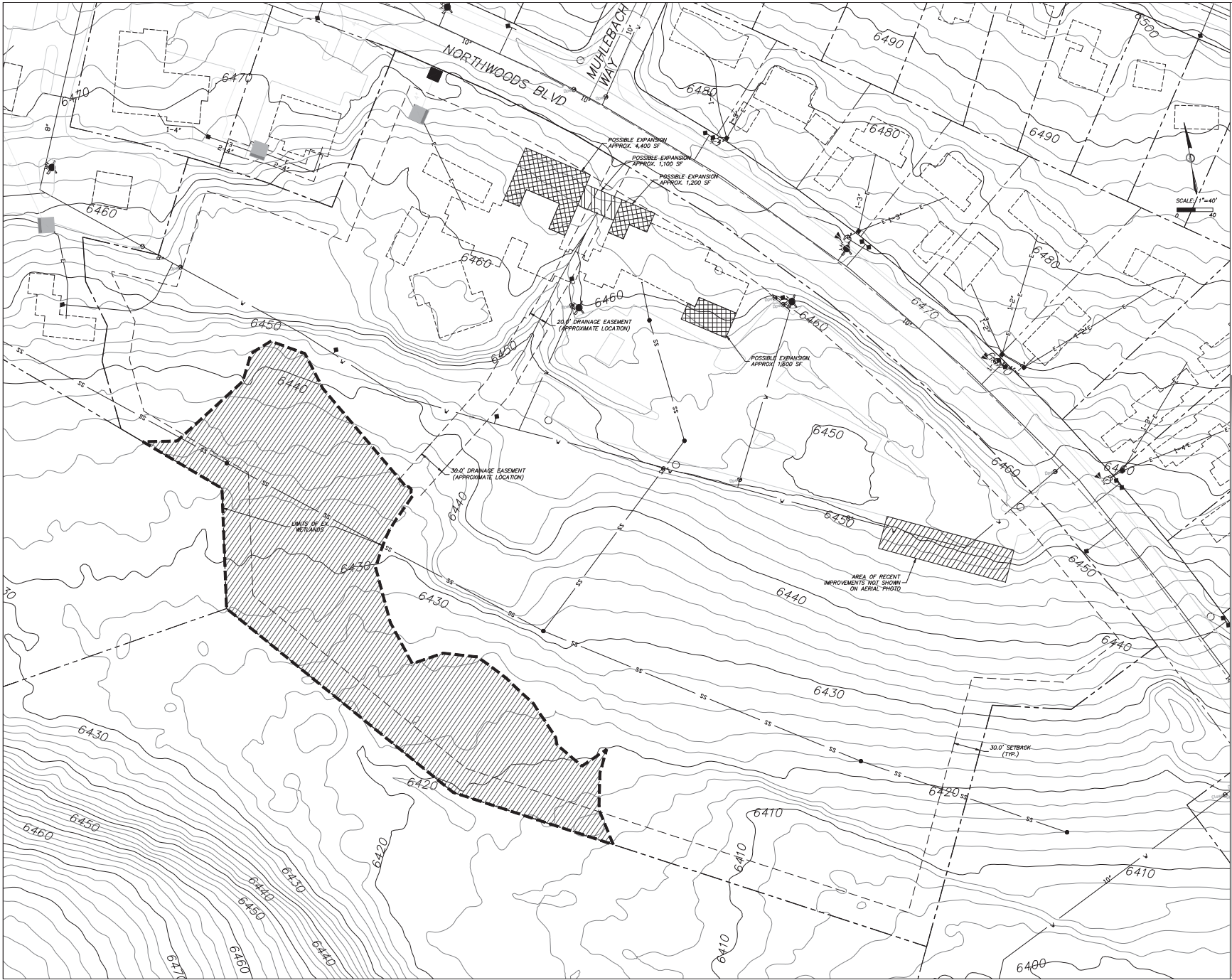


Example Calculation: *Peak expected hourly weight room user load for the third Saturday in July:*

$$(806 \text{ check-ins} * 1.125 * .4 * .37 * .5) / 5.5 \text{ hours} = 12.2 \text{ weight room users per peak hour}$$

Appendix 4

2013 Site Survey Map, Gary Davis Design and Engineering Group



TAHOE DONNER ASSOCIATION TROUT CREEK REC CENTER

12780 NORTHWOODS BLVD.
TRUCKEE, CA 96161
NEVADA COUNTY, CA

APN 44-660-01-000

GARY DAVIS GROUP
DESIGN AND ENGINEERING



post office box 7409 tahoe city, ca 96145
tel 530.583.9222 fax 530.583.9294

garydavisgroup.com

Issues and Revisions

No.	Date	Issue & Revision	By	Check

Designed By JB
Drafted By CMS
Checked By JB

Client Information
TAHOE DONNER
ASSOCIATION
11509 NORTHWOODS BLVD.
TRUCKEE, CA 96161
(530) 587-9400

Project Number
All drawings and written material appearing herein constitute original and unpublished work of the engineer and may not be duplicated, used or disclosed without written consent of the engineer. 05/20/2006

SITE EXHIBIT

Scale 1"=40'
File PUD_GIS_export GDE Copy.dwg
Plot Date MAY 29, 2013

1

1 OF 1 SHEETS

PRELIMINARY

Appendix 5

Expanded Parking Options





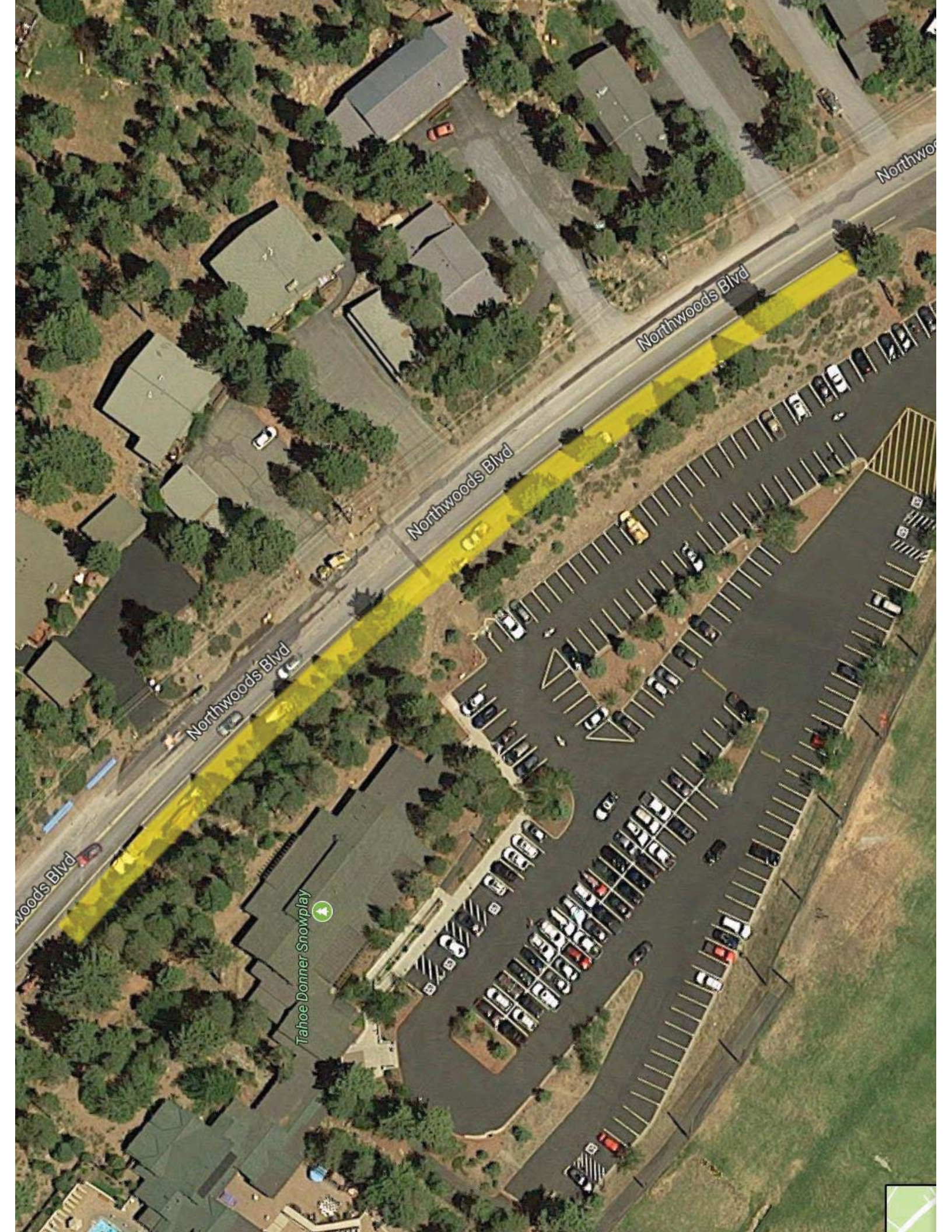
Northwoods Blvd

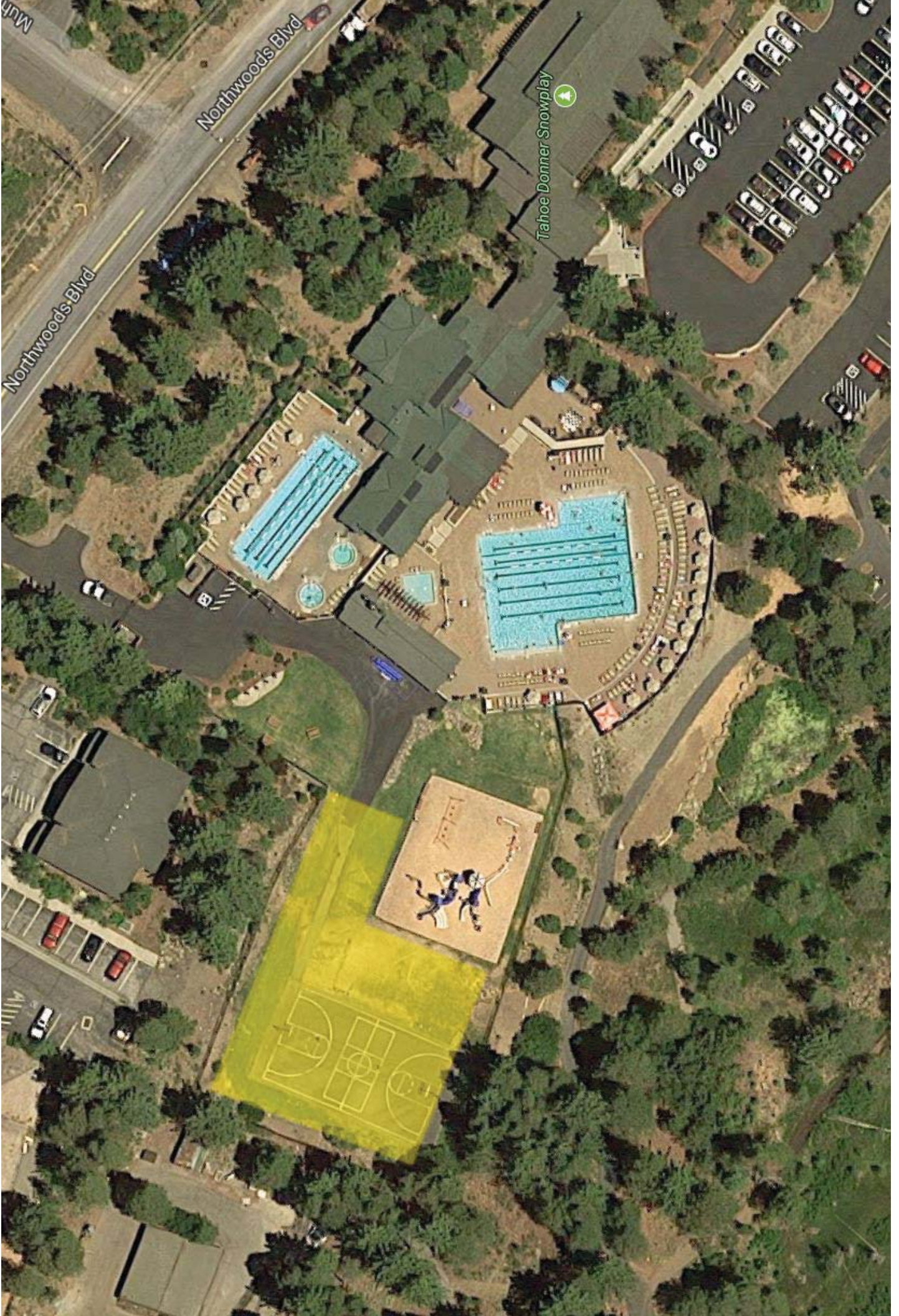
Northwoods Blvd

Northwoods Blvd

Northwoods Blvd

Trout Creek





DECISION PAPER



Date: October 28, 2017

Issue: The Trout Creek Task Force is requesting development funds to include an additional 670 square feet of stretching and workout space to the existing Board approved project scope.

Background: On June 23rd, the Board of Directors approved the creation of construction drawings for an 1,100 SF expansion and reallocation project at Trout Creek Recreation Center, see May 29th Decision Paper attached. Sitrine Architects are now working to provide drawings for necessary permitting, and by late November, a General Contractor will provide updated cost estimates for GPC and Board consideration.

For perspective, the GPC Evaluation Team rated an early 4,000 SF expansion option as a Priority 2, versus this current and more cost effective expansion as a Priority 1. Recently, the Trout Creek Task Force has requested additional development funds, receiving consensus from the General Plan Committee on October 2nd to include an additional 670 square feet for stretching and workout space, which responds to the recent recommendation and member support, see attached "Case for 670" from the Trout Creek Task Force. By adding this additional square footage, the Tasks Force and Operations team intend to implement safety and service level improvements for TDA's membership and their guests, see attached options from the Task Force.

This additional 670 SF would require an estimated \$25,000 for additional Architecture and Engineering drawings, which are necessary to obtain accurate bids from a General Contractor.

The Task Force is currently reviewing industry standards and equipment clearances, so that a diagram can detail the number and placement of proposed equipment as it relates to circulation and exiting options. The Finance Committee is also currently considering pricing options designed to manage utilization during peak periods.

Options:

1. Approve 670 A/E expense.
2. Approve 670 A/E expense in conjunction with asking the GPC for a project review.
3. Defer approval of 670 A/E, and ask the GPC to begin a project review.
4. Do nothing at this time.

Task Force Recommendation:

The Task Force asks for the Board's approval of option 1, to spend up to \$25K from Development Funds to cover necessary consultants for an additional 670 SF addition.

Prepared By: Forrest Huisman

Reviewed By: Michael Salmon

Board Meeting Date: October 28, 2017

General Manager Approval to place on Agenda: _____ **Date:** _____

Trout Creek Recreation Center: The Case For Obtaining A/E Documents For The 670

Recommendation

The task force believes the 670 square foot extension should be part of any solution to address Trout Creek's needs, and it strongly recommends that the Board approve development funds, estimated at \$25,000 by the Director of Capital Projects, for Sitrine and Mt. Lincoln to produce A/E documents similar to those in progress for Phases 1 and 2.

Introduction and Brief

In recent months the Trout Creek task force has realized that their original gym-side proposal ("Phase 2"), which would have 1) reallocated existing interior space, and 2) expanded interior space under the building's existing roof line, is too small to meet the Association's current and future needs.

This change occurred for two reasons. First, the task force corrected an earlier misunderstanding that had caused it to grossly underestimate the amount of square footage necessary for floor-based "functional exercise," including stretching and warm-up activities. Second, the task force has been made aware of industry equipment safety clearance standards, ADA standards, and fire code requirements, all of which impose considerable unforeseen demands on square footage. In light of these developments, the task force is now strongly recommending that a gym-side extension of approximately 670 square feet ("the 670") be added to the Phase 2 proposal.

The task force has also learned that the existing Trout Creek facility is out of compliance with these standards and codes in a variety of ways. It further understands that there is no way to achieve compliance with these standards and codes in the existing facility without 1) radically reducing equipment (possibly by up to 50% in both the cardio and weight rooms), and 2) without imposing and enforcing onerous restrictions on member activity in the hallway and Kids Club vestibule.

As such, the task force now understands the choice in these terms:

1. Phase 2 Proposal:

- Create an exercise space of approximately 4350 square feet.
- Create an appropriately sized functional exercise area.
- Gain the space needed to *maintain* existing equipment quantities in compliance with applicable standards and codes.

2. Phase 2 Proposal, Plus The 670:

- Create an exercise space of approximately 5020 square feet.
- Create an appropriately sized functional exercise area.
- Gain the space needed to *modestly expand* existing equipment quantities in compliance with applicable standards and codes.

3. Neither (Do Nothing):

- Maintain the existing exercise space of approximately 2250 square feet.
- Reduce equipment quantities by up to 50% to comply with applicable standards and codes.
- Severely restrict the use of non-exercise designated spaces for exercise purposes.

*The task force strongly recommends the **second** option: the Phase 2 proposal, plus the 670.*

None of the options above can be expected to provide for the Association's long term recreation center needs and desires. As such, the Board could also choose to ask the General Plan Committee (GPC) to commence a full review to assess the Association's options for meeting those long term needs and desires. This is, in effect, a fourth option, which itself can be divided in three ways:

1. Start over: Abandon the Phase 1 and Phase 2 proposal, and commence a ground-up comprehensive review of all options, including the possibility of building an entirely new recreation center elsewhere in Tahoe Donner. (This would require implementing Option 3 above in the interim, which would last many years.)

2. Expand the current proposal: Develop a comprehensive proposal for future expansion of Trout Creek in conjunction with the recommended Phase 1, 2, and 670 proposal. (This option would expedite remedy for Trout Creek's deficiencies by moving the existing plan forward without delay.)

3. No review: This would mean accepting one of the three options above.

*If a review is necessary or desired, the task force strongly recommends the **second** option: use the Phase 1, 2, and 670 proposal as the core of a long term plan.*

The reasons for these task force recommendations are detailed in this paper.

Historical Background

Following a special assessment, the Trout Creek Recreation Center was expanded for the first time in 2005 by 7,965 square feet. According to Annie Rosenfeld, the amenity manager at the time, the design had been dictated almost entirely by an ever-dwindling budget, with limited consideration of member needs or usage, and no consideration of the suitability of the design for the future. As she recalled, the expanded facility, while an improvement over the original facility, immediately fell short for addressing member needs.

To answer member demand, both the cardio and weight rooms were immediately filled beyond comfortable capacity with equipment, suggesting they were undersized. No space had been allotted for stretching and other floor exercises. Space had, however, been apportioned to Snow Play at the east end of the facility for a point of sale operation and a restroom. This space was

closed to members by a set of double doors. However, the point of sale operation was never installed, and the space was instead initially used for day camp operations.

Before 2005, Tahoe Donner offered two classes per day, both of which were held at the Northwoods Clubhouse. After 2005, the number of classes doubled, and have continued to increase ever since. (Today, Trout Creek hosts up to nine classes per day.) After the expansion, facility usage jumped from 90,000 per year to over 140,000 per year. (Today, according to Mike Salmon, usage stands at approximately 155,000 per year.) With the increased overall usage, members expressed a need for on-site childcare. To address this need, the Snow Play point of sale office was converted into the Kids Club childcare space. With this room now accessible, members were now permitted to use the space for stretching when it was not in use for childcare.

Members almost immediately began lodging complaints about crowding, a lack of floor space for stretching, and a general lack of equipment. By 2008, Lisa Hussar, the new Trout Creek manager, had compiled a list of member “pain points” and other operational deficiencies. In 2009 the General Plan Committee (GPC) appointed a sub-group to develop a capital projects proposal to address these problems by expanding the facility. The 2009 proposal would have added approximately 4000 square feet to the facility, and was anticipated to cost more than \$4 million. (See addenda.) When that concept proved both costly and impractical, the GPC gave the project priority 2 classification, meaning it should be reconsidered in 5 years. The plan was eventually shelved in 2015.

As Trout Creek’s deficiencies were still without remedy, the GPC convened a second task force in July 2016.¹ Taking a new approach, this task force concentrated on 1) reallocating space already within the facility for more efficient member use, and 2) expanding the facility’s interior space under the existing roof line. A feasibility study was conducted over the winter of 2017, and the findings appeared promising.²

1. The task force initially consisted of 6 members; John Stubbs (moderator), Michael Bledsoe, Courtney Murrell, Mercedes Ferguson (amenity manager), Kyle Winther (assistant manager) and Forrest Huisman (Director of Capital Projects). In early 2017, Benjamin Levine joined the task force as a seventh member.

2. The Board of Directors approved funding for an architect to develop a Feasibility Study which was completed in March 2017. The Study included two options, Option A, a floor plan consisting of Phase 1 (West Wing) and Phase 2 (East Wing) remodels with no added exterior space, and Option B, which included a 670 square foot exterior space to be added to the northeast face of the building. The task force elected to propose Option A and, in June 2017, the Board of Directors approved funding and asked for bids for architect/building construction companies to prepare the necessary architect and engineer drawings (A/E) to enable projection of construction cost estimates sufficient to allow competitive contractor bids to be obtained. Siteline Architecture and Mt. Lincoln construction were selected. It is expected that the A/E documents, including permitting requirements, for phase 1 and phase 2 will be completed in late October this year.

“Stretching” versus “Functional Exercise” make the 670 square foot extension a recommended option.

Compared to the safety and regulatory matters addressed in the next section, this topic may seem of minor importance. It is, however, part of the story for why the task force now deems the 670 square foot extension a necessity.

As noted above, for the 2005 renovation little thought was given to member usage or needs. One consequence was that no open floor space had been provided for stretching. Initially, it was suggested that members use the existing poolside classroom for this purpose, but this proved unpopular because it was distant from the new fitness facilities. Further, as class offerings multiplied, the classroom was less and less available, particularly at peak usage hours. Eventually, the Kids Club space was opened to members when not otherwise in use, which did provide a more palatable, but still only partial solution. Because the space was used for childcare, it cannot be appointed properly with equipment for stretching and floor exercise. Further, because the space doubles as a childcare location, and because childcare is especially needed at peak usage times, that room is unavailable for exercise at precisely those times when open floor space is most in demand. The 2009 proposal would have provided space for stretching within a partitioned area of approximately 550 square feet.

For stretching, the Phase 1 and 2 proposal advanced by the 2017 feasibility study allotted only a small nook of approximately 120 square feet with a low ceiling (currently an outdoor walkway) adjacent to an area that had been designated for free weights. As a letter to the Board accurately surmised, the task force had taken “the term ‘stretching’ literally,” and had operated under the belief that members wanted and needed only a small space adequate for a handful of yoga mats.

In February, a new task force member raised serious concerns about the size and location of this stretching area. He immediately suggested that the task force relocate the stretching area away from free weights, and enlarge it to accommodate the wide variety of floor exercises already being done daily at Trout Creek, but in spaces that are inadequate and even hazardous. This was the first suggestion the task force received indicating that the small nook purely for stretching would not satisfy member needs.

Discussion about this topic continued throughout the spring. Observation of member usage, and conversations with members and staff, soon made clear that the stretching nook was wholly inadequate. The task force had misunderstood members needs, and allocated only a fraction of the open space that was necessary for floor based exercise.

Members needed space to use exercise balls and Bosu balls for stability work; TRX suspension straps, medicine balls, and resistance bands for strength training; plyometric boxes and speed ladders for agility training; and to use jump ropes and other implements for cardiovascular conditioning. “Functional exercise” is the fitness industry’s term for this wide range of mostly floor-based exercise, and this is the term the task force has adopted. To accommodate the true range of functional exercises that members were already doing at Trout Creek, we will need at

least 500 square feet of open space, and that space will need to be situated in a location with ceiling heights of at least 10, if not 12, feet.

While there were areas within the existing plan where a functional exercise area could be located, providing functional exercisers with the space they need would mean cannibalizing at least 400 square feet that had originally been intended for additional cardiovascular and strength training equipment. The need to provide open space for floor exercise and stretching had been utterly neglected in the 2005 expansion, and when the task force realized their own proposal was neglecting that need once again, they resolved to correct this misunderstanding and oversight. Sacrificing cardio and strength training expansion square footage to create an adequate functional exercise area was a compromise that the task force was willing to make, particularly because amenity managers estimated that the functional exercise area would be used regularly by up to 60 people per day.

Originally, the task force believed that Phases 1 and 2 would provide members with substantial equipment increases for both cardiovascular and strength training. Cannibalizing strength and cardio training square footage for functional exercise would mean, however, that equipment increases would be significantly more modest. To restore the intended, and now member expected, service increases, the task force discussed offering a 670 square foot extension (similar to the one featured in Option B of the Mather Feasibility Study) to the Board as an option. The member feedback that the task force received, both individually, and at a member forum, was notably open and positive toward the idea.³ In August, the task force decided to present the 670 as an option to the Board.

Safety and Regulatory Factors: The Current Facility

The discovery of additional information since August has transformed the 670 square foot extension from an option into a necessity. This information has also made clear that the status quo cannot be maintained at Trout Creek because of a lack of compliance with ADA standards, fire safety codes, and recommended and mandatory fitness industry safety standards.

The task force originally operated under the assumption that equipment spacing in the existing cardio and weight rooms was generally in compliance with industry standards regarding safety clearances. The task force was aware that the equipment in both rooms was close, it knew

3. Member feedback has continued, and increased greatly, since that time. Counting letters sent to both the GPC and the Board, the task force has received a total of 72 member letters on this project (12 were received before the July member forum, and 60 after). Of those 72 letters, 6 were opposed, 2 were undecided, 3 were ambiguous, and 61 were in favor. Two member petitions have also been circulating. At last reported count, the anti petition had 68 names, and the pro petition had 222 names. Because this paper marks the first opportunity that the task force has had to communicate publicly about these latest revelations and their substantial implications for the current Trout Creek facility and this proposal, no letter writers or petitioners were aware of this information when they submitted their comments. (The addenda contains a draft document enumerating and responding to opposition concerns.)

members had complained about equipment congestion, and it expected that equipment would be spaced more comfortably after a renovation. However, the task force had not been presented with the industry standards for equipment clearances, and did not therefore have a full understanding of the degree of non-compliance. One task force member began researching those standards in late August, and by mid-September the task force knew that the facility was in gross violation of these standards in both the cardio and weight rooms. A synopsis of these industry standards is provided in an addendum to this document.

In early October, Annie Rosenfeld, now serving as Tahoe Donner's Director of Facilities and Risk Management informed the task force that the facility was also out of compliance with fire code standards. Indeed, the fire marshal had commented verbally to the facility manager about the shortcomings he saw in the facility. These included the use of the hallway and Kids Club vestibule, both part of an emergency exit route, as an exercise space. It is particularly problematic for members to bring equipment into these areas as that equipment would impede the exit route during an emergency situation, but into these areas members regularly bring equipment, including jump boxes, large exercise balls, medicine balls, dumbbells, weight plates, foam rollers, and even loaded barbells. The task force has also learned that the facility is outside compliance with fire codes in other ways. For instance, to achieve a service level that members demanded and now expect, so much equipment has been crammed into the weight and cardio rooms that some equipment blocked emergency exits.⁴

The task force has also been made aware of pertinent ADA standards by both Annie Rosenfeld and Forrest Huisman, Tahoe Donner's Director of Capital Projects. The existing weight and cardio rooms cannot be brought into ADA compliance for corridor width without reducing equipment quantities. To comply with both the ADA standards, fire code requirements, and the litigation backed industry safety standards for treadmill rear clearances, we would need to reduce the cardio room equipment by as much as 50%. In the weight room, compliance would require the removal of a similar quantity of equipment.

There is no way to achieve compliance with these standards or codes in the current facility without 1) radically reducing equipment in the facility, and 2) without imposing and enforcing onerous restrictions to break members of their 12 year old habit of exercising in the hallway and Kids Club vestibule. We have turned a blind eye to Trout Creek's safety problems and regulatory non-compliance to provide members with service levels that they expect and enjoy. The task force understands that the status quo is unsafe and unsustainable. Having now brought these standards and deficiencies to light, the task force also expects severe negative consequences for failing to expand the facility.

Safety and Regulatory Concerns: The Phase 2 Proposal

This new information has also reshaped the task force's understanding of its own proposal. Correcting our earlier misunderstanding, the task force had already reappropriated several

4. The task force has been told that Annie Rosenfeld has already directed management to remove this equipment.

hundred square feet originally intended to expand cardio and strength training space in order to create a correctly sized stretching and functional exercise space. Now we were confronted with the reality that adequate safety clearances, ADA standards, and fire code requirements would also impose considerable unforeseen demands on square footage. Today, we understand that the Phase 2 proposal would, at most, provide space sufficient only to help to bring the current equipment quantities and service levels into fuller alignment with safety and regulatory standards.

According to our best estimates, Phase 2 will permit us to safely maintain the current service levels, to create an adequate functional exercise area, but it will not provide for any expansion of service level via equipment additions. The quantity of cardio equipment would be unchanged. Nearly all our strength training equipment is overdue for replacement, which would give us the ability to bring our equipment into better alignment with current usage and interests, but the overall quantity of strength training equipment would also be unchanged. If the current quantity of equipment is inadequate even for our present needs, then the Phase 2 proposal in itself would also be inadequate for our present needs. Finally, if we assume even modest growth as Tahoe Donner approaches build out, or if we expect interest in physical fitness to continue to increase, then the Phase 2 proposal will in itself certainly be inadequate to meet our future needs. (On this note, simply by creating a larger, more comfortable and useful exercise space, we should expect increased usage of the Trout Creek facility following the implementation of any renovation and expansion option. However, the size of this predictable increase is difficult to estimate.)

The fundamental premise of the Phase 1 and 2 proposal was the idea that we could provide for our needs by reallocating space under the facility's existing roof line. This premise has now been proven false. If we wish both to maintain current service levels safely, and to provide for the Association's needs in the future, then Trout Creek Recreation Center will require expansion beyond its current roof line.

Our Predicament

When this new information came fully to light, the task force discussed whether to proceed with the Phase 1 and 2 proposal, or whether it was appropriate to initiate an overall review and reconsideration.⁵ We decided to move forward with the existing proposal, and to recommend the 670 as an essential addition, for two reasons.

First, the task force no longer believes it has the luxury of time. For years we have obscured the genuine inadequacy of the Trout Creek facility by packing it with equipment above safe capacity, and by permitting members to use the hallway and other unsuitable spaces as exercise areas. If Trout Creek must now be brought into better alignment with safety and regulatory standards, the necessary imposition of severe restrictions on activity, and the reduction of overall equipment levels will cause considerable pain and inconvenience to members. The task force

5. This new information may also have ramifications for the Phase 1 proposal, but those ramifications are entirely unconfirmed, and outside the scope of this paper.

feels an urgent responsibility to expedite relief and remedy by recommending a plan to renovate and expand Trout Creek.

Second, the task force believes that the Phase 2 proposal with the 670 square foot extension included remains the correct plan. Reallocating interior space to create an open floor should be the first part of any solution for addressing Trout Creek's gym-side needs. The 670 is an appropriate addition, both because it would extend the open floor plan, and because it would help to remedy Phase 2's major deficiency, which is the fact that it has been revealed as too small. As such, the task force now views the 670 square foot extension as a necessity. Though the 670 would not in itself be sufficient to prepare the facility for the long term, it should be an integral part of any larger, future expansion plan. If the intention is to prepare Trout Creek to serve the community's needs over the next 10 to 20 years, then the 670 will clearly not be Trout Creek's final expansion.

Options and Recommendations

Again and again, the task force has been asked by members (and also by members of the Board of Directors) if this proposal is too small. On the basis of this new information, we know today that the original proposal was too small. We also know that the 670, while a necessary addition to the proposal, cannot be expected to provide the space needed for the Association's needs over the long term. Given that reality, one may justifiably ask if Trout Creek can ever be made viable for the long term. If the answer to that question is negative, then it would be a reason to explore other options, including the building of a second recreation center elsewhere in Tahoe Donner. The task force has researched this question, and we are convinced that Trout Creek can be expanded sufficiently to serve Tahoe Donner's long term needs and desires.

The Trout Creek parking lot had been seen as a considerable constraint on expanding Trout Creek beyond the proposed 670 square foot extension. However, the parking lot constraint may not be as insurmountable as previously assumed. There is an opportunity to develop a Nature Trail parking lot at the tip of the driving range, which could serve the needs for this facility to provide additional parking with future expansions. Further, such a trail head parking lot would help solve the Northwoods Boulevard Nature Trail crossing problem near the Clubhouse, and add additional parking capacity to alleviate parking lot crowding caused by Snow Play and Tahoe Donner's Truckee Thursday shuttle service.⁶

As indicated on the 2013 survey map included in the addendum, there are several attractive future expansion sites within the Trout Creek property.⁷ The gym-side sites could be used to extend the fitness facilities, and the pool-side locations would be ideal for offices, storage, massage services, and a large classroom. Combined, these locations could provide up to 8,300 square feet of additional space in the future.⁸

6. The 670 can be added to the Phase II proposal without expanding the Trout Creek parking lot.

7. Until the Mather study, the 670 site had never been considered as an expansion site option.

8. The 670 maximizes our expansion potential in that corner of the property, while preserving this full expansion potential elsewhere on the property.

Further, the creation of an entirely new amenity would require an affirmative vote of the membership, and a project of that scale would likely also require a special assessment. A new amenity would also require a substantial increase in staff. Our Director of Capital projects estimates that, in the best case scenario, the entire process would take a minimum of five years to plan, obtain member approval, permit, and build. In the long interim, the problems at Trout Creek would remain without remedy. The task force believes the membership will deem this unacceptable. In this context, we would also note that in the GPC's 2015 membership survey, Tahoe Donner members vastly preferred "improving the amenities we already have" to building new amenities.⁹

For all these reasons, the task force believes it is neither necessary nor wise to abandon the Trout Creek site in favor of developing a new, larger fitness facility elsewhere in Tahoe Donner.

While we believe the Phase 2 proposal with the addition of the 670 square foot extension is the correct course of action at this time, and should be pursued without undue delay, if the Board of Directors wishes to ask the General Plan Committee (GPC) to commence a full review of the Trout Creek proposal with a renewed eye to the future, the task force is prepared to undertake that effort. However, given the immediate need to bring the facility into better compliance with safety, industry, and regulatory standards, and given that this compliance will reduce service levels and inflict hardship upon the membership, we do not believe remedy should be delayed for an indefinite long-term review. The Phase 2 proposal with the 670 included will likely not in itself prove a long term solution, but the task force believes it is a necessary bridge toward a long-term solution. As such, any comprehensive proposal should be developed in conjunction with the full current proposal (Phases 1 and 2, plus the 670).

In a perfect world we would have had the prescience to implement the Phase 2 design in 2005. Had we done that, today we would be talking about adding the 670 as a component of a larger scale plan to make Trout Creek ready for the next 20 years. Instead, we are fixing 12 year old mistakes so that we might catch up with our present needs. We cannot change what has been done. We can, however, take affirmative steps to make things better. Combined with the 670, the Phase 2 proposal would correct a great many mistakes, and make the facility better.

The task force believes the 670 square foot extension should be part of any solution to address Trout Creek's needs, and it strongly recommends that the Board approve development funds, estimated at \$25,000 by the Director of Capital Projects, for Siltline and Mt. Lincoln to produce A/E documents similar to those in progress for Phases 1 and 2.

9. Asked to agree (strongly or somewhat), only 15% agreed that Tahoe Donner should "build more new amenities," while 62% agreed that Tahoe Donner should "focus more on improving the amenities we already have."

Addenda

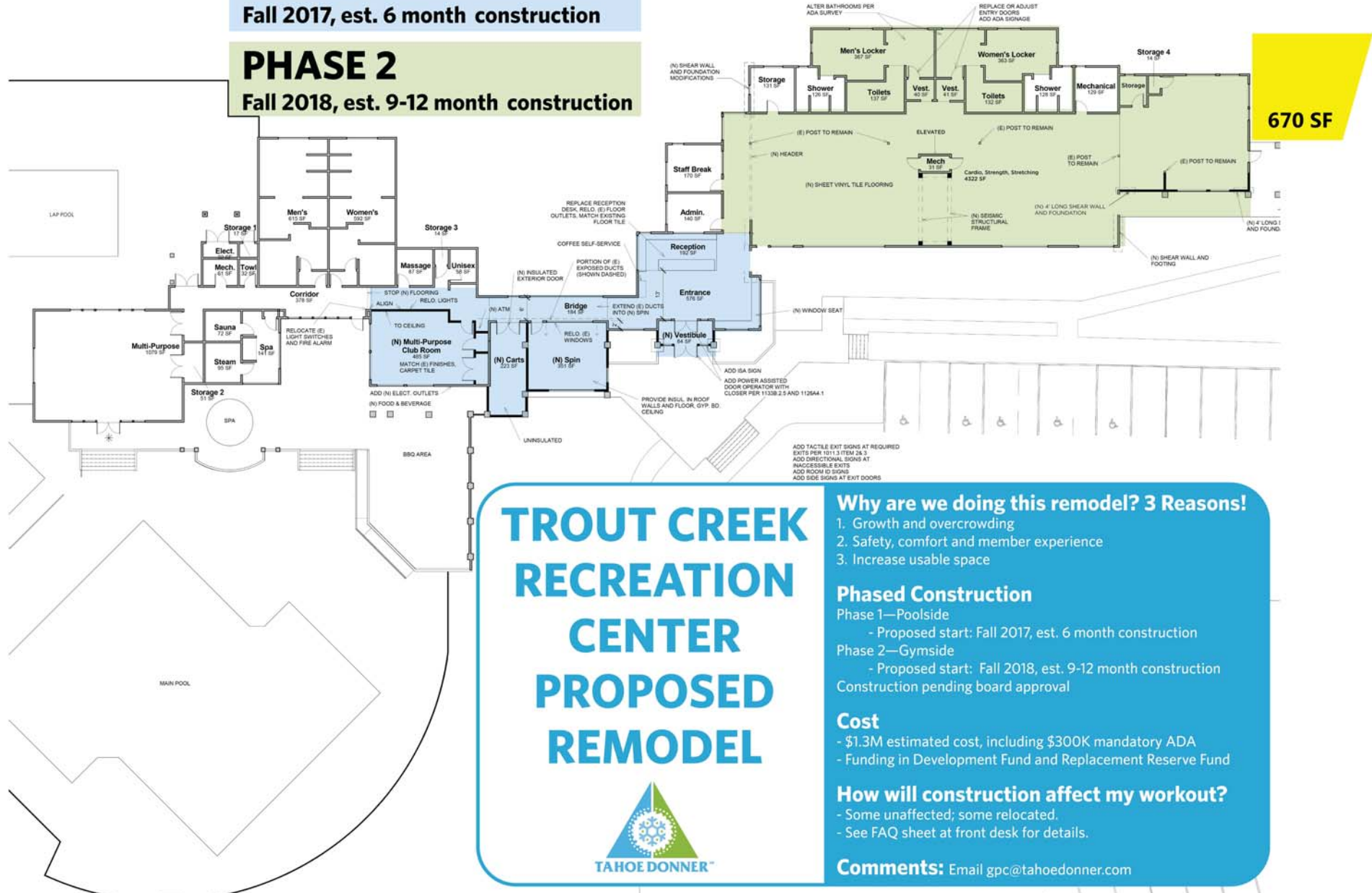
1. 2009 Plan
2. 2013 survey showing expansion sites
3. Fitness industry safety standards overview
4. Objections and Replies (Draft)
5. Member letters: pro, con, ambiguous

PHASE 1

Fall 2017, est. 6 month construction

PHASE 2

Fall 2018, est. 9-12 month construction



TROUT CREEK RECREATION CENTER PROPOSED REMODEL



Why are we doing this remodel? 3 Reasons!

1. Growth and overcrowding
2. Safety, comfort and member experience
3. Increase usable space

Phased Construction

Phase 1—Poolside

- Proposed start: Fall 2017, est. 6 month construction

Phase 2—Gymside

- Proposed start: Fall 2018, est. 9-12 month construction

Construction pending board approval

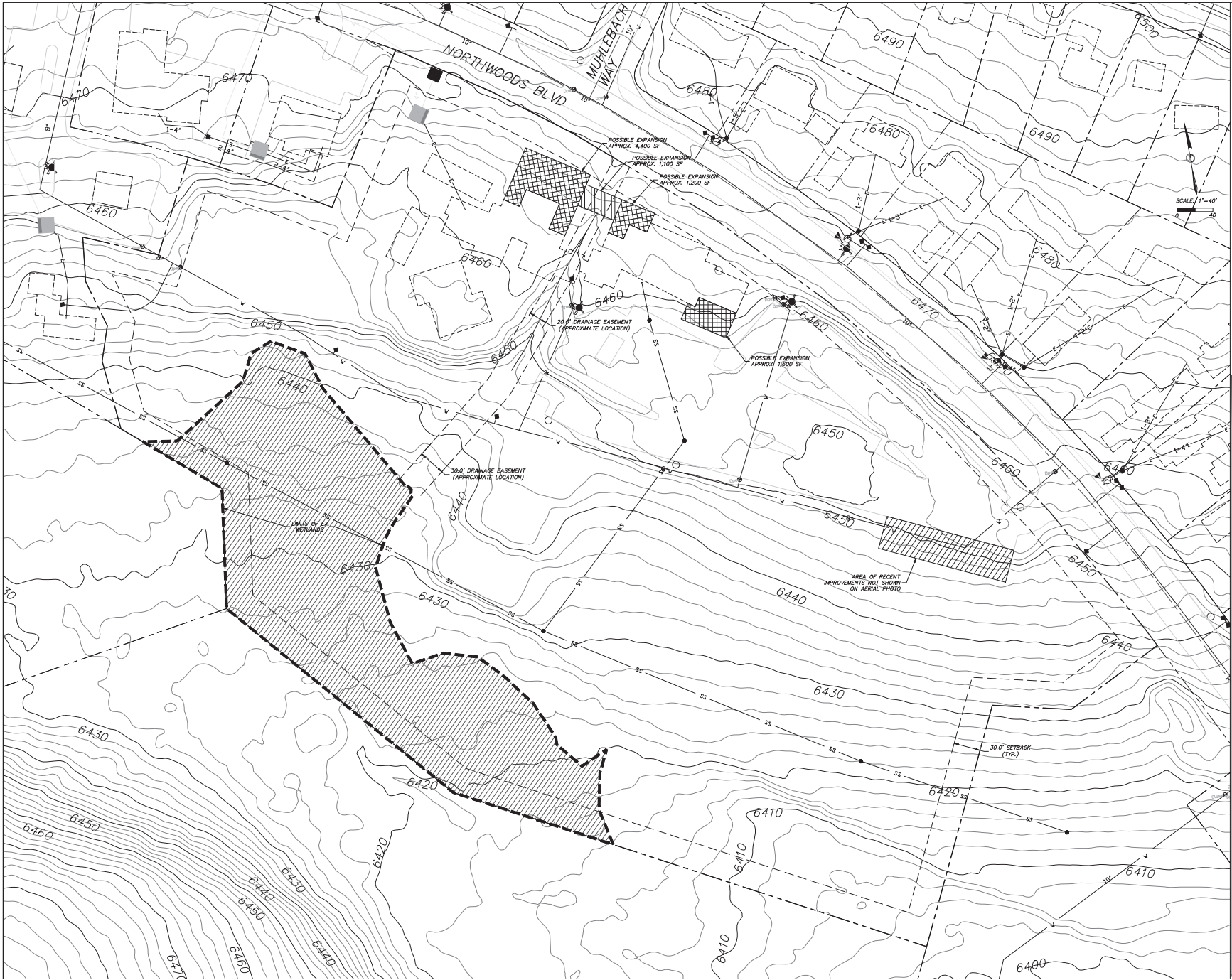
Cost

- \$1.3M estimated cost, including \$300K mandatory ADA
- Funding in Development Fund and Replacement Reserve Fund

How will construction affect my workout?

- Some unaffected; some relocated.
- See FAQ sheet at front desk for details.

Comments: Email gpc@tahoedonner.com



TAHOE DONNER ASSOCIATION TROUT CREEK REC CENTER

12780 NORTHWOODS BLVD.
TRUCKEE, CA 96161
NEVADA COUNTY, CA

APN 44-660-01-000

GARY DAVIS GROUP
DESIGN AND ENGINEERING



post office box 7409 tahoe city, ca 96145
tel 530.583.9222 fax 530.583.9294

garydavisgroup.com

Issues and Revisions				
No.	Date	Issue & Revision	By	Check

Designed By	JB
Drafted By	CMS
Checked By	JB

Client Information	TAHOE DONNER ASSOCIATION 11509 NORTHWOODS BLVD. TRUCKEE, CA 96161 (530) 587-9400
--------------------	--

Project Number
All drawings and written material appearing herein constitute original and unpublished work of the engineer and may not be duplicated, used or disclosed without written consent of the engineer. 05/20/2006

**SITE
EXHIBIT**

Scale 1"=40'
File PUD_GIS_export GDE Copy.dwg
Plot Date MAY 29, 2013

1

1 OF 1 SHEETS

Overview of Fitness Industry Safety Standards

With one exception, safety clearances for gym equipment are governed by voluntary industry standards established by ASTM International and the National Strength and Conditioning Association (NSCA). The NSCA's recommendations are detailed in Chapter 23 of their Essentials of Strength Training and Conditioning publication. Equipment manufacturers sometimes also provide specific safety clearance recommendations beyond these standards. That one exception has been established by litigation, and pertains to treadmills. (Data collected by the Consumer Products Safety Commission suggests that treadmills cause more injuries than any other type of exercise equipment.)

For treadmills, industry standards now recommend a minimum of 0.5 meters (19.7 inches) between treadmills, and a minimum of 2 meters (6.5 feet) behind them. At Trout Creek, side clearances for the treadmills are close to these standards, but rear clearances are short. For cardio equipment other than treadmills, ASTM International recommends a minimum clearance of 0.5 meters (19.7 inches) on at least one side, and a minimum clearance of 0.5 meters (19.7 inches) behind or in front of the machine. For most machines in the cardio room other than treadmills, side clearances are below this minimum. Further, these side clearances are intended to provide safe ingress and egress from the machines themselves. They are not intended to double as walkways. At Trout Creek, however, with the middle row of equipment, these narrow side clearances double as walkways. According to the NSCA, walkways should be a minimum of 3 feet wide. (Note: ADA standards in California will mandate 4 foot walkways.)

For circuit training equipment like the stack loaded machines we have in the weight room, the NSCA standards recommend a minimum of 24 inches between machines. They also recommend 3 foot clearances beside barbell ends, and around barbell racks. For dumbbells they recommend 3 foot clearances as well. Finally, plate storage racks, and plate loaded equipment should also have 3 foot clearances. There is no equipment in the weight room that comes remotely close to meeting these standards.

The NSCA recommends only three types of flooring for fitness facilities: rubber flooring, anti-fungal carpet, and artificial turf. They do not recommend hard stone flooring of the type we have in the gym-side hallway. However, that hallway is used regularly and frequently for all manner of functional exercise, including stretching, calisthenics, and even dynamic and agility work with jump boxes and other implements.

The Trout Creek Renovation & Expansion: Objections & Replies

NOTE OF EXPLANATION: An early and incomplete version of this document was circulated to task force members. This current draft remains incomplete, although some parts have been updated to reflect new developments. For questions covered in the white paper titled “The Case For Obtaining A/E Documents For The 670,” replies have been removed, and readers are directed to that document because it currently offers more complete and up to date information. For lack of time, this updated draft has not been fully vetted by the task force. The task force had originally planned to complete, and then distribute this document to members, but those plans were put on hold by those same developments.

— — —

Although the vast majority of members the Trout Creek Task Force have heard from are positive about the renovation and expansion plan we have put forward, a small but vocal minority of members have raised objections. In this document the task force enumerates those objections and offers response.

Proposal Too Expensive

Objection: Some members believe that the proposal is too expensive. The renovation and expansion would cost somewhere between \$1.3 and possibly up to around \$1.8 million, depending mostly on whether the optional 670 extension is included.

Reply: Compared to the original 2009 plan, which added approximately 4,000 square feet and had costs estimated to run over \$4 million, the new plan (with the 670 square foot addition included) achieves similar utility for less than half the price. Funding for this project is available in the Replacement Reserve and Development Funds. No special assessment is needed for this project, and there will be no increase in the regular assessment triggered by this project. Further, with this proposal no additional staffing would be needed.

Need For Alternatives: Improve Trout Creek

Objection: Some members believe that the task force has failed to consider alternatives for improving Trout Creek.

Reply: The task force considered other alternatives for Trout Creek while developing their now recommended plan. Even the 2009 plan was reconsidered at various points. The task force has also contemplated the construction of a new recreation center elsewhere in Tahoe Donner. The 2017 feasibility study put forward two different plans, and the proposal we are recommending today is actually a combination of elements from both of those plans. If members have suggestions about alternatives that would provide similar long term functionality at a similar price point, the task force will happily listen.

Need For Alternatives: Build A New Recreation Center

Objection: Believing both that the proposal is too small, and that it would be too difficult and costly to expand Trout Creek further, some have concluded that it would be wiser to build a new facility elsewhere in Tahoe Donner, rather than continue to renovate and expand Trout Creek.

Reply: [Please refer to *The Case For Obtaining A/E Documents For The 670.*]

Renovation & Expansion Unnecessary: Too Many Guests

Objection: Some members believe that if we restrict access to members only (at least at peak holiday and weekend times), then expansion might be unnecessary.

Reply: [NOTE: The task force has requested, and is now awaiting, detailed data on this topic from Association management. More importantly, however, though overcrowding at times may be a factor recommending this proposal, crowding is not as decisive a factor for this task force as many assume. Compliance with safety and regulatory standards, for instance, is far more decisive in our minds than overcrowding. The numerous safety concerns in this facility, due mostly to equipment congestion and a lack of suitable open space for floor exercises, exist no matter how many people are in the facility.]

Insufficient Data

Objection: Some members do not believe the task force has been provided with sufficient data on which to base a recommendation.

Reply: When making decisions of this type, one rarely has 100% of the information that might be desired. The question is not, however, whether we have all the information we might want, but whether we have all the information we need. We believe we do.

Is there data that we might obtain that would cause us to reevaluate or abandon this plan? Possibly. If, for instance, we had data to suggest that the baseline, off-peak usage patterns would grow substantially in the next 5 to 10 years, then we might need to evaluate the adequacy of this proposal.

However, that reevaluation would not necessarily lead to a different proposal than the one we are recommending now. If the question is how to squeeze as much usable space as possible out of this facility with only a modest expansion, the recommended plan, including the optional 670 square foot addition, achieves that goal. And for the task force, that has been the question. If this proposal is deemed insufficient to meet future needs, there are opportunities for further expansion at the Trout Creek site

It was the task force's duty to take the information we have, and devise a plan to renovate and expand Trout Creek to improve the facility's safety, comfort, efficiency, and member experience. We have done that.

We also know that some data, particularly data related to safety, compels the task force to propose a remedy. Bearing this in mind, and cognizant also that we have known since at least 2009 that the facility is inadequate for our usage and needs and should be expanded, we cannot recommend the alternative of deferring the good for a theoretical perfect.

Open Floor Plan Too Open

Objection: Some members are vehemently opposed to the open floor plan, because they prefer the acoustic and visual separation of walled workout areas. A handful of members believe the cardio and weight facilities should be separated to better segregate men from women. One or two have suggested that we should provide gym space exclusively for women.

Reply: While open floor plan gyms are more and more common, this open floor plan proposal would be a significant change for this facility. The task force understands that a segment of members find the prospects of a much enlarged, open gym intimidating or otherwise objectionable. While that is unfortunate, most members we hear from are neutral or favorable toward the open floor plan.

Further, the task force believes the open floor plan is essential because it provides the long term flexibility we need to adapt the facility to changing fitness interests and needs as they arise.

The task force also believes concerns about separating cardio and weight areas for the sake of segregating men and women are antiquated, patronizing, and illegitimate. Further, sex segregated workout spaces would perpetuate gendered fitness stereotypes that are rightfully being broken down every day at Trout Creek.

In so far as this concern is about noise, we stated the following in the FAQ: "Without walls to contain the whir of the treadmills or the clang of the weights, the ambient noise in the gym will almost certainly increase. We will, however, take steps to mitigate that noise. First, we will work with our architect to incorporate sound dampening materials wherever possible. Second, while we do not yet know the precise arrangement of equipment or exercise zones, we expect to concentrate the noisier strength training equipment at the furthest end of the facility. Third, while there is little we can do to reduce the clank of the weight stacks on strength machines and pulley systems, we will select barbell racks designed to reduce metal on metal contact, and outfit the free weight area with bumper-plates, and lifting platforms. By taking these steps we aim to create an inviting, energetic, and inspiring atmosphere that encourages all members to be their physical best."

Uncertainty About Equipment Additions

Objection: Some members object that the task force has been reticent about new equipment quantities, leading some to believe that the renovation and expansion proposal will provide for only minimal equipment additions, and is therefore not worthwhile.

Reply: [Please refer to *The Case For Obtaining A/E Documents For The 670.*]

Construction Process Too Disruptive

Objection: Some members are concerned that there will be substantial inconvenience during the second phase of construction.

Reply: While the phased construction schedule means that gym facilities and classes will be available throughout the construction process, those facilities and classes will be more limited.

Our current cardio and weight rooms measure 1123 square feet and 1129 square feet respectively, for a total of 2252 square feet. During the second phase of construction, equipment from those rooms would be relocated to the existing classroom, the new multipurpose room, and possibly also the new Spin classroom. If we use all three rooms, we will have approximately 1915 square feet available. That is about 85% of our current weight and cardio training space. If during the second phase we do not use the new Spin room to house equipment, and instead put it to its long-term intended use, Spin classes, we would have a total of 1564 square feet available. That is approximately 70% of our existing weight and cardio training space.

Of course, during the second phase, we would also need to find space within those rooms for a quite modest stretching area of perhaps 100 to 120 square feet. (If second phase construction takes place in warm months, we may also be able to utilize the veranda outside the existing classroom for a stretching area. Before the 2005 expansion that veranda was a much used stretching and warm-up location.) Subtracting the space for a modest stretching area, we will have square footage totaling somewhere between 65% and 80% of the square footage currently allotted to weight and cardio training.

During the second construction phase we would not be able to offer the same quantity of cardio equipment that we can offer now, and while for strength trainers the more generalized and versatile equipment would be available, the most highly specialized machines and equipment would likely not be available. Further, all classes, with the possible exception of Spin, would move to alternative locations around Tahoe Donner, just as they were before the 2005 expansion.

What we can say for certain is that during construction crowding and equipment congestion would get worse before they get better, and classes will be displaced to locations that are less convenient and less attractive. Childcare services may also be limited or unavailable during the second phase of construction.

Safety Concerns Exaggerated

Objection: Some members believe concerns about safety in the current facility are exaggerated.

Reply: [Please refer to *The Case For Obtaining A/E Documents For The 670*, and its *Overview of Fitness Industry Safety Clearance Standards* addendum.]

Stretching & Functional Exercise Space Not Needed

Objection: Some members believe that the hallway and the Kids Club room are adequate for the stretching and functional exercise needs of the members.

Reply: [Please refer to *The Case For Obtaining A/E Documents For The 670*.]

Childcare Not Needed

Objection: Some members believe that in-facility childcare is unnecessary, and that no accommodations for Kids Club should be part of this proposal.

Reply: Without childcare, we would exclude a section of members from the full enjoyment and use of their amenity for their fitness and wellness needs. The task force would also like to note that Tahoe Donner is not a retirement community. This is a family friendly HOA, and childcare is part of what makes this HOA family friendly. Between 2015 and 2016, on average Tahoe Donner members purchased more than 2500 hours of childcare each year. There is no doubt that many Tahoe Donner members consider this an essential service. There is doubt, however, that childcare requires an exclusive and dedicated space within Trout Creek. As such, the task force has made explicit that the multipurpose room should be designed and furnished for a variety of uses beyond childcare, including club and other meetings, wellness seminars, and other private member functions.

DECISION PAPER



Date: May 29, 2017

Issue: Architectural and Engineering drawings are necessary for General Contractor bidding and building permit approvals, for the proposed 1,100 SF expansion at Trout Creek Recreation Center.

Background: In addition to the 2016 code upgrades at pool-side locker rooms, steam room, and sauna, a 2017 feasibility study showed that valuable operational improvements can be made by the removal of select interior walls, reallocation of existing interior spaces, and the enclosure of select exterior covered walkways. Future parking lot improvements, and a long-term relocation of the snowplay operations is also under review.

For the proposed expansion and code upgrades within Trout Creek Recreation Center, Staff has worked with the General Plan Committee and Task Force to produce an agreeable project scope, followed by a successful Feasibility Study, leading to the RFP process where three consultants have provided fee proposals to implement the approved project scope, and to complete architectural and engineering drawings for GC bidding purposes, and eventual Agency permitting and forthcoming Construction, see attached Information Paper and supporting documents.

For 2017, a \$50K Development Fund budget was identified and approved by the Board of Directors during the 2016 Budget Process. These funds were designed to maintain momentum on the proposed expansion plans and reallocation of interior spaces, but with consensus that remaining soft and hard costs would be funded by allocated Replacement Reserve Funds. Although preliminary GC estimates of \$1.4MM include ADA upgrades within the Facility, exact permit fees and final construction costs are to be further defined as the project develops.

The Task Force has chosen an Architecture Firm after reviewing three fee proposals. Awarded architect would proceed under contract during the summer of 2017, to produce architectural and engineering drawings for GC bidding purposes, and eventual use during forthcoming Agency permitting and construction efforts. Architect to include a phased construction approach in their drawings, which delineates to future contractor a strategy to minimize member impact, by updating the west wing first. Member Communications will include signage, a town hall meeting, articles and e-blasts. For additional resources and Task Force Meeting Minutes, see [TDA website](#).

Recommendation:

1. To maintain momentum on the Trout Creek expansion, Staff recommends the Board's approval to allocate \$50K in 2017 Development Funds, and another \$35K of Replacement Reserve Funds, to cover necessary Architecture, Engineering, consulting, and contingency fees during the summer of 2017.

Prepared By: Forrest Huisman

Reviewed By: Michael Salmon

Board Meeting Date: June 23, 2017

General Manager Approval to place on Agenda: _____ **Date:** _____



TASK FORCE PROJECT UPDATE

Architect Selection, Trout Creek Recreation Center

Northwoods Clubhouse Mezzanine

Tahoe Donner Association

May 17, 2017 at 9:00 AM

Attendance;

- Courtney Murrell
- John Stubbs
- Michael Sullivan
- Staff; Forrest Huisman

Discussions and consensus items are as follows;

1. Results of the RFP process were reviewed, with consensus to proceed with the lowest qualified bidder.
2. Architect of Record to proceed under contract during the summer of 2017, to produce architectural and engineering drawings for GC bidding purposes, and eventual use during forthcoming Agency permitting and construction efforts.
3. Contract of work shall include;
 - a. As detailed in Todd Mather's Feasibility Study (March 22, 2017), prepare architectural and engineering construction drawings for GC bidding purposes, and for eventual use during agency permitting and construction efforts.
 - b. A phased construction approach shall be delineated in the construction documents, which provides the contractor with a strategy to minimize member impact, which may include updating west wing first, and in parallel with pools.
4. \$50K of Development Funds, and \$35K of Replacement Reserve Funds, will be allocated to cover necessary Architecture, Engineering, Consulting, and Contingency Fees. Exact permit fees and construction costs are to be further defined as the project develops.
5. Member Communications will include signage, a town hall meeting, articles and e-blasts.
6. Task Force Meeting Minutes are located at <http://www.tahoedonner.com/member-area/capital-projects/active-projects-2/consider-lower-cost-remodel-options-at-trout-creek-recreation-center/>
7. See attached Information Paper for additional project detail.

Meeting finished at 9:57 AM.

INFORMATION



May 15, 2017

Purpose: Update the Board of Directors on the outcome of the proposed expansion at Trout Creek Recreation Center and related Architect RFP process.

Background: In addition to the 2016 code upgrades at pool-side locker rooms, steam room, and sauna, a 2017 feasibility study showed that valuable operational improvements can be made by the removal of select interior walls, reallocation of existing interior spaces, and the enclosure of select exterior covered walkways. Parking lot improvements and a long-term relocation of the snowplay operations is also currently under review.

For the proposed expansion and code upgrades within Trout Creek Recreation Center, Staff has worked with the General Plan Committee and Task Force to produce an agreeable project scope, followed by a successful Feasibility Study, leading to the RFP process where three consultants have provided fee proposals to implement the approved project scope, and to complete architectural and engineering drawings for GC bidding purposes, and eventual Agency permitting and forthcoming Construction, see attached.

For 2017, a \$50K Development Fund budget was identified and approved by the Board of Directors during the 2016 Budget Process. These funds were designed to maintain momentum on the proposed 1,100 SF expansion and reallocation of interior spaces, but with consensus that remaining soft and hard costs would be funded by allocated Replacement Reserve Funds.

Discussion:

1. The Task Force has chosen an Architecture Firm after reviewing three fee proposals.
2. Architect to proceed under contract during the summer of 2017, to produce architectural and engineering drawings for GC bidding purposes, and eventual use during forthcoming Agency permitting and construction efforts.
3. Architect to include a phased construction approach in their drawings, which delineates to future contractor a strategy to minimize member impact, by updating west wing first.
4. Allocate \$50K of Development Funds, and another \$35K of Replacement Reserve Funds to cover necessary Architecture, Engineering, Consulting, and Contingency Fees. Exact permit fees and construction costs are to be further defined as the project develops.
5. Member Communications will include signage, a town hall meeting, articles and e-blasts.
6. Task Force Meeting Minutes are located at <http://www.tahoedonner.com/member-area/capital-projects/active-projects-2/consider-lower-cost-remodel-options-at-trout-creek-recreation-center/>

Prepared By: Forrest Huisman, Director of Capital Projects

Trout Creek Recreation Center Space Reallocation Task Force Report--March 27, 2017 and Motion for GPC Approval.

Task Force membership: John Stubbs, Courtney Murrell, Michael Bledsoe, Mercedes Ferguson, Kyle Winther, Forrest Huisman, Miguel Sloane
Guest participants: Michael Sullivan, GPC Chair; Benjamin Levine, TD Association Member

REPORT: On Thursday, March 23, John Stubbs, Courtney Murrell, Kyle Winther, Forrest Huisman, and Michael Sullivan met to review the Feasibility Study for the TCRC Space Reallocation project submitted by Architect Todd Mather on March 22, 2017. His report is attached as a PDF file, consisting of 12 pages of narrative, 22 pages of photographs, 17 pages of floor plans, a Mechanical & Electrical Feasibility study from Sugarpine Engineering, and a Structural Engineering study from Linchpin Structural Engineering. The meeting was called on short notice in order to discuss presentations to the March 25 Board meeting and the April 3 GPC meeting.

The following is a summary of the Study and recommendations for GPC consideration from the group meeting on March 23 . The Study identifies the area of the existing fitness/weight rooms and Kids' Club as the East Wing remodel and the area from the current waiting room/ couch area adjacent to the sauna/steam rooms to the entry reception desk as the West Wing remodel.

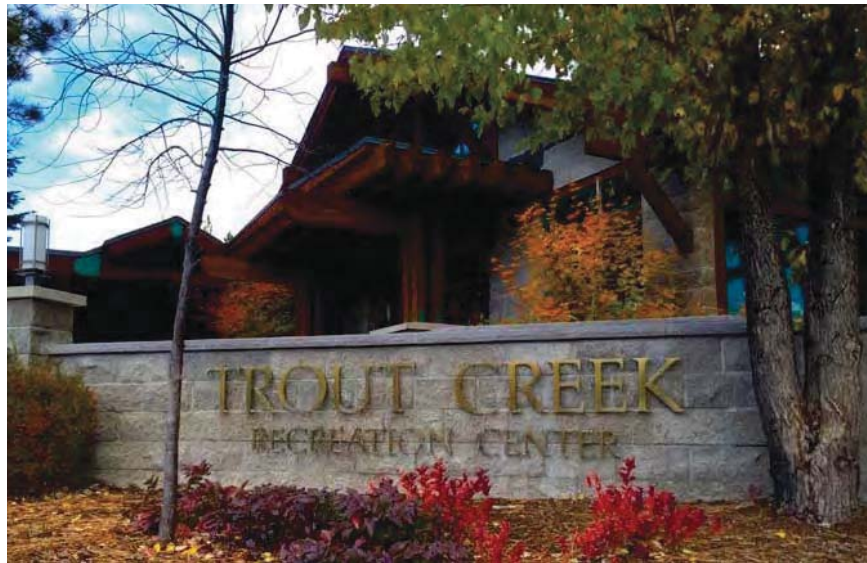
- 1. The Executive Summary, pages 1-2, describes two design solutions, Option A and Option B.** Option A is the solution previously put forward by the Task Force (which was reviewed in Fall 2016 in a walk through by the GPC and the Board's President and Treasurer) . This Option A removes several walls in the East Wing, moves the Kids' Club into the West Wing, reconfigures the main reception and entry area, and encloses the exterior area (as diagrammed in photo 04) to create a 351 sf spin-bike classroom and a 223 sf laundry cart storage area. This plan increases usable space in the East Wing by 1100 sf, converts the Kids' Club into a dedicated stretching area and free weight space of approximately 900 sf, retains the 31 sf existing mechanical room in the center of the open space between the existing exercise rooms, and creates an enclosed 485 sf Kids' Club/multipurpose room in the West Wing (see pages 7-8 of the floor plans included in the Study). An additional space increase in Option A still under consideration is the removal of the double doors and west exterior wall of the Kids' Club with construction of new exterior wall (see the cross-hatched area indicated on page 6 of the floor plans and photos 18-19.) Option B is the same as Option A, except that a newly constructed one story external addition of 682 sf is added to the current Kids' Club room (See photo 22). This room would be divided by an interior wall into a spin-

- bike classroom and a dedicated stretching area. The proposed spin-bike classroom of Option A would be eliminated, allowing that space to be an open area not requiring the number of construction conversions that would be required to enclose (see photo 21).
2. **Both Options A and B are judged to be feasible.** Option A is estimated at \$1,307,400 and Option B is estimated at \$1,345,800. The above estimates do not include an additional overhead and profit cost of 10%-15%. In a previous Task Force discussion the Task Force recommended Option A. In the March 23 meeting, the group reaffirmed the Option A recommendation with the additional cost of \$20,000 to suspend the 31st mechanical room equipment. This would remove a sight and access barrier in the central exercise space and allow for better distribution of exercise equipment. However, if a study of the cost of suspending the mechanical room equipment and installing required new ducting comes in significantly above \$20,000, this will be reconsidered. Option A provides the needed space expansion for the exercise rooms, reduces traffic flow through the free weight/stretching area room, does not require external space expansion, keeps the spin-bike classroom location in the West Wing, and allows enclosure of the laundry cart storage closet. *Note the construction item budget for each option includes \$280,000 for ADA upgrades to the entire building as per a CASP report. These upgrades are triggered by the space reallocation project costs being above the threshold (\$156,000) requiring the entire building to be in compliance with current California building code.*
 3. According to the Mather Study, **the Town of Truckee will also require that TDA provide plans and a schedule for Snow Play and Driving Range future capital improvements as well as any changes or additions to asphalt for required parking upgrades in order to have a building permit issued** for the space reallocation project. Apparently, if TDA present these plans indicating an unspecified “reasonable” time, TDA may be allowed to receive the permit for the space reallocation project and obtain a separate building permit in the future for the additional upgrades.
 4. Further analysis of the cost/benefit of the proposed space increase by removal of the double doors and exterior wall of the Kids’ Club in Option A (see floor plan # 6 and photos 12 and 18) needs to be carried out by the Task Force.
 5. **The cost estimates provided by Mather assume that the work would be phased**, with the West Wing being done separately from the East Wing. Option A is estimated to required 6 months for the West Wing with the closing of that area (and the aquatic area) to the users, with the East Wing remaining open. The East Wing close down is estimated at 9 months with the West Wing and aquatic areas open. It is also possible to have the whole project done in one 12 month period requiring the whole amenity to be closed to use. This total close down is estimated to save between \$21,000-\$53,000 in the construction item budget and \$39,000-\$52,000 in the general condition budget. The recommendation from the March 23

- group meeting is for the phased approach. Shutting down the entire amenity for 1 year would be a considerable inconvenience for the TDA membership and a significant hardship for the TCRC staff.
6. During the time of the West Wing shutdown, it would be efficient to complete a number of RRF scheduled projects (long overdue) for the pools and spas.
 7. Both Options A and B include removal of a shear wall and shear support replacement as indicated in photo 10. The Task Force does not think this will be necessary and that only that portion of the wall shown in photo 10 from the east hall to the rear of the treadmills location need be removed. This should generate a cost savings for the project.
 8. **MOTIONS FOR GPC CONSIDERATION: The Task Force submits the motion to the GPC that the GPC approve this report and submits the recommendations herein to the Board of Directors. The Task Force further moves that the GPC recommend to the Board committing funds to obtain the architectural plans necessary to allow contractor construction bids for a phased Option A as a priority Development Fund Capital Project, hopefully in time to initiate the West Wing phase in Fall, 2017.**

FEASIBILITY STUDY

**Trout Creek Recreation Center
Tahoe Donner Association
Truckee, California**



Prepared by:

Todd Gordon Mather Architect

March 22, 2017

EXECUTIVE SUMMARY -	1
FEASIBILITY STUDY APPROACH -	3
PROJECT DESCRIPTION -	4
DESIGN OPTION A FEASIBILITY -	5
CONSTRUCTION COST ESTIMATE – DESIGN OPTION A -	9
DESIGN OPTION B FEASIBILITY -	10
CONSTRUCTION COST ESTIMATE – DESIGN OPTION B -	12
APPENDIX –	13
<i>Annotated Photographs</i>	
<i>Architectural Drawings</i>	
<i>Parking Calculations</i>	
<i>Mechanical & Electrical Feasibility Study – Sugarpine Engineering, Inc. (2.24.17)</i>	
<i>Report of Feasibility of Proposed Remodel – Linchpin Structural Engineering (2.28.17)</i>	
<i>Preliminary Constraints Analysis – Gary Davis Group (5.6.13)</i>	

Executive Summary:

This Study reflects the efforts of many consultants' detailed analysis and careful review of Tahoe Donner Association's (TDA) proposed plan for a remodel and additions to Trout Creek Recreation Center. This analysis includes a general review of the proposed building design modification related to each of the following areas: architectural, structural, mechanical, electrical, plumbing, fire sprinklers, parking, permitting, environmental impacts, aesthetics, construction cost estimate, construction phasing, accessibility, energy and building code compliance, and to some degree TDA operations, goals and desires for this facility.

The TDA conceptual plan, termed Design Option A for purposes of the Study, includes removal of select interior walls and the addition of small amounts of space by expanding into exterior spaces beneath existing roofs. It is believed that these modifications will allow more efficient member use and provide improved member satisfaction of the facilities.

During their analysis, TGMA identified an opportunity for a second design solution that may provide value to TDA. This solution, Design Option B, simplifies the TDA's plan by consolidating multiple smaller additions around the building into one larger building addition. The proposed addition is approximately 682 square feet and located at the east end of the existing building. The value may be found by providing more space for a similar overall cost as Design Option A while also minimizing the construction impacts on the facility's operation in the west wing of the building.

TDA also suggested the relocation of the existing centralized Mechanical Closet that is located between the existing Exercise Rooms. The mechanical equipment would relocate to a ceiling/roof supported structure. This optional remodel could be realized with either of the Design Options and provide an additional 31 square feet of usable floor space.

Because the State of California requires existing buildings, facilities and site-related areas to be in compliance with the California Building Code, the building, facilities and some of the site-related areas will need to be modified. TDA has or will be accounting for parking upgrades (anything requiring changes to or additional asphalt) as well as the Snow Play and Driving Range upgrades in future capital improvement projects and are therefore not included in this study. The Town of Truckee will require TDA provide a schedule and plan for such improvements such that a building permit be issued for this proposed remodel/addition to TCRC.

We are pleased to report that both Design Options A and B appear to be feasible within an estimated budget of \$1.31M and \$1.35M respectively. These figures have been prepared with the understanding that the TCRC would remain partially open throughout a two-phase construction schedule. There appear to be neither unusual existing conditions nor proposed modifications that would make either Design Option exceptionally challenging to construct. Both Design Options would require compliance with planning ordinances, building codes and local agency regulations. Considering the cost per square foot and the unknown conditions of the Mechanical Closet relocation option, we believe this particular project is unreasonably expensive.

See the following cost analysis:

Design Option A

Remodeled area:	5,485 sf
Additional area:	874 sf
Estimated construction cost:	\$1,307,400
Estimated cost per square foot of remodel/addition:	\$206

Design Option B

Remodeled area:	4,958 sf
Additional area:	930 sf
Estimated construction cost:	\$1,345,800
Estimated cost per square foot of remodel/addition:	\$229

Mechanical Closet Relocation

Remodeled area:	31 sf
Estimated construction cost:	\$20,000 - \$40,000
Estimated cost per square foot of remodel:	\$645 – 1,290

Both Design Options would have some impact on operations if the facility were to remain in use during the remodel/addition project. The work would need to be phased to avoid the facility's total shut-down for a period of time. It is estimated that Design Option A would require nine months for the East Wing remodel and another six months for the West Wing remodel. Design Option B's schedule would require twelve months for the East Wing remodel/addition but only three months for the West Wing remodel. However, a full shut-down of the facility would reduce the overall length of construction for either option by an estimated three months, resulting in a twelve-month construction period.

Further, it has been estimated that there would be a cost savings if the work were performed in a single-phase. Savings of 15-20% may be achievable on the General Conditions, and 2-5% achievable on the Construction Costs.

Projecting exact future construction costs without detailed construction drawings and specifications requires speculation on concealed conditions, the yet-to-be-determined facility design, and future construction market conditions. While the exact cost of either option cannot be guaranteed at this time, we believe the comparison of options in this report including the relative costs of each option will assist Tahoe Donner Association in selecting the best way to improve the Trout Creek Recreation Center.

Todd Gordon Mather Architect is pleased to present the Trout Creek Recreation Center Feasibility Study.

Sincerely,

A handwritten signature in black ink, appearing to read "T. Mather", with a stylized flourish at the end.

Todd Mather

Feasibility Study Approach:

TDA has retained Todd Gordon Mather Architect, Sugarpine Engineering, Linchpin Structural Engineering, Gary Davis Group, and a General Contractor to review the various aspects of the TDA proposed plan for its feasibility. Both Linchpin Structural Engineering and Gary Davis Group were retained in 2016 and 2013, respectively.

As a part of this feasibility study, Todd Gordon Mather Architect (TGMA) has reviewed documents provided by TDA including but not limited to the drawings for the 1998 original construction by Cox and Kromydas, 2003 major addition by Ryan Group Architects, current (2016) renovations to bathrooms and locker rooms, scope of work plan by TDA, TCRC Task Force Report, 9/26/16, Project Information Paper by TDA, dated 8/2/16, TCRC Potential Remodel memo, dated 7/2016, Preliminary Constraints Analysis by Gary Davis Group, dated 5/6/13, Report of Feasibility by Linchpin Structural Engineering, dated 10/26/16 and CASp Site Survey and Evaluation by ADA Consultants, Inc., 11/6/13.

TGMA consulted with the Town of Truckee Building Department and Planning Department, as well as with Linchpin Structural Engineering. Several on-site meetings were held with Sugarpine Engineering and a General Contractor, as well as Forrest Huisman, TDA Director of Capital Improvements. Drawings and photo-documentation were created to assist both consultants and governing agencies with their individual reviews and assessments of the proposed plan (see Appendix).

During their analysis, TGMA identified an opportunity for a second design solution. This solution, Design Option B, simplifies the TDA's plan by consolidating multiple smaller additions around the building into one building addition. This proposed addition is approximately 671 additional square feet and located at the east end of the existing building.

Cost estimates were prepared by a qualified, California-licensed General Contractor.

Project Description:

The Trout Creek Recreation Center (TCRC) is the most used facility at Tahoe Donner. For more than eight years, facility staff and members have expressed their needs and expectations for improved amenities. In response, Tahoe Donner Association (TDA) created a task force to develop a cost-efficient expansion plan that would relieve crowding and allow for some future growth in members' use. This expansion plan proposal would:

- Add dedicated stretching space, increase quantities of treadmills, ellipticals, and rowing machines while accommodating future fitness trends that members may demand.
- Reallocate internal spaces to improve safety, comfort, and traffic flow inside the building.
- Relocate childcare amenity to a family-friendlier and safer environment.
- Provide a more comfortable space for the expanding fitness classes program.
- Improve meet-and-greet experience and create lobby space closer to the entrance.

In detail, this proposed reallocation/modification of the current fitness/cardio room, weight room and Kids' Club would allow more efficient member use, provide improved member satisfaction of the facilities, and provide a much-requested stretching area. The plan requires interior walls to be removed and expansion of existing spaces to existing covered exterior areas around the TCRC.

The proposed plan would eliminate the interior walls of the cardio/fitness room, the weight room, and the Kids' Club and convert the current Kids' Club into a free-weight and stretching area. The entire area from the entrance desk to the south exterior wall would be a contiguous open space, allowing Staff placement of cardio and weight apparatus to maximize member use according to demand and to create a dedicated floor space for stretching. The Kids' Club would be moved to the current lobby. A new space to accommodate 19 spin bikes would be created, allowing moving the moving of spin bikes out of the fitness classroom. A dedicated cart storage room would be added. The current retail sales area would be reduced and the entrance check-in desk would be re-configured. Retail sales display would be relocated within the entrance and a lobby utilizing built-in window seats would accommodate the need for a waiting area closer to the entry. An entry vestibule is proposed to be added to the exterior of the existing main entry.

This plan would increase the usable space within the existing TCRC floor plan (approximately 12,800 sf) by about 1,100 square feet (an increase of about 9%). This would provide an increase of the fitness/cardio area, a 25% increase of the weight room, relocate Kids' Club, and free-up additional space for stretching and free weight use.

Design Option A Feasibility:

Building Design

Proposed Spin Room, Cart Storage, and Multi-Purpose Room (Kids' Camp)

The Spin Room and Cart Storage are proposed to be constructed into a portion of the existing interior Bridge, hall, and over an exterior portion of the exterior bridge spanning the seasonal creek. Demolition will include windows that may be reused at the exterior or interior walls. New windows would be included to provide daylight and views to/from the Spin Room to the adjacent outdoor environment and modified hallway. The two bridges are separate structures and the exterior bridge structure and area enclosed under the existing roof would be insulated to meet energy compliance requirements. The floor under the exterior portion will require and installation of a vapor barrier, and insulation. The new floor area may need to be leveled or elevation changed to match the existing interior floor. The extent of demolition to the existing exterior concrete to accommodate for the vapor barrier and the elevation is to be determined. The new Spin Room is assumed to have finishes to match the existing exercise areas including a sheet vinyl tile floor. Both interior and exterior finishes are assumed to match existing.

The former welcome area will be altered to become a new Multi-purpose Room to be used as the Kids' Camp. New walls with sound insulation, separating the room from the hallway will run to the existing ceiling with the exposed structure, ducts and lighting remaining mostly unchanged. Small alteration to the ducts, lighting and electrical switching will be required along with electrical outlets added on the outside wall to serve the exterior Barbeque Area. The finishes in the Multi-purpose room are assumed to match existing except that the flooring shall be changed from slate tile to padded carpeting similar to that used in the existing Kid's Room. Tile in the new hallway will have to be modified to match existing layout and bordering. Some windows may be included between the hallway and the Multi-purpose Room.

Vestibule/Reception

The existing reception desk shall be reconstructed to better meet the TDA's needs including providing an accessible section per Code. It will be relocated/moved and reduced in depth to increase the public waiting by approximately 64 square feet. An exterior window will be removed to accommodate a new structural shear wall. Retail display will now be provided by new slat wall where the window was removed. The vacated display area will be converted to built-in window seating with storage below the bench. Electrical and communication wiring will be relocated requiring the removal of portions of the existing slate tile flooring. New tile matching existing will be installed. A new entry vestibule will be added to the outside of the existing entry doorway to reduce thermal changes. This addition may require careful detailing where walls and windows connect to or around exterior beams and columns. The vestibule is assumed to be un-conditioned. Both interior and exterior finishes are assumed to match existing.

Exercise Room

The existing exercise rooms will be combined into one large open area by removing the interior walls, and some flat ceiling areas. The mechanical room walls that currently separate the corridor from the two exercise areas will remain. This new large open area will allow an increase in the number of exercise equipment units. Existing structural steel columns that are currently enclosed within walls will be exposed and finished to match others within the space. The walls affected by the alterations will be replaced with new matching finishes. New sheet vinyl tile flooring will be installed throughout and some leveling of existing subfloors may be required due to differences in existing floor finishes. Floor finish

transitions to adjacent offices, restrooms and other rooms will need to meet accessibility requirements as well as operational needs. Doors and interior windows that are removed from this area may be reused at other interior remodeled areas. Where soffits/flat ceiling areas are modified, MEP items may be exposed to match existing aesthetic conditions found throughout TCRC.

Three shear walls will be removed as part of this plan. Shear walls that currently serve as closet walls and separate the existing two exercise rooms will need to be replaced. TGMA suggests that of the two structural options available – 1) provide a seismic brace (steel) at the location of the closets, and 2) convert two existing walls in the adjacent restrooms to shear walls – the seismic braces/frame will have less impact on the budget and on members' use of the facility. Two small structural seismic frames can be installed such that the space would remain open below and both provide usable space for exercise as well as visually. The east window would be removed and converted to a shear wall.

The existing single exit door at the east wall would be removed. Exiting requirements are met by the single door currently within Kids' Camp.

There is the possibility of relocating the centralized mechanical equipment and ducting that is currently between the proposed double steel moment frame and the sinks at the center of the exercise room. It is believed that all of the equipment in can be suspended from the structure allowing the 31 square feet of floor area below to be used for exercise.

Free Weights and Stretching Room

The former Kids' Camp will be converted to accommodate Free Weights and Stretching activities. This will be accomplished by both by removing interior corridor walls, select exterior walls, and adding new interior area beneath an existing roof. This will increase the area by 368 square feet. Windows at Kids' Camp may be reused at the new exterior wall.

The existing double door at the adjacent vestibule/entry may be removed from the scope of work. Exiting requirements are met by the single door currently within Kids' Camp. Should the double doors be included in the scope of work, a new accessible concrete walkway would need to be installed and snow fences and gutters along the roof above such doors. Limited landscaping modifications are likely including changes to the landscape irrigation system. None of these modifications are required but can be added to the project should TDA desire this exiting option. Both interior and exterior finishes are assumed to match existing.

Parking

Adequate parking for Design Option A appears to be in place to meet the Town of Truckee parking requirements. The exact number of required spaces cannot be determined until Tahoe Donner Association makes a formal application for planning approval with the Town of Truckee. However, based upon the proposed area of the building (including the additional expanded areas) and review of past use permits, the total required parking is estimated be 194 parking spaces. The current parking, as documented by Tahoe Donner Association, is 199 spaces. Both the Gary Davis Group report and the TCRC Task Force Report (September 26,2016) provide adequate documentation supporting restriping the parking lot as an adequate solution to any additional parking requirements. It remains unknown if the Town of Truckee will require a formal parking study or an additional turn lane on Northwoods Boulevard. Based upon TGMA's discussions with the Town of Truckee, the planners remain extremely willing to negotiate creative and alternative solutions to

otherwise costly construction solutions. This due largely to TDA's exceptional history with the agency.

Accessibility Compliance

The proposed improvements to the recreation center will be done in conformance with accessibility standards I Chapters 11A and 11B of the 2016 California Building Code. Path of travel improvements will be required per California Building Code Chapter 11B, Section 11B-202.4 and as described for the recreation building, pool areas and parking areas serving the building and pool in the CASp Site Survey and Evaluation by ADA Consultants Inc., dated 11/6/13. Further, all non-compliant items listed with the CASp report that have yet to be made compliant by the time a building permit is issued for a Design Option project will then need to be brought into compliance.

The estimated cost of the proposed addition/alteration of this project will exceed the current valuation threshold of \$156,162 that allow for partial and incremental accessibility compliance improvements to existing facilities. We understand that TDA does not plan to claim a reasonable hardship. Therefore, TDA must bring the entire facility into full accessibility compliance. This will include all path of travel and other improvements listed in Section 11B-202.4 of the building code and the CASp report by ADA Consultants, Inc. dated 11/6/13 for the parking lot, TCRC building, swimming pool areas, Driving Range and Snow Play areas. If TDA presents a capital plan proposing to complete the accessibility improvements for the Driving Range and Snow Play areas within an unspecified "reasonable" time, the Town of Truckee Building Department may allow TDA to complete those improvements under a separate building permit. For purposes of this study and per TDA's direction, all modifications related to the parking areas, Snow Play and Driving Range have been omitted from the cost estimates.

Building Code Compliance

This code summary was prepared with informal consultation with the Town of Truckee Building Department. Since the conversations were not a part of an official application, the opinions received from the building official are preliminary and subject to change when all relevant information is provided in the Building Permit application(s).

The existing recreation center and the Design Option A alterations and additions will be a one story, non-fire rated, wood framed, fire sprinklered building and due to its large separation from adjacent buildings should meet the requirements of an unlimited area building under Section 507.4 of the 2016 California Building Code.

The Option A building as proposed has a sufficient number and size of exits to meet the exiting requirements of Chapter 10 of the 2016 California Building Code.

However, Design Option A proposes to eliminate an emergency exit discharge component leading from the Main Pool area across the exterior bridge to the parking lot. Since the Main Pool has a large occupant load and a limited number of gates leading to the public way, the building department may not permit a decrease in the number of gates. It is believed that either a Safe Area of Dispersal or an additional gate to the public way will be required to replace the gate proposed to be blocked by the Cart Storage and Spin Room.

The Lap Pool area also has a large occupant load but with no change in the number of gates proposed, no modifications to the Lap Pool area should be required by the proposed Design Option A.

Mechanical, Electrical, Plumbing and Fire Sprinklers

Typical mechanical modifications to existing systems consist primarily of either extending ducting into expanded spaces and rebalancing air handling equipment. No new equipment is required.

Typical electrical modifications to existing systems consist of primarily relocating electrical switches, lighting and low-voltage devices. The existing service and panels remain. Some modifications to panel wiring are expected.

No significant plumbing will need to be modified for this project. No additional plumbing fixtures will need to be added due to the additional building area.

Fire sprinkler heads would be required to be modified in the remodeled and/or expanded areas. The existing sprinkler system's Fire Department Connection located near the proposed Spin Room addition would need to be relocated.

Relocating the Exercise Room's Mechanical Closet as described in the Executive Summary is an option.

Detailed information of all systems may be found in the attached Sugarpine Engineering Report.

Structural

Specific areas of structural work are described briefly above in each section. Detailed information may be found in the attached Linchpin Structural Engineering Report.

Construction Phasing

The building is assumed to be partially occupied during construction, with one of the two wings (West Wing and East Wing) closed to members and staff during construction, then open again when the other wing is under construction.

Agency Permits

This project will require similar agency processing as past projects, including a modification to the existing Use Permit. Without formal application for permits, however, it's not fully understood what if any additional requirements may be made of TDA by Town of Truckee.

Estimate of Probable Cost

The cost estimate for Design Option A is \$1,307,400. This figure does not include a General Contractor Profit or Overhead.

Remodeled area:	5,485 sf
Additional area:	874 sf
Estimated cost per square foot of remodel/addition:	\$206

See the following itemized cost estimate.

3.22.17

Project: TD Trout Creek Recreation Center Feasability Study - Option A
 12790 Northwoods Blvd
 Truckee, CA 96161

GENERAL CONDITIONS	BUDGET
Hoisting, Cranes, Lifts	\$2,000.00
Job Supervision	\$160,000.00
Project Management	\$29,000.00
Material Protection	\$7,500.00
Job Mobilization	\$3,500.00
Job De-Mobilization	\$3,500.00
Site Safety	\$10,000.00
Temporary Toilets	\$8,000.00
Jobsite Cleanup	\$9,500.00
Final Cleaning	\$3,000.00
Dumpster Fees/Bin Charges	\$18,000.00
Consumables	\$5,000.00

GENERAL CONDITIONS SUBTOTAL \$259,000.00

CONSTRUCTION ITEMS	BUDGET	
Code Upgrades	\$280,000.00	ADA upgrades per CASp report
Building Demolition	\$140,000.00	
Excavation	\$25,000.00	
Erosion Control	\$1,000.00	
Concrete Foundations	\$25,000.00	
Interior Slabs	\$25,000.00	
Exterior Slabs	\$10,000.00	
Concrete Cutting	\$13,000.00	
Exterior Stone Work	\$20,000.00	
Structural Steel	\$30,000.00	
Flashing	\$3,000.00	
Rough Frame Labor & Material	\$25,000.00	
Exterior Finish Labor & Material	\$40,000.00	
Interior Finish Labor & Material	\$45,000.00	
Insulation	\$10,000.00	
Panel Wood Doors	\$2,800.00	
Door Hardware	\$1,100.00	
Aluminum Doors & Windows	\$13,500.00	
Drywall	\$25,000.00	
Caesarstone Countertops	\$2,000.00	
Stone Flooring	\$5,000.00	
Vinyl Flooring	\$75,000.00	
Carpet Tile	\$2,500.00	
Exterior Paint & Stain	\$15,000.00	
Interior Paint & Stain	\$45,000.00	
Built In Furniture	\$6,000.00	
Fire Sprinkler Systems	\$10,000.00	
Rough Plumbing	\$2,500.00	
Finish Plumbing Fixtures	\$1,000.00	
HVAC	\$10,000.00	
Electrical	\$120,000.00	
Low Voltage	\$20,000.00	

CONSTRUCTION ITEMS SUBTOTAL \$1,048,400.00

ESTIMATE TOTAL \$1,307,400.00

*Does not include overhead & profit typical of 10% - 15%.

Design Option B Feasibility:

Building Design

Proposed Spin Room, Cart Storage, and Multi-Purpose Room (Kids' Camp)

The Spin Room addition of Design Option A is eliminated and now proposed to be included into a new addition at the east end of the building. The Cart Storage area is located entirely outside the building and shall be unconditioned with an exterior insulated door accessed from the Bridge hallway. Changes to the concrete slab, wall and roof structures would be limited to that only as required by an unconditioned storage room. The Multi-Purpose Room modifications are the same as Option A.

Vestibule/Reception

Same as Option A.

Exercise Room

The modifications to the Exercise Room is similar to Design Option A. However, the existing Entry interior walls and interior doors located to west of Kids' Camp will be removed only up to the exterior walls. No exterior walls would be removed and/or relocated. The replacement of an east-facing window would still be required in order to accommodate structural requirements as detailed in the structural engineering report.

Free Weights

The Free Weights area is similar to that of Design Option A except that the Stretching area is moved into a new addition. Therefore, the expansion proposed in Design Option A is not required. The net change in the Free Weights usable area due to these two adjustments is negligible.

New Spin Room and Stretching Area Addition

A new 671 square foot addition will house the Spin Room and Stretching Area. The Spin Room will be fully separated from the Stretching Area and Free Weights Room with a sound-insulated window-wall. The addition extended to the north front setback line and east to the top of an existing earthen bank fronting the parking area. The roof line of the addition will match that of the upper roof of the Free Weights Room. Exterior finishes and windows will match existing. The interior finishes, and lighting are assumed to match the existing including a new sheet vinyl tile floor.

Parking, Accessibility and Building Code Compliance

The issues for Design Option B are similar to those of Design Option A. The additional area of Design Option B increases the required parking by just one space. Accessibility and Building Code compliance issues are identical to those of Design Option A and the same modifications for Main Pool Area would be required for Design Option B, except that the Cart Storage could be rotated 90 degrees to allow the existing gate and path of travel to the parking lot to remain unchanged.

Mechanical, Electrical, Plumbing and Fire Sprinklers

Modifications described in Design Option A remain. However, modifications to the Design Option A Spin Room and expanded Free Weights areas is now not required. Typical MEP is required for the proposed Design Option B addition. A new subpanel and heating and cooling unit specific to this addition would be required but would not require any additional floor area. Fire sprinklers would be required and it is not known if the existing sprinkler system has the capacity for the added service. Plumbing additions or modifications to the building are neither expected nor required. Landscape

irrigation system will need to be modified.

Relocating the Exercise Room's Mechanical Closet as described in the Executive Summary is an option.

Detailed information of all systems may be found in the attached Sugarpine Engineering Report.

Structural

Most all structural modifications described in Design Option A remain. However, the expansion of the Free Weights area into covered outdoor space is now not required. Therefore, structural modifications as described for this expansion are removed from the scope of work. The structural design as related to the Design Option B east addition is not unusual in any manner. Details of such design may be found in the attached Linchpin Structural Engineering Report.

Construction Phasing

The building is assumed to be partially occupied during construction, with one of the two wings (West Wing and East Wing) closed or partially-closed to members and staff during construction, then open again when the other wing is under construction. Design Option B has limited West Wing impacts when compared to Design Option A. A new Cart Storage room may be constructed entirely from the exterior of the building. A new door would be installed into the existing Bridge but could likely be done without closing the Bridge. The east wing addition could be constructed with limited impacts to existing internal use of the rest of the building. This addition could be considered as a third phase of construction allowing more of the building to remain in operation throughout its construction.

Agency Permits

This project will require similar agency processing as past projects, including a modification to the existing Use Permit. Without formal application for permits, however, it's not fully understood what if any additional requirements may be made of TDA by Town of Truckee. The east addition will meet or exceed all codes, ordinances and regulations. This addition may require further agency review for environmental impacts. However, it's expected that impacts are negligible and will not negatively affect the project's realization.

Estimate of Probable Cost

The cost estimate for Design Option B is \$1,345,800. This figure does not include a General Contractor Profit or Overhead.

Remodeled area:	4,958 sf
Additional area:	930 sf
Estimated cost per square foot of remodel/addition:	\$229

See the following itemized cost estimate.

3.22.17

Project: TD Trout Creek Recreation Center Feasability Study - Option B
12790 Northwoods Blvd
Truckee, CA 96161

GENERAL CONDITIONS	BUDGET
Hoisting, Cranes, Lifts	\$2,000.00
Job Supervision	\$160,000.00
Project Management	\$29,000.00
Material Protection	\$7,500.00
Job Mobilization	\$3,500.00
Job De-Mobilization	\$3,500.00
Site Safety	\$10,000.00
Temporary Toilets	\$8,000.00
Jobsite Cleanup	\$9,500.00
Final Cleaning	\$3,000.00
Dumpster Fees/Bin Charges	\$18,000.00
Consumables	\$5,000.00

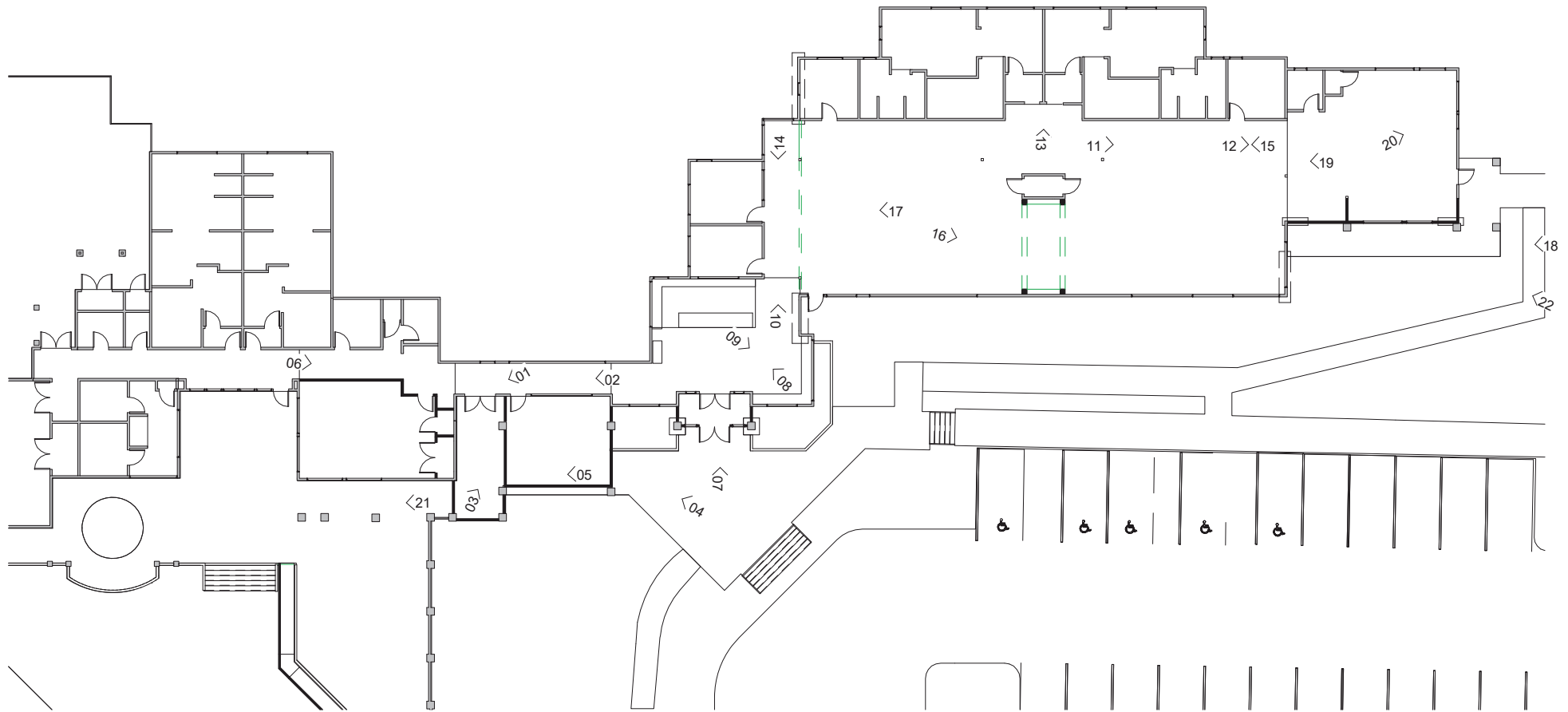
GENERAL CONDITIONS SUBTOTAL	\$259,000.00
-----------------------------	--------------

CONSTRUCTION ITEMS	BUDGET	
Code Upgrades	\$280,000.00	ADA upgrades per CASp report
Building Demolition	\$120,000.00	
Excavation	\$40,000.00	
Erosion & Sediment Control	\$3,000.00	
Concrete Foundations	\$30,000.00	
Interior Slabs	\$25,000.00	
Exterior Stone Work	\$20,000.00	
Structural Steel	\$30,000.00	
Flashing	\$3,000.00	
Rough Frame Labor & Material	\$45,000.00	
Exterior Finish Labor & Material	\$40,000.00	
Interior Finish Labor & Material	\$45,000.00	
Insulation	\$12,000.00	
Three Ply Membrane Roofing	\$15,000.00	
Panel Wood Doors	\$2,000.00	
Door Hardware	\$800.00	
Aluminum Doors & Windows	\$18,000.00	
Drywall	\$30,000.00	
Ceasarstone Countertops	\$2,000.00	
Stone Flooring	\$4,000.00	
Vinyl Flooring	\$75,000.00	
Carpet Tile	\$2,500.00	
Exterior Paint & Stain	\$15,000.00	
Interior Paint & Stain	\$45,000.00	
Built in Furniture	\$6,000.00	
Fire Sprinkler Systems	\$15,000.00	
Rough Plumbing	\$2,500.00	
Finish Plumbing Fixtures	\$1,000.00	
HVAC	\$20,000.00	
Electrical	\$120,000.00	
Low Voltage	\$20,000.00	

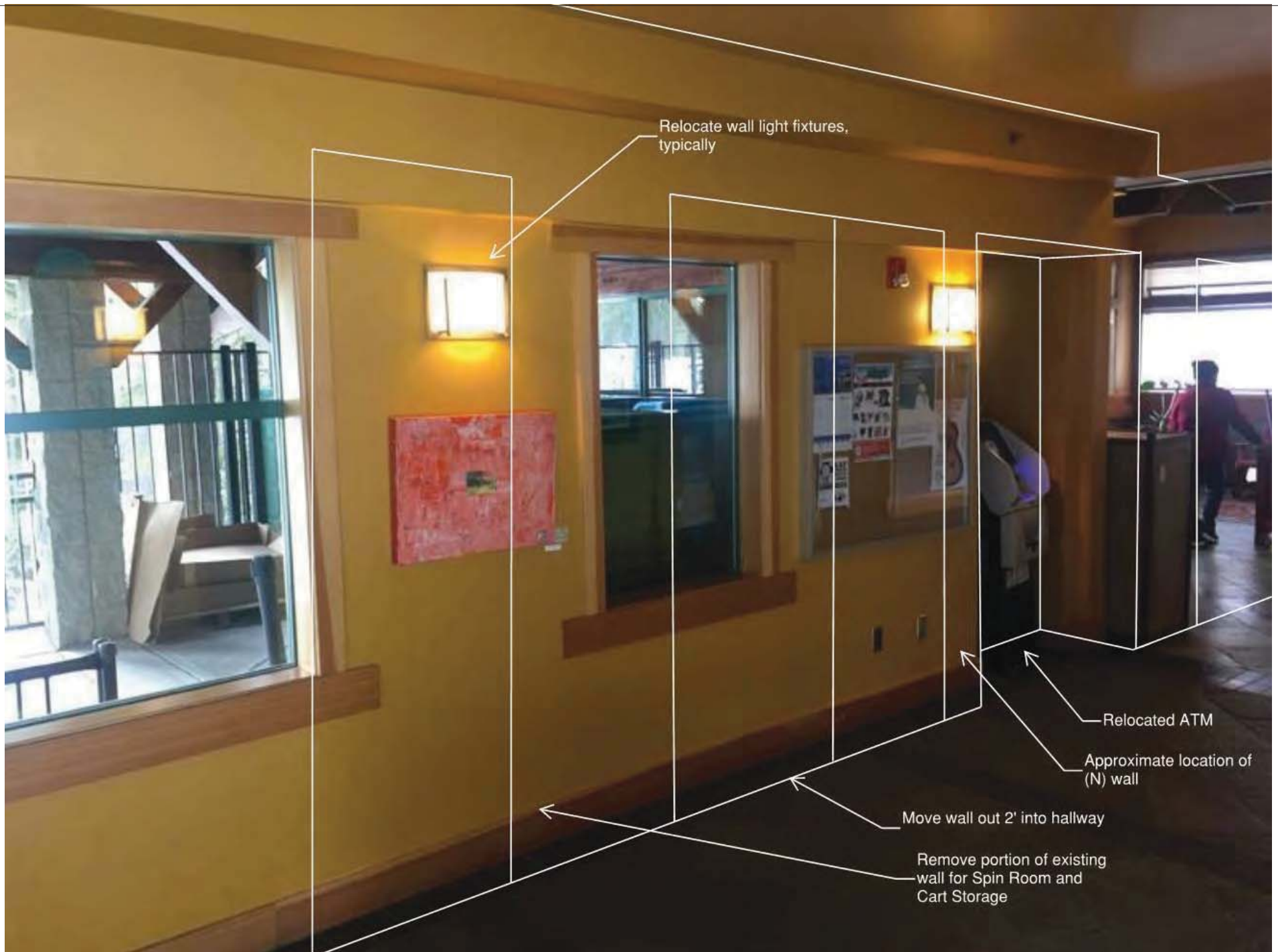
CONSTRUCTION ITEMS SUBTOTAL	\$1,086,800.00
-----------------------------	----------------

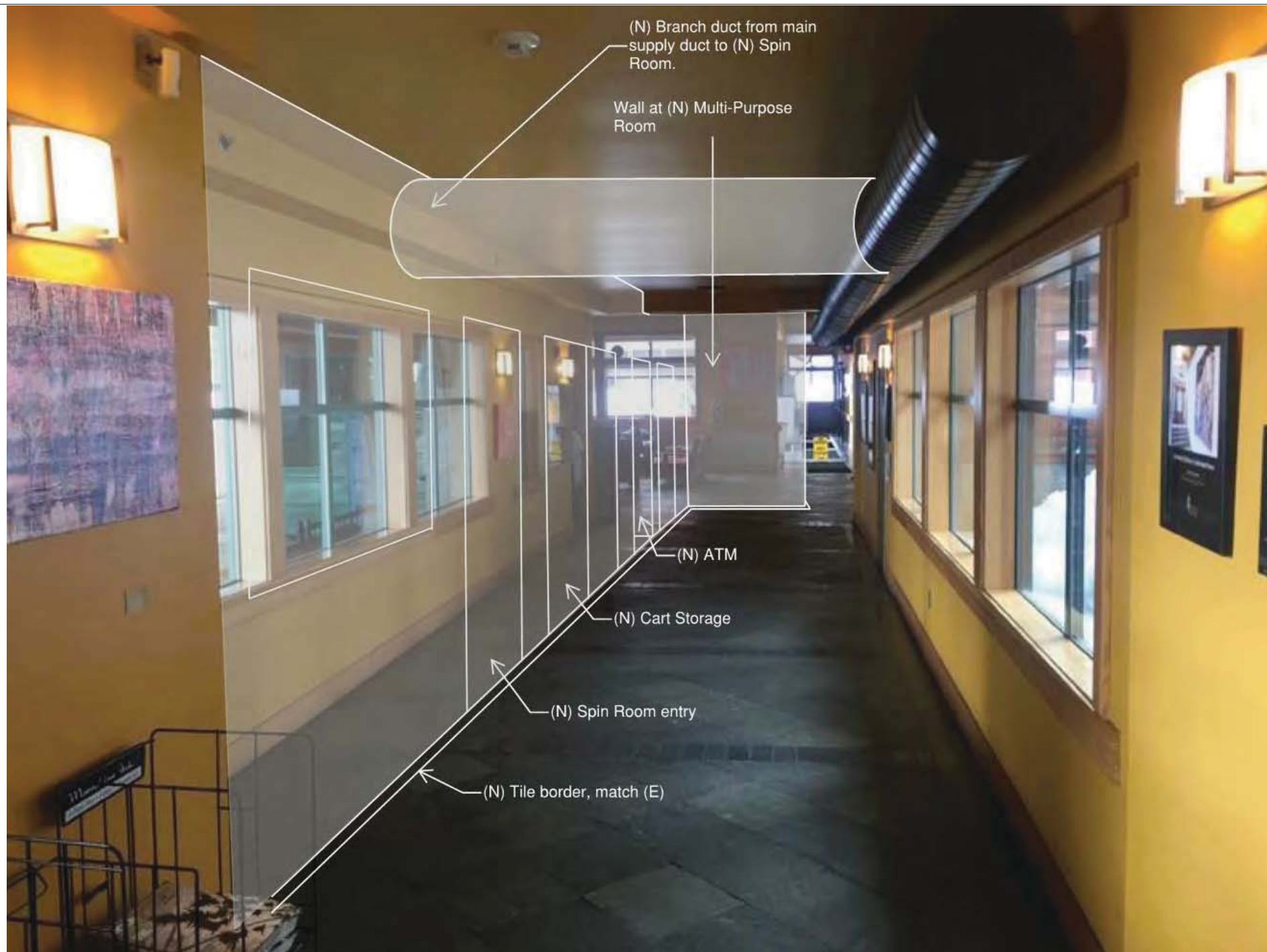
ESTIMATE TOTAL	\$1,345,800.00
-----------------------	-----------------------

*Does not include overhead & profit typical of 10% - 15%.



NOTE: PHOTOS REFLECT GENERAL INFORMATION
PERTAINING TO DESIGN OPTION "A" ONLY UNLESS
NOTED OTHERWISE

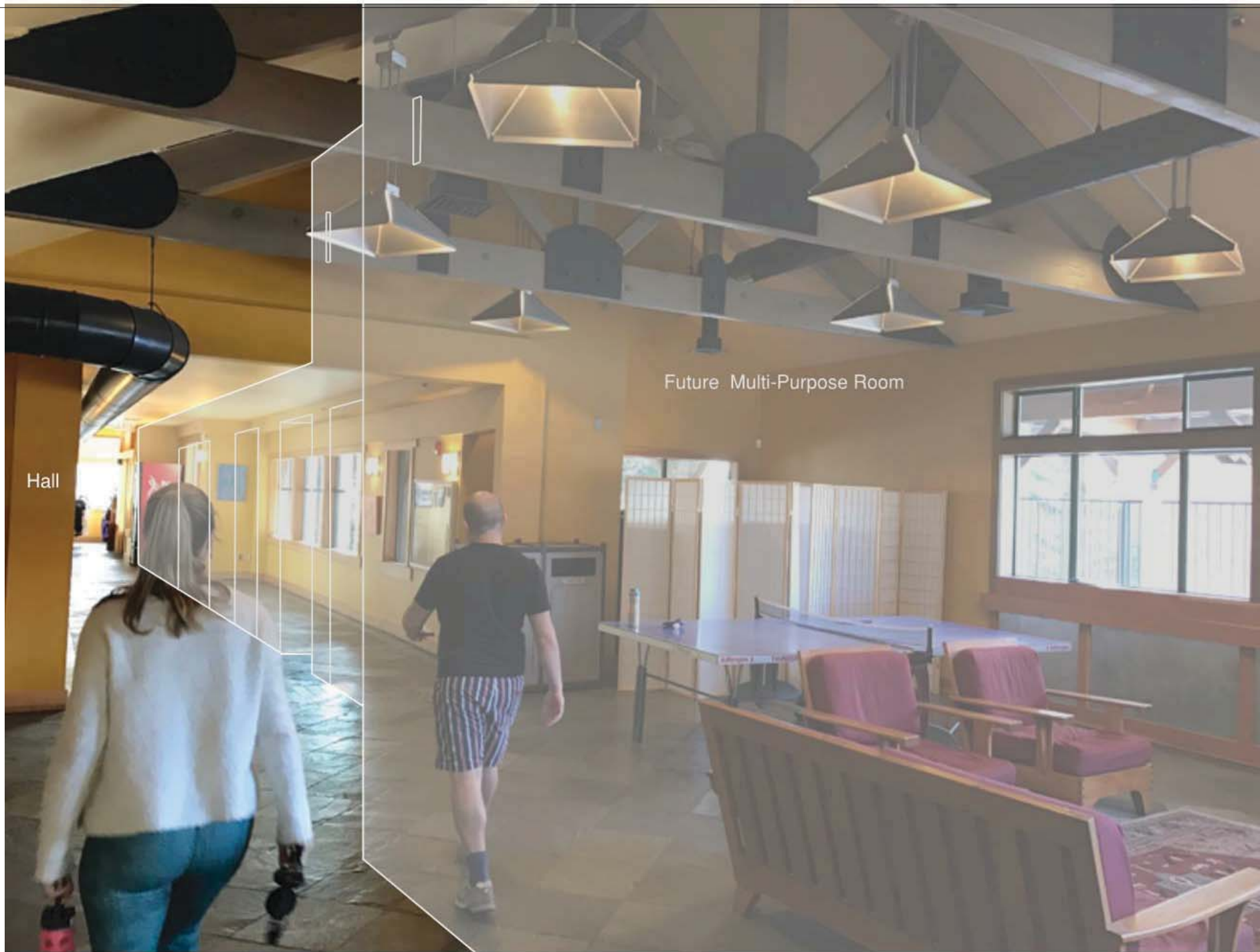




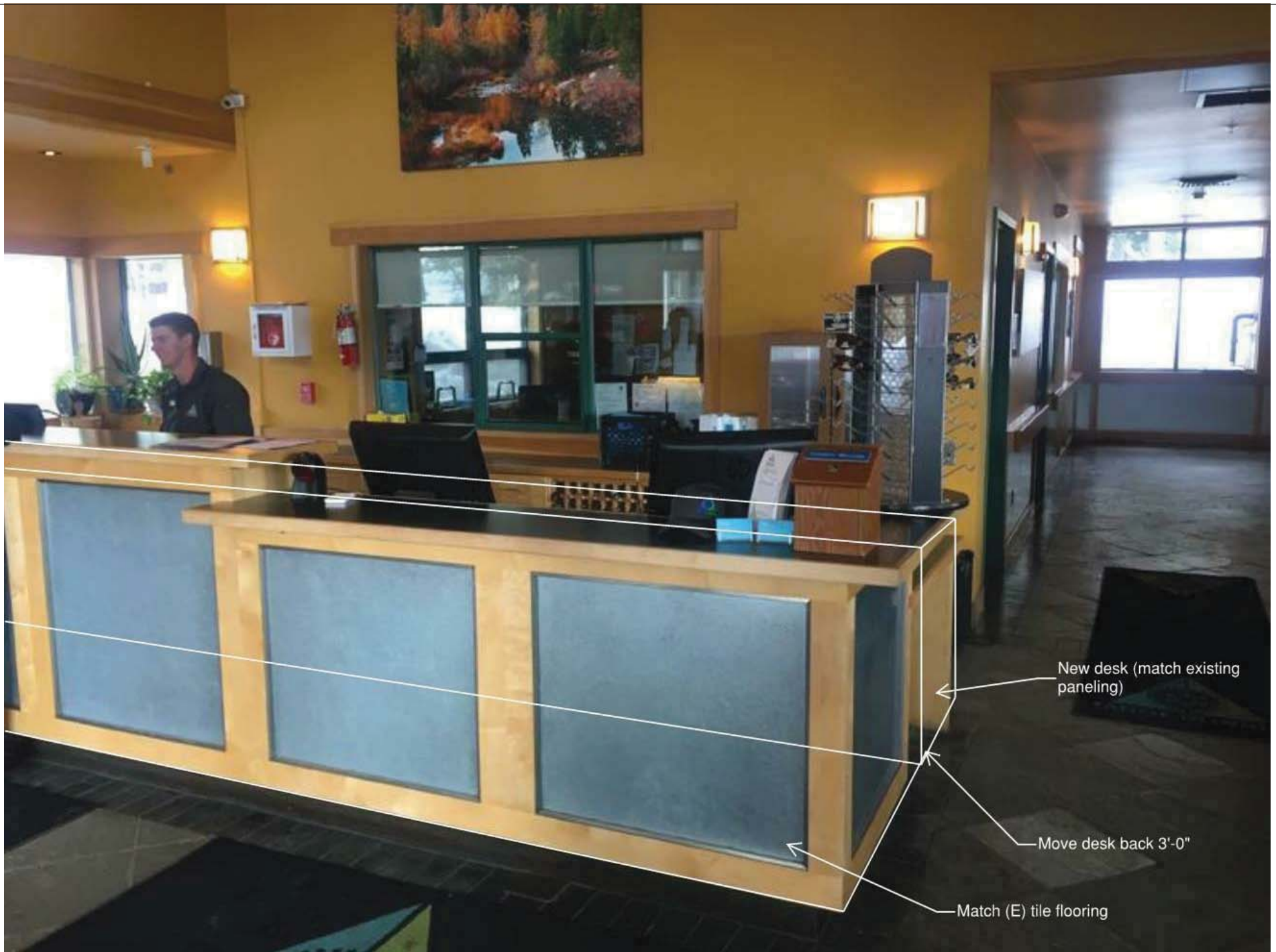




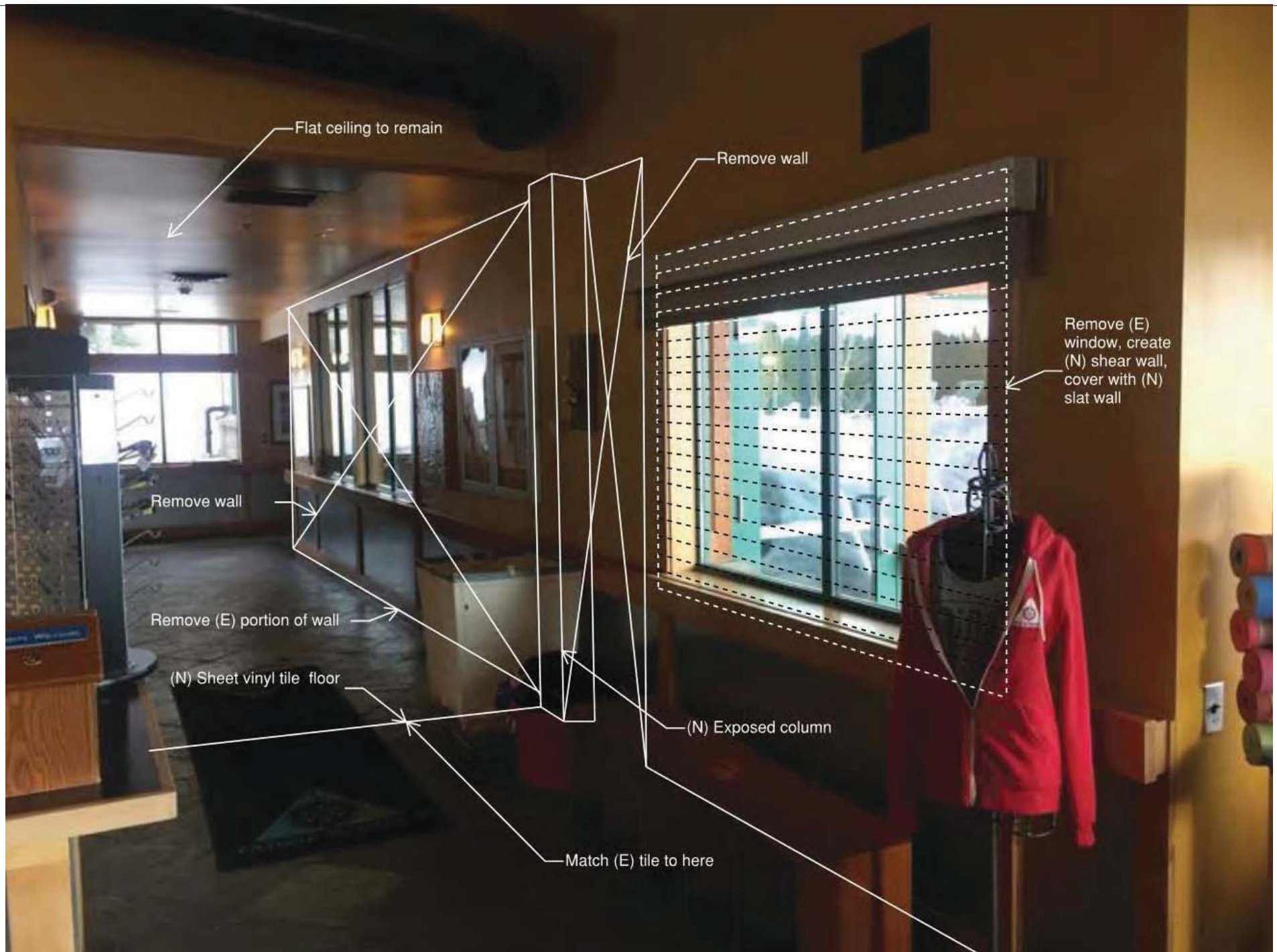


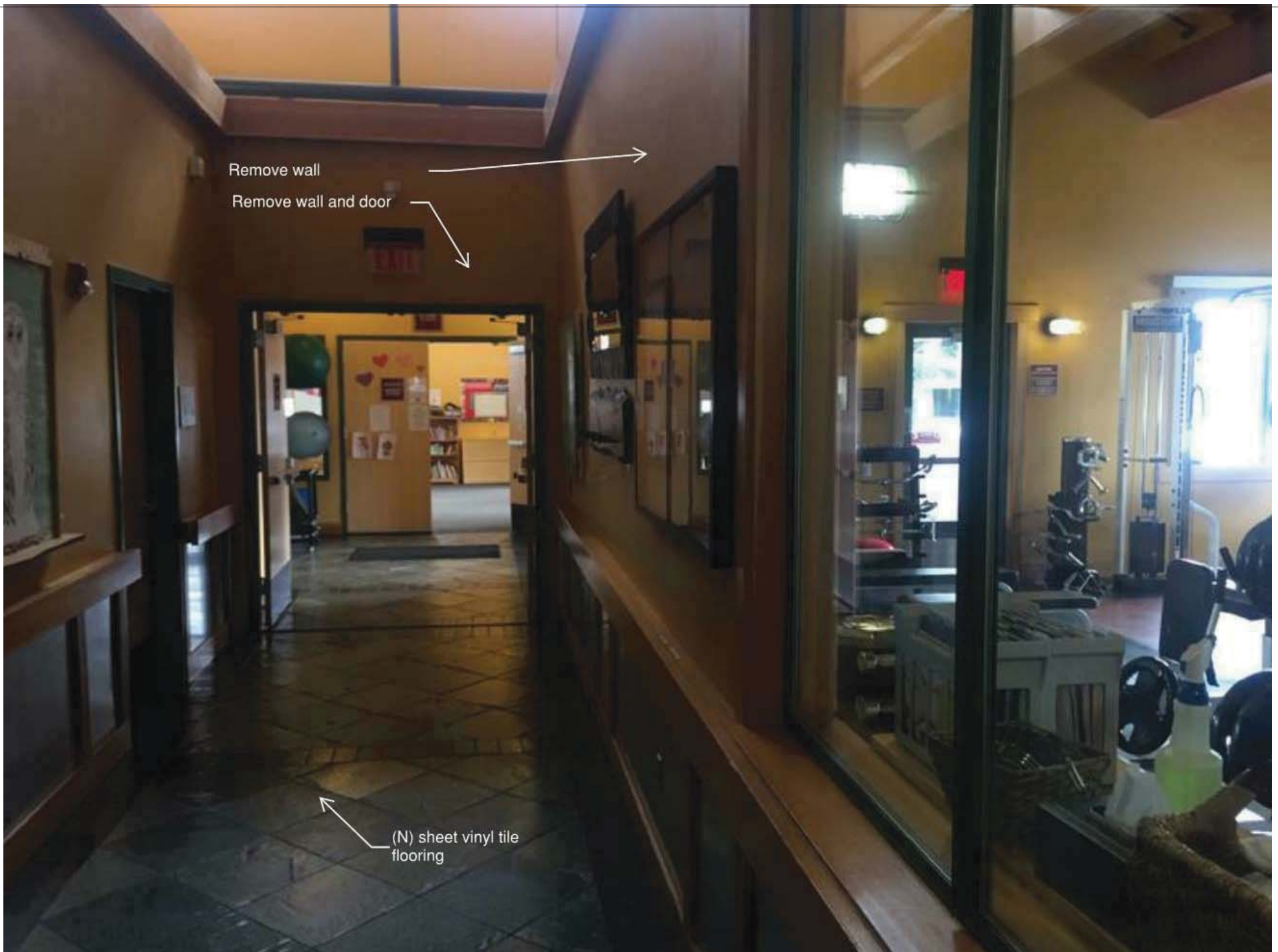








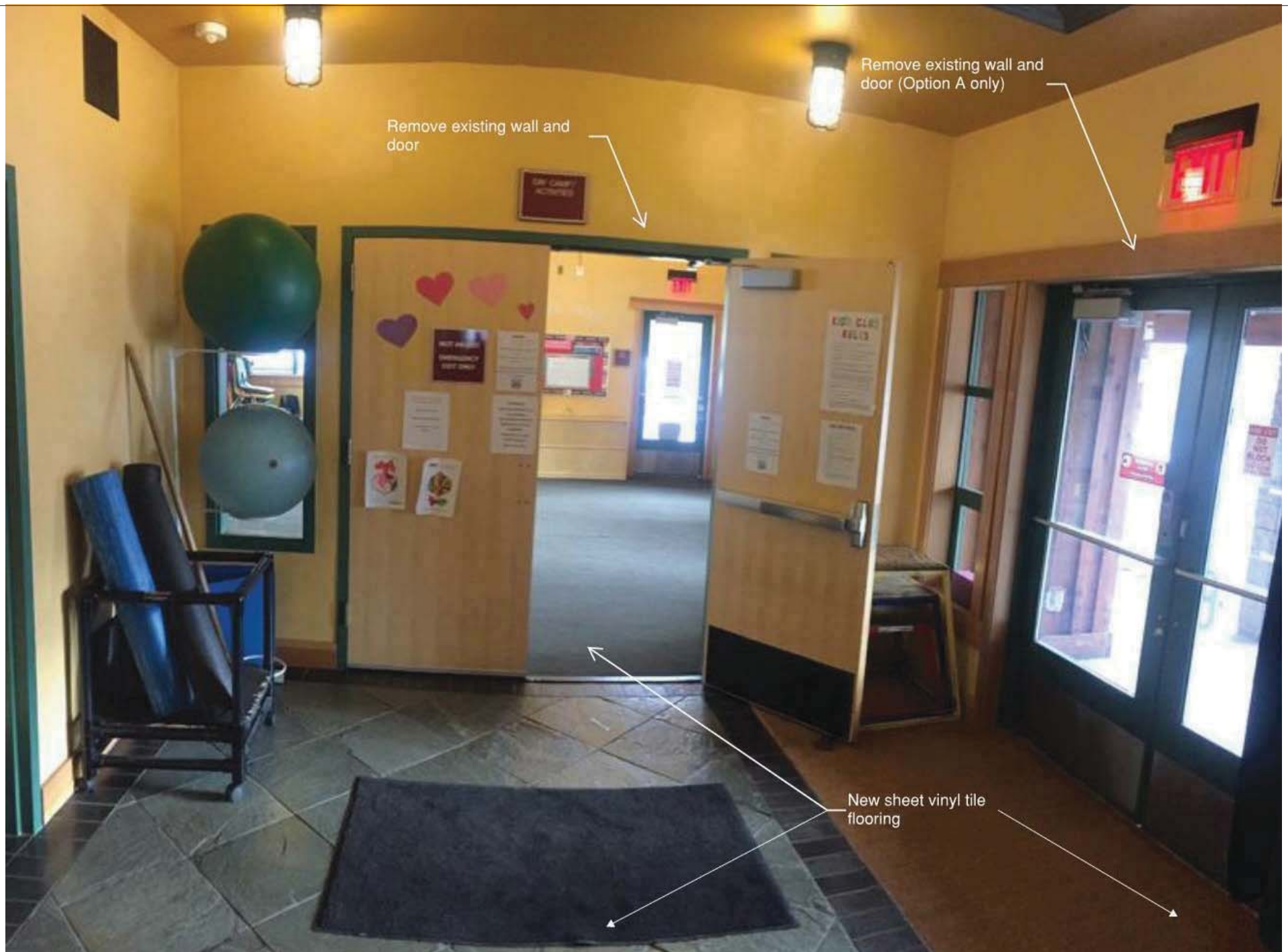


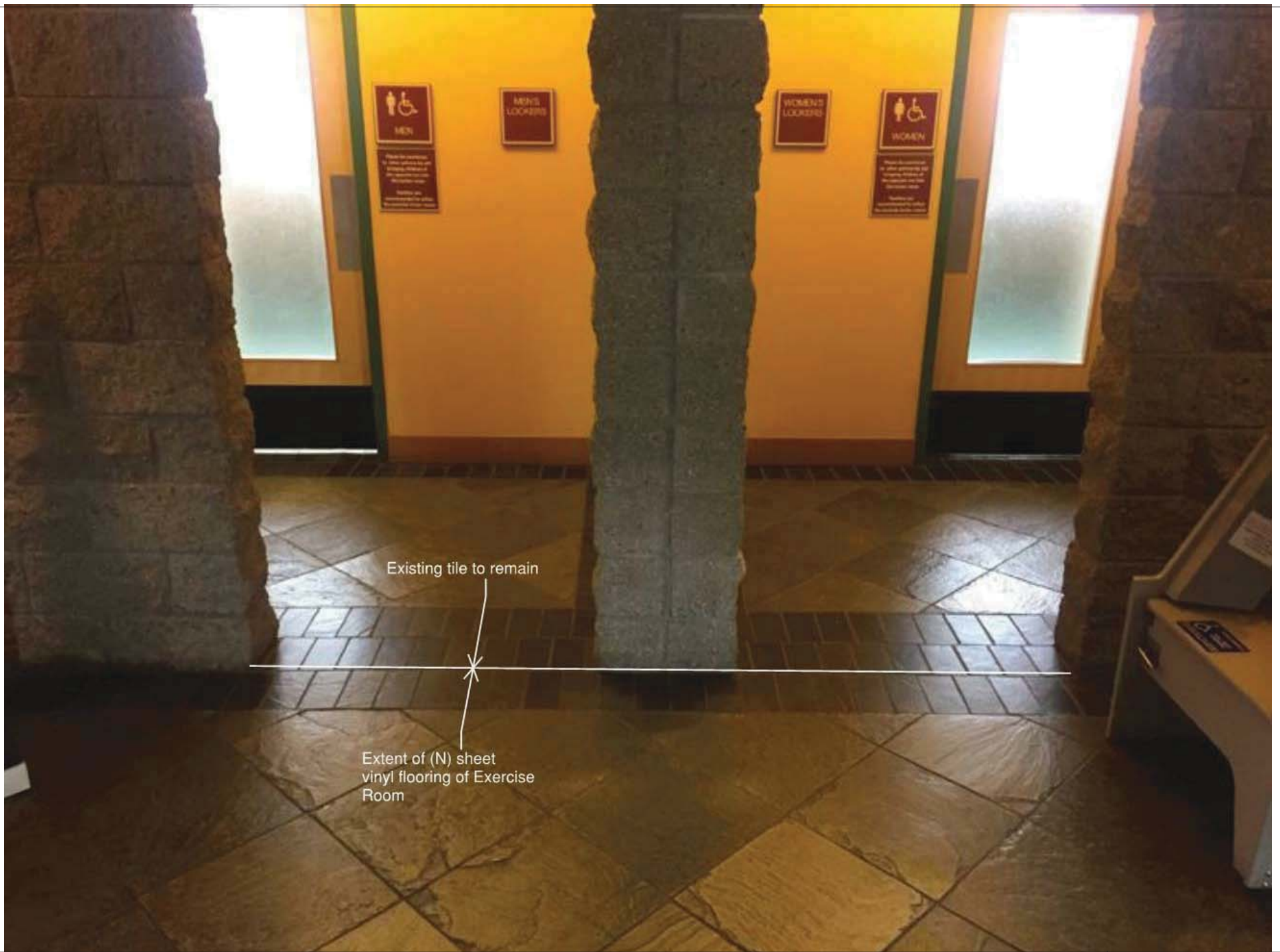


Remove wall

Remove wall and door

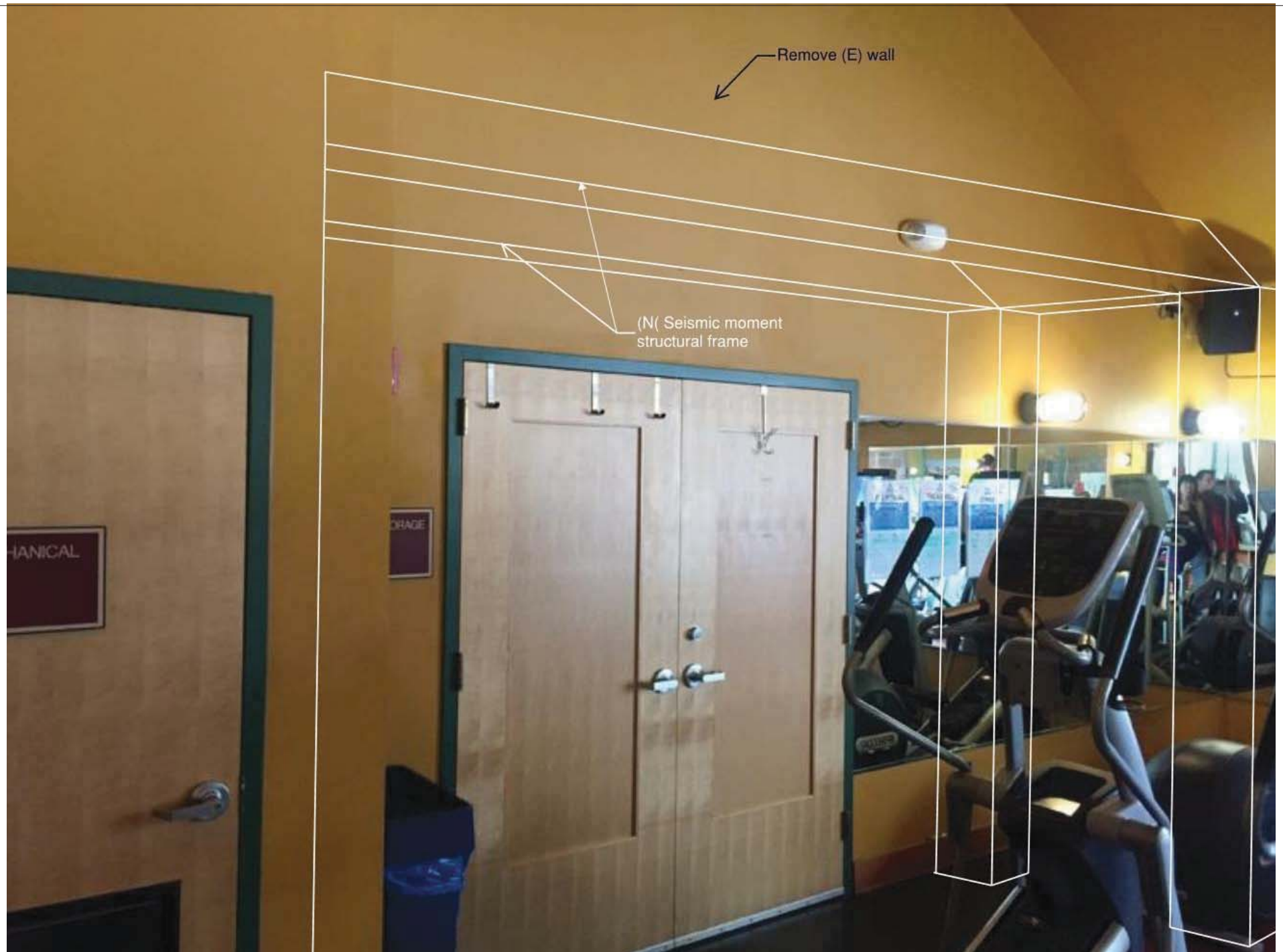
(N) sheet vinyl tile
flooring



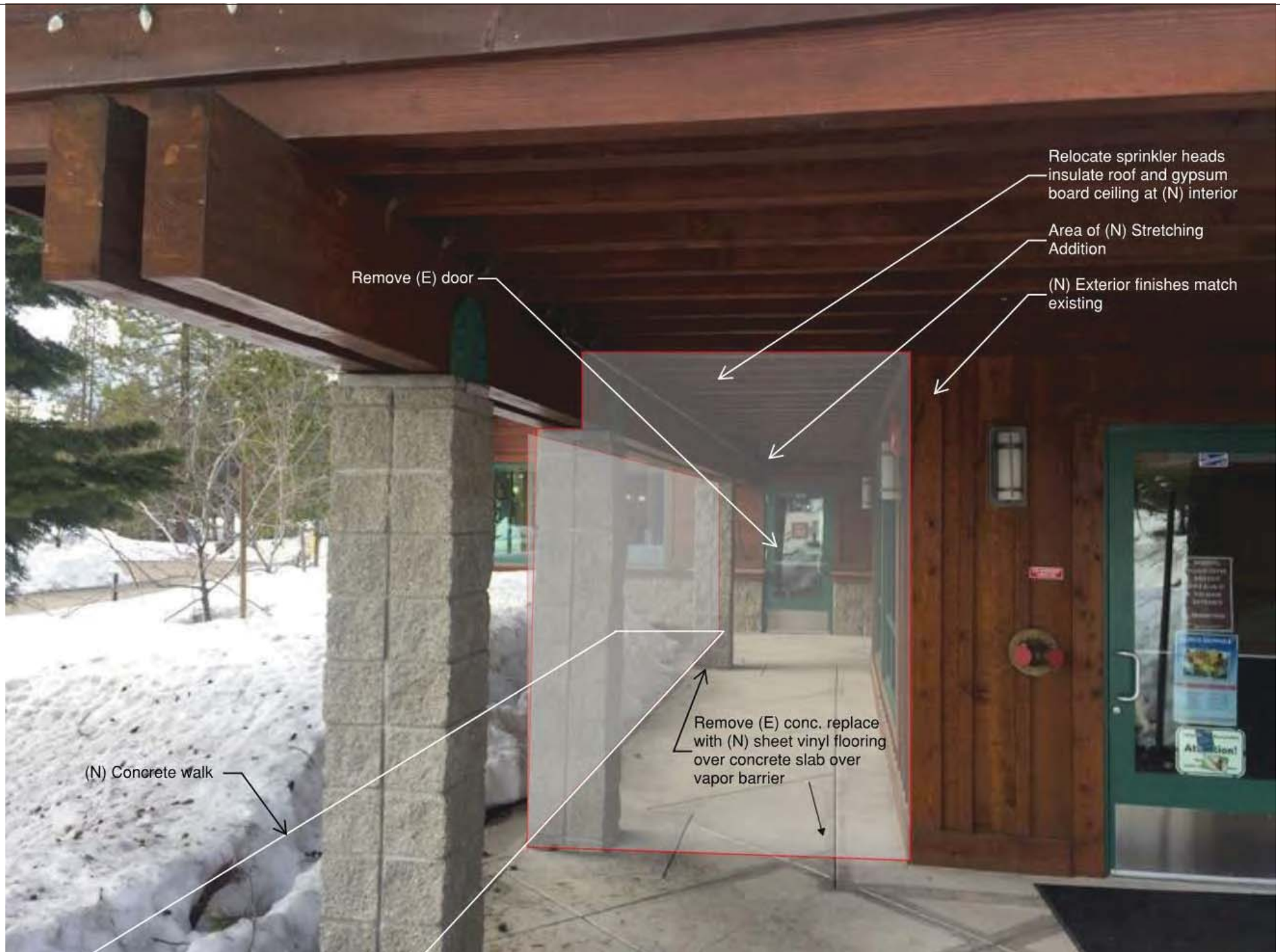


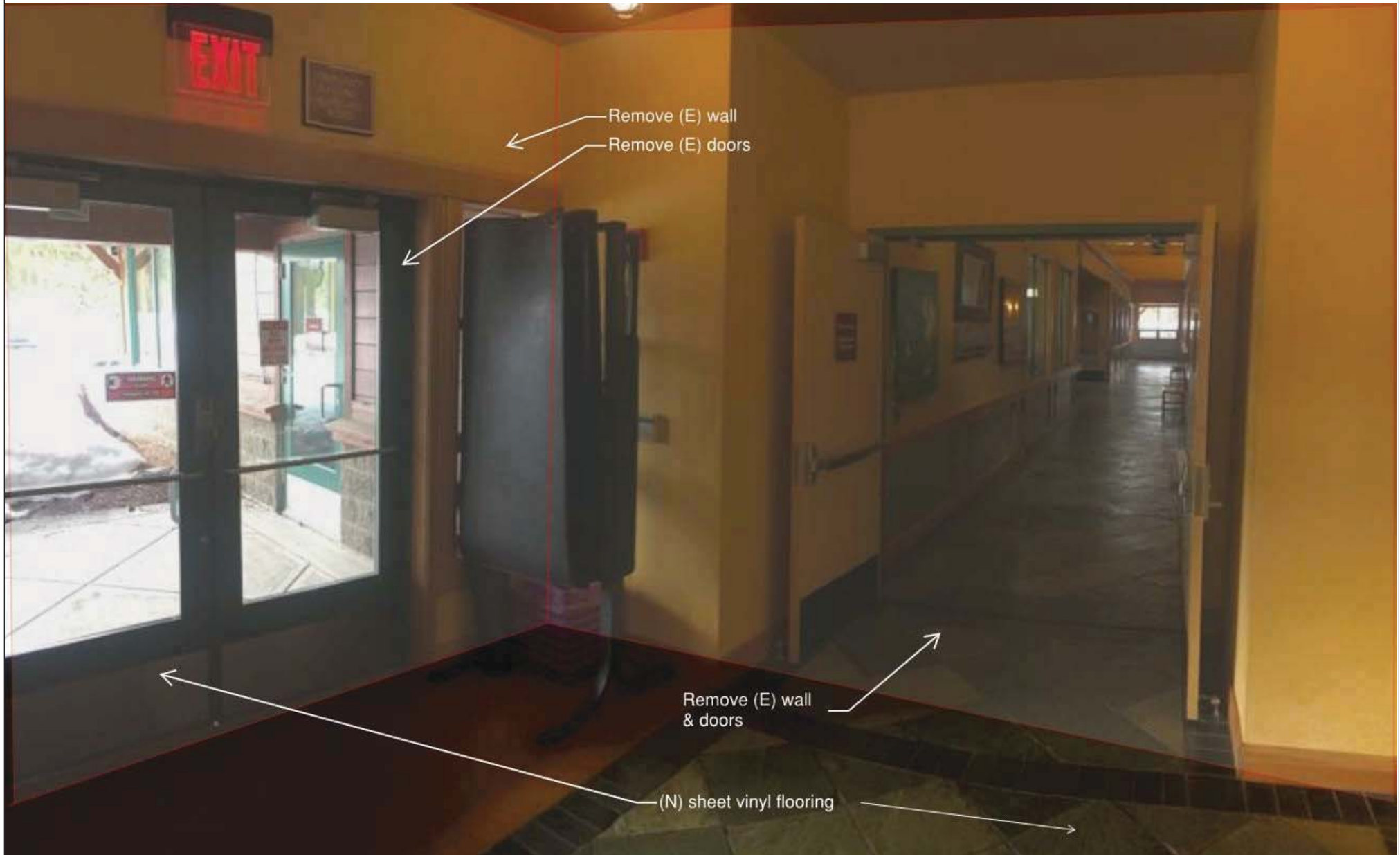


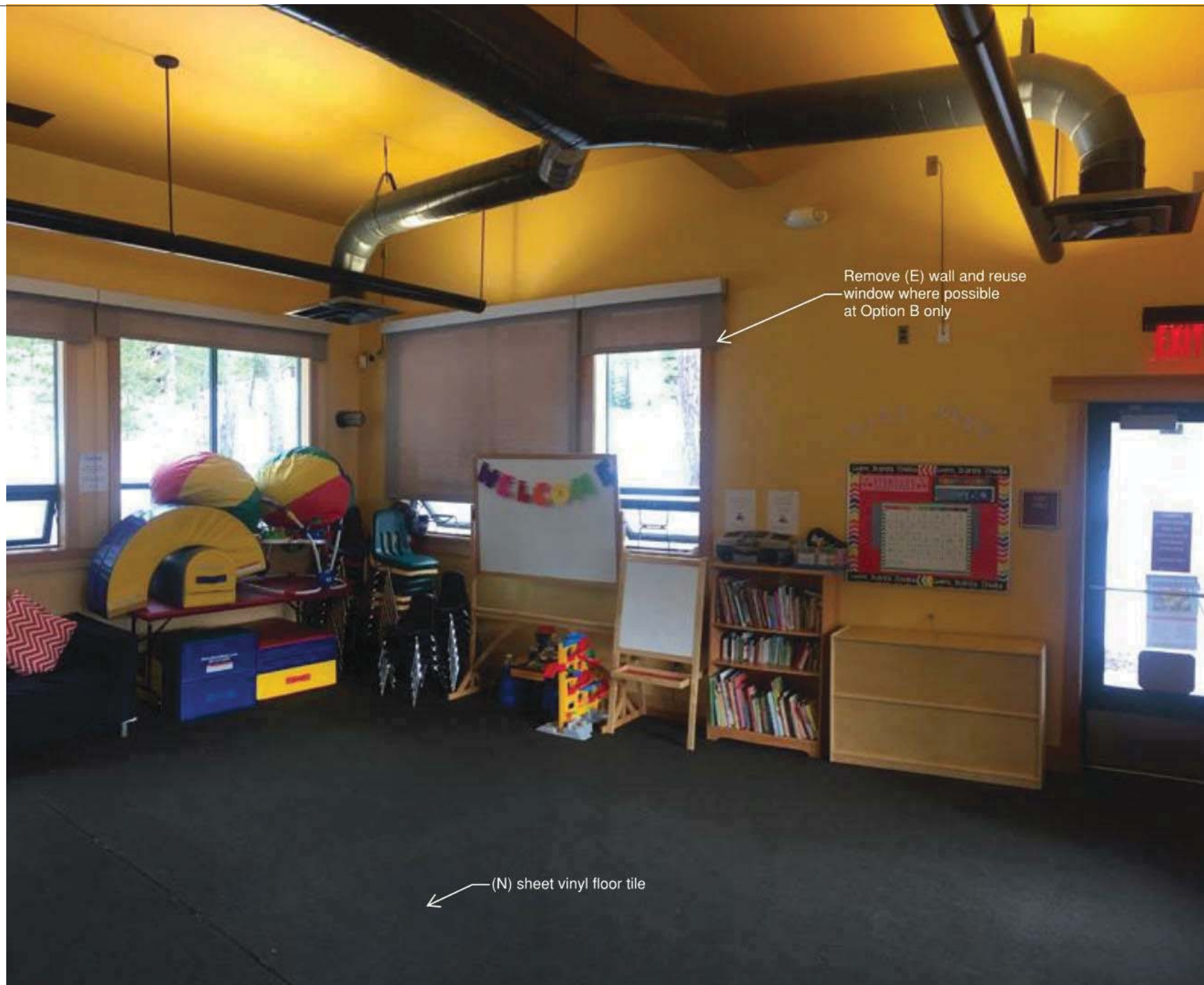










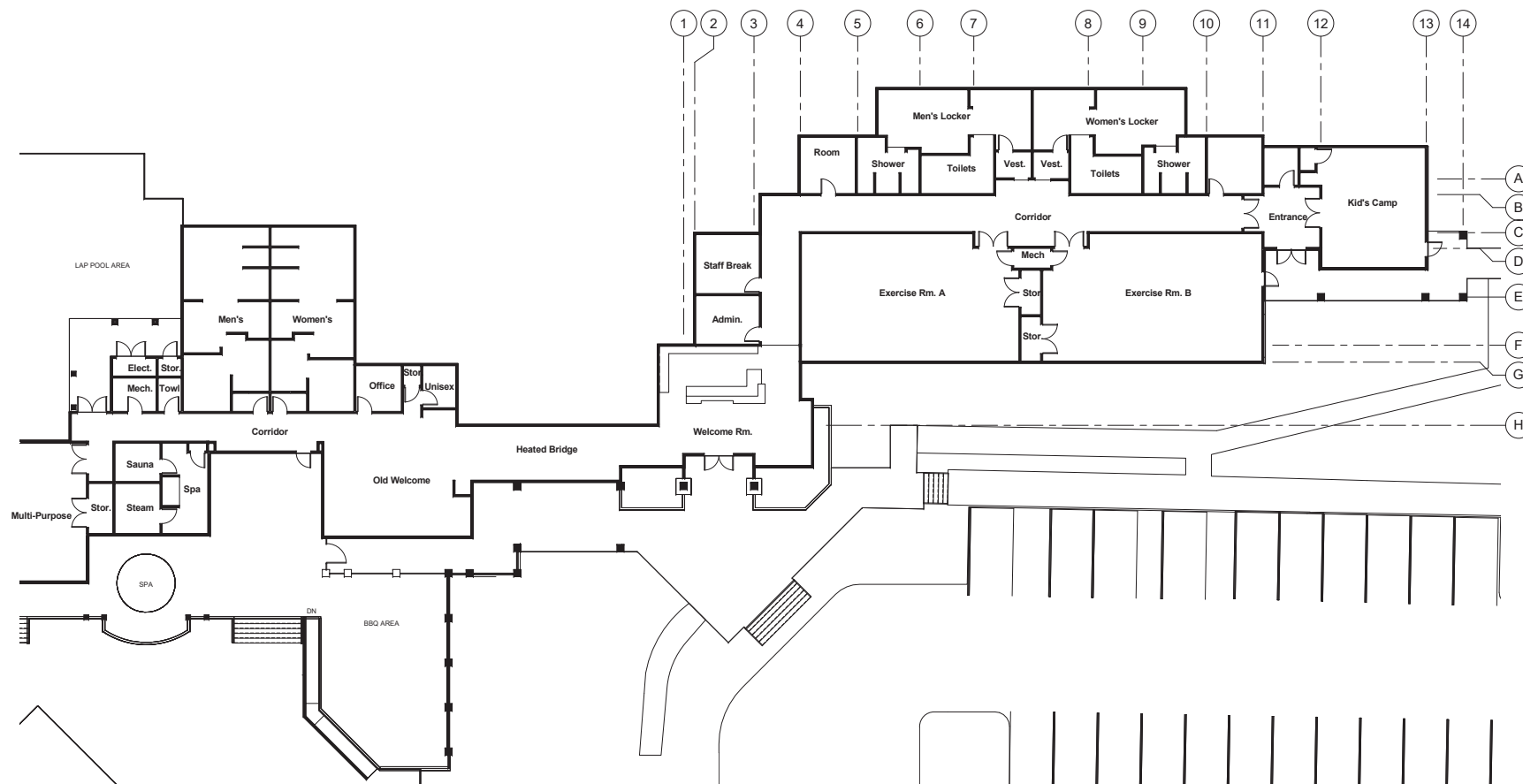




Remove (E) fending

Add (N) electrical
receptacles for BBQ
equipment and vending
machines





Trout Creek - Recreation Center Feasibility Study

12790 Northwoods Boulevard
Truckee, CA 96161

REVISIONS

JOB NUMBER	1434
FILE NUMBER	X
ISSUE DATE	1/6/17
SUBJECT	Feasibility Study
SCALE	3/32" = 1'-0"
TITLE	

EXISTING FLOOR PLAN

A2.1

ALL DRAWINGS AND WRITTEN MATERIAL APPEARING HEREIN
CONSTITUTE ORIGINAL AND UNPUBLISHED WORK OF THE
ARCHITECT AND MAY NOT BE DUPLICATED, USED OR
DISCLOSED WITHOUT WRITTEN CONSENT.

© 2016 TODD GORDON MATHER ARCHITECT

1/6/17 10:52 AM

Trout Creek -
Recreation Center
Feasibility Study
12790 Northwoods Boulevard
Truckee, CA 96161

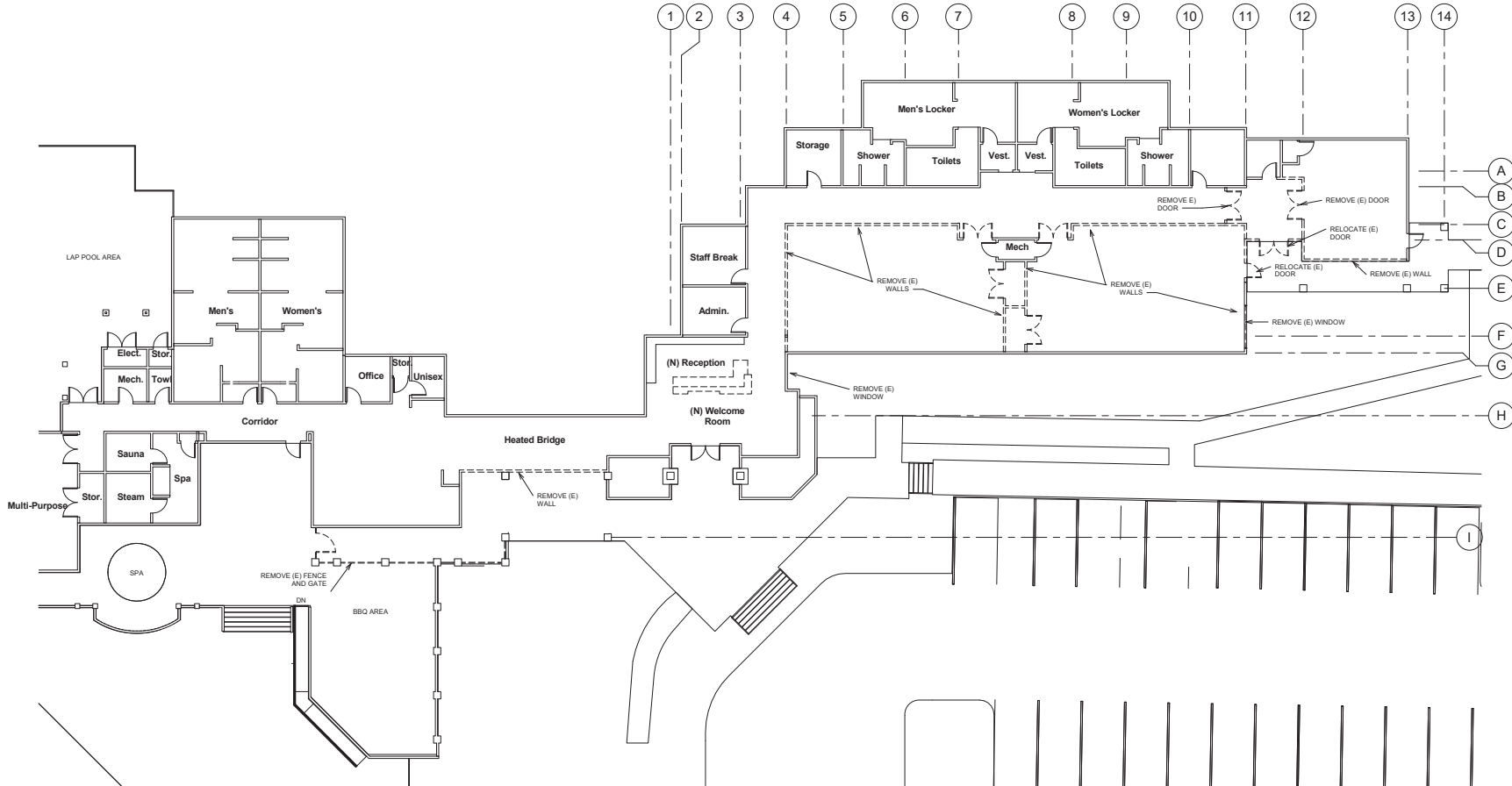
REVISIONS

JOB NUMBER	1434
FILE NUMBER	X
ISSUE DATE	1/6/17
SUBJECT	Feasibility Study
SCALE	3/32" = 1'-0"
TITLE	

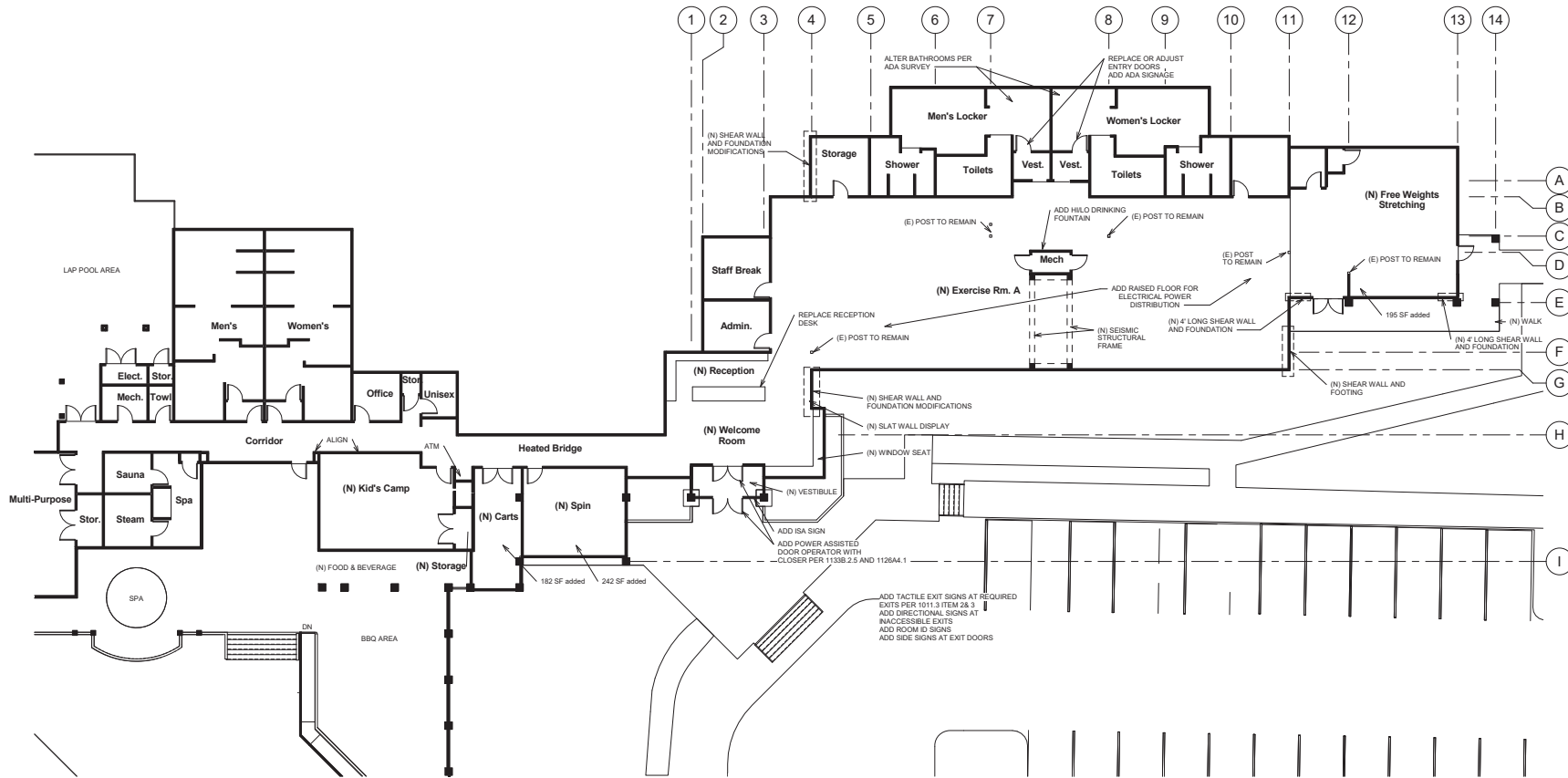
DEMOLITION
PLAN

A2.2

ALL DRAWINGS AND WRITTEN MATERIAL APPEARING HEREIN
CONSTITUTE ORIGINAL AND UNPUBLISHED WORK OF THE
ARCHITECT AND MAY NOT BE DUPLICATED, USED OR
DISCLOSED WITHOUT WRITTEN CONSENT.
© 2016 TODD GORDON MATHER ARCHITECT



1/6/17 10:53 AM



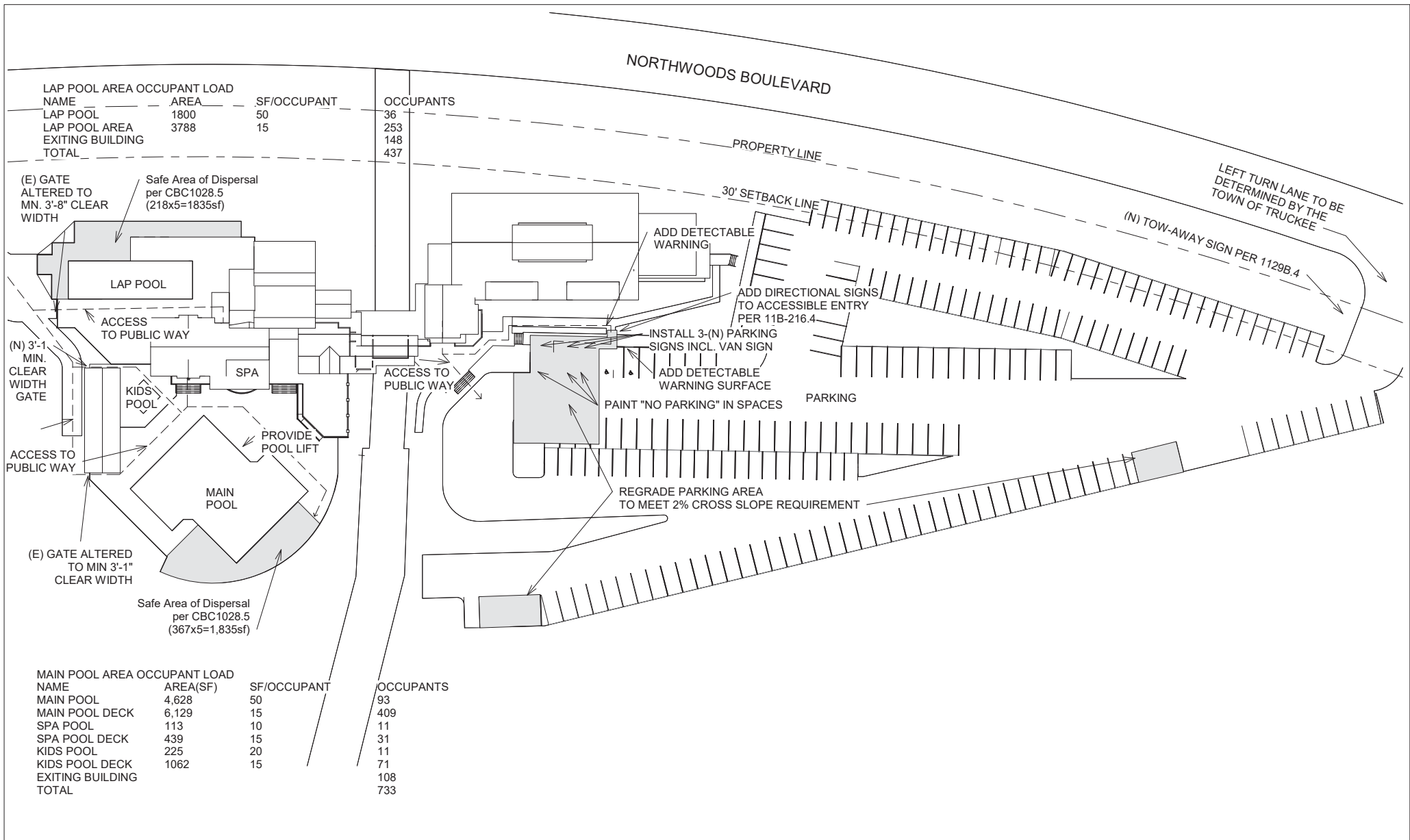
Trout Creek -
Recreation Center
Feasibility Study
12790 Northwoods Boulevard
Truckee, CA 96161

REVISIONS

JOB NUMBER	1434
FILE NUMBER	X
ISSUE DATE	1/6/17
SUBJECT	Feasibility Study
SCALE	3/32" = 1'-0"
TITLE	

NEW FLOOR PLAN

A2.3



May 6, 2013

Tahoe Donner Association (TDA)
Attn: Mr. Forrest Huisman
11509 Northwoods Boulevard
Truckee, CA 96161

(via email)

**RE: PRELIMINARY CONSTRAINTS ANALYSIS
TAHOE DONNER ASSOCIATION
APN 44-660-01 (TROUT CREEK CENTER)**

Dear Forrest,

At your request we have performed a preliminary constraints analysis for the above referenced property with the understanding that an expansion at some time in the future may be desired. Some of the applicable development constraints are as follows:

Building Height – 35 feet. However it should be noted that any building modification or new building will be subject to the Town's design guidelines which can be effectively more restrictive.

Building Setbacks – The building setbacks are 30 feet on all sides.

Existing Easements – The property is bi-sected by a drainage easement and we are aware of sewer and water facilities on site that likely have easements however review of a current Title Report and follow up efforts will be required to provide complete information in this regard.

Site Coverage – Forty percent is the maximum coverage for this recreationally zoned property though we may be able to get some latitude if needed on this.

Wetlands – A study was completed in 1990 indicating in excess of two acres of wetlands along the western side of the property.

Traffic – Based on the 2002 approval for expansion and associated Traffic Study there could potentially be a left turn lane requirement on Northwoods Boulevard but it appears unlikely.

Parking – Based on the 2002 Town of Truckee Conditional Use Permit summary the property contains 221 existing parking spaces. However it should be recognized that this is only achievable by striping much of the lot for compacts which it currently is not. Based on more recent aerial photography the parking lot striping only provides 201

parking stalls. 55 of the parking spaces were to be allocated to the 2003 Building Addition per the Town's determination however this number is greater than what would be expected from the Development Code criteria. The methodology for which this determination was made is unfortunately unclear though we have made inquiries from which we have yet to get a response. If we use this conservative precedent then we can extrapolate that since a 8,000 s.f. building addition required 55 spaces then the existing 4,800 s.f. building with the same use should require 33 spaces. Then perhaps 88 stalls are needed for the existing interior uses and the remaining parking can be applied to exterior uses and future expansion (if applicable). While the Code would require 2 stalls for the basketball court and up to 40 for the driving range we believe that most of the driving range stalls should be provided near the Lodge and Pro Shop. Unfortunately the Town does not provide factors for the pool and deck areas which would have a substantial influence on the total required. The Town will typically defer to their Traffic Engineer (LSC) to make the ultimate parking requirement determination in these circumstances (as was done for the Lodge).

While the Town of Truckee does provide conversions for parking requirements based on interior building use, for example every 250 s.f. of office area will require 1 parking space and every 250 s.f. of indoor recreation area (exercise room) will require 1 parking space, however without an accepted conversion for the pools and patios we can not evaluate the parking constraint with certainty. If you would like we can pursue this further with the Town and other resources in an effort to avoid LSC's involvement but will await your direction. In the event that parking were determined to be the limiting factor to expansion it appears that with a modest encroachment into the driving range more parking could be developed.

We have collected aerial mapping including two foot contours for the site and can incorporate the constraints as appropriate for use in subsequent planning efforts. I hope that the foregoing information suits your current needs. Please contact me to discuss how we may be of assistance going forward on this effort.

Sincerely,



John S. Black P.E.
Senior Civil Engineer