

# Administrative Draft Tahoe Donner Association Master Plan

## 1 Introduction

The stated mission of the Tahoe Donner Association (the Association or TDA) establishes "...a vibrant mountain community providing attractive and well-maintained facilities, events & other programs to its members, guests and the public while maintaining and improving accessible natural lands in and around the housing development and associated facilities."

Tahoe Donner is a year-round community with a passion for outdoor recreation and is one of California's largest homeowner's associations. Since the early 1970s, the Association has developed extensive recreation centers and opportunities to support their mission. In recent years the community has been engaged in a series of forward looking planning efforts. These planning efforts were considered as the current document was developed and benefitted from this previous work. Such efforts include:

- 2013 Tahoe Donner Trails Master Plan
- 2015 Tahoe Donner Trails 5-Year Implementation Plan
- Tahoe Donner Strategic Plan (2010)
- 2030 General Plan (2011)
- Town of Truckee Trails & Bikeways Master Plan (2007)

### 1.1 Purpose and Scope

One of the stated purposes of TDA's 2030 General Plan is "Continuously maintaining and upgrading amenities to benefit the membership and capture public use and revenue, while still giving members priority and preference, is highly desirable." The purpose of this document is to help the Association look forward by developing a clear investment vision for capital projects and associated upgrades and service expansions over the next 10 – 20 years. It is designed to prepare a framework for TDA to respond and improve efficiently with future demographic changes. This assessment includes input gathered from board, committees, members, and staff.

### 1.2 Description of Tahoe Donner Association

Tahoe Donner Association (TDA) is a recreational homeowner community located within Truckee, California, five miles from Donner Lake, and fifteen miles from Lake Tahoe. It is roughly bounded on the west by the crest of the Sierra Nevadas near Donner Pass, on the south by Donner Lake and Old Highway 40 (Donner Pass Road), on the north by Euer Valley, and on the east by Alder Hill. Historic downtown Truckee is situated about one mile to the southeast.

TDA was established in 1971 with the construction of private homes and multiple family units beginning in the spring of that year. An original trail system was constructed for equestrian use and consisted of approximately 15 miles.<sup>1</sup> It was maintained by Multi-Use Management (M.U.M.), an outside contractor. In 1982, TDA acquired an additional 2,000 acres, which contains many forest roads and skid trails created to support the railroad and the salvage logging operation after the 1960 Donner Ridge Fire. Doug Smith, the first forester for Tahoe Donner (from 1988 until 1993) created the basis for today's trail system. There were 16 miles of multi-use trails in 1994.

Today, TDA consists of approximately 25,000 individual members dispersed within approximately 6,700 lots (TDA 2014). These lots are approximately 86% developed. TDA encompass approximately 7,700 acres of land in both the Town of Truckee and the County of Nevada. Since 2010, TDA has made several open space purchases, including: the 240-acre Bucknam Tract, the 20-acre Forestry Facility, the 482-acre Euer Valley, the 161-acre McGlashan Springs, and the 640-acre Crabtree Canyon. (See Figure 1) (Note this figure is derived from the protected open space map)

Of these approximately 7,700 acres, over 4,600 acres are conservation/recreation space and 1,300 acres are developed with various amenities, primarily located on Northwoods Boulevard and Skislope Way. The association operates several facilities and programs including a downhill and cross country ski area, two restaurants, an 18-hole golf course, equestrian center, mountain bike something, campground, and extensive trail system. These amenities are available for members and public access. Additionally, the Association manages other amenities for the exclusive use of the property owners and their guests, including tennis courts, hiking trails, playgrounds, two pools, a beach club marina on Donner Lake, and a fitness center. These are all further discussed in Section 3 of this document.

### **1.3 Financial Operations**

The Association is registered in the State of California as a California Mutual Benefit Corporation and with the IRS as a 501-(c) 4 Social Welfare Organization. With an annual budget of 21.5 million dollars a year, the Association is regulated by both federal and state regulations and a set of governing documents, which along with the California Corporations Code and the Davis Stirling Act, provide for very specific governance. These regulations instruct the Board of Directors to approve and distribute financial information to all its members annually. This information includes estimated revenue and expenses and plans for funding future maintenance, repair, restoration or replacement of facilities, including recreational centers. The budget includes an

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<sup>1</sup> Trail master plan page 3-1

operating fund, a reserve replacement fund and a development fund for the maintenance of the facilities mentioned above, their associated programs and support departments. The operating budget funds the day to day operations and their maintenance. The reserve/replacement budget replaces large component items that have reached their useful life. The development budget funds facilities and infrastructure. Each membership parcel has an annual assessment that funds a portion of the association's annual budget. There are five Directors at any one time and each serves a three-year term. The Association is run by a General Manager and [REDACTED] operations and management staff.

The amenity package creates a substantial portion of the attraction power for the Tahoe Donner community, and as such contributes significantly to the value of the real estate developed there. Because the amenities create so much value for home owners, it is in the interest of those homeowners to subsidize the amenity package where needed in order to maintain consistent access to amenities, and support a level of quality acceptable to the community.

Under the TDA business model, (as described above) all of the amenities are available to members of the homeowners association, and some are open exclusively to members. Other homeowner amenities are also open to the public on a fee-for-service basis.

Daily fees are charged for access to and use of the amenities. Members of the Association also have the option to purchase a recreation pass, currently \$270 per year for a household of up to 4 people that entitles them to use the various amenities without paying the daily fee at the time of use. In order to account for this form of usage at the end of the year, the total revenues from the sale of the passes are allocated back to the various amenities based upon the utilization of passes.

The TDA business model seeks to operate each amenity as efficiently as possible, utilizing partners to reduce costs such as food and beverage concessionaires in some cases, and operating all amenity functions with in-house staff in others. At the end of any given budget year, some amenities will have generated a net surplus (profit), and others will experience a net deficit. These operating results can switch from negative to positive from one year to the next based upon wildly varying conditions, such as heavy snow years creating profits at the ski hill followed by deficits in drought years. Other amenities may be subject to changing tastes and participation rates in recreational activities, for example switching from consistently profitable operations at the golf course, to deficit patterns as the popularity of the sport wanes.

In the most recent budget report for 2016 it can be seen that the amenities generated almost \$8.6 million in operating revenue. Total operating costs were even higher, however, at \$9.8 million. Under TDA's business model, it makes complete financial sense to subsidize the net operating deficit of \$1.2 million (-14% of revenues) from the annual assessments against each property. This

modest subsidy currently requires less than \$200 out of each \$1,900 annual homeowner assessment.

## 1.4 Resident Demographics

At Tahoe Donner, 2,660 acres are devoted to the private lots and residences of the association.<sup>2</sup> Residences are concentrated in the central and eastern areas of TDA. There are 5,791 single family lots (4,983 lots developed), 127 multiple family lots (114 lots developed), and 799 undeveloped single family and multi-family lots.<sup>3</sup> 83% of these residences are second homes, with the remaining ~17% living at Tahoe Donner full time. There is a rising population of younger and more affluent residents, which leads to the increasing number of residents who do not live at Tahoe Donner full-time. As of 2015 close to 80% of residents are families with one to three children<sup>4</sup>. This is representative of national trends, in which millennials are expected to pass baby boomers in travel spending in coming years, becoming the largest buying group in the industry. In 2005, prior to the Great Recession, nearly half of all second-home buyers did not have children living at home, but today families with children living at home represent the majority of buyers.<sup>5</sup>

This shift in the demographic of those buying second homes, often in resort communities, is reflected in a shift in what people are seeking in these communities. The Urban Land Institute notes that many of these second-home buyers are coming from cities, hoping to escape the traffic, congestion, and their cars.<sup>6</sup> Therefore, “demand for healthy communities – walkable, vibrant places designed around transit and green spaces walkability – has never been higher.”<sup>7</sup> Combined with the rising younger generation of buyers, most resorts and second-home communities have a growing emphasis on wellness, walkability, and physical, outdoor activities. Furthermore, this demand for outdoor activities is supported by the demand for better family experiences. Previously, second-home and resort buyers tended to be content with golf, pools, and spas as their amenity package. However, both the younger generation with children and retirees with extended families are placing higher value on multigenerational amenities that allow for more “immersive experiences.” These include amenities and experiences that provide consumers the opportunities to explore and interact with more natural environments.

The majority of the housing units are utilized as vacation homes. This demographic presents some unique challenges in order to accommodate large numbers of people at peak times during the year, while creating smaller scale operations during lighter times of usage. The overall goal

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<sup>2</sup> Trail map summer 2016

<sup>3</sup> <http://www.tahoedonner.com/architectural-standards/homeowner-property-inspection-program/>

<sup>4</sup> Tahoe Donner Demographic facts, 2015

<sup>5</sup> <http://urbanland.uli.org/sustainability/product-council-outlook-recreational-development/>

<sup>6</sup> <http://urbanland.uli.org/sustainability/product-council-outlook-recreational-development/>

<sup>7</sup> <http://uli.org/wp-content/uploads/ULI-Documents/10-Principles-for-Building-Healthy-Places.pdf>

would be to design facilities for “average” use while building in flexibilities to accommodate peak and seasonal needs.

## 1.5 Homeowner Associations (HOA)

Community associations – condominiums, cooperatives, and planned communities – are prevalent in the United States today. Planned communities are called by a variety of names such as homeowner associations (HOAs), property owner associations, and townhouse associations. Primarily designed for market-rate and above market rate homebuyers, associations often include restrictive covenants, congruent architectural styles, residential amenities, and have been planned with automobiles in mind. Early community associations did not operate with complex administrative coordination that linked development requirements to land planning, master plans, residential finance, and volunteer governance - as communities do today.

The Foundation for Community Association Research (Foundation) estimates that in 2015, there were between 342,000 and 344,000 community associations in the United States.<sup>8</sup> Florida and California hold the largest number of community associations: 47,200 and 44,900 respectively. This growth is remarkable considering California had approximately 10,000 communities in 1970. In 2014, the National Association of Realtors noted record breaking vacation-home sales - over a million units, 6 percent above the 2006 peak, with 71 percent of sales in the southern and/or western states.<sup>9</sup>

The Foundation defines a large-scale community association (LSA) as a community that meets three requirements: 1) provides municipal type services 2) contain at least 1,000 lots, units, or acres 3) has an operating budget of \$2,000,000 or more.<sup>10</sup> The Foundation estimates between 6,000 and 9,000 LSA’s currently operate in the United States. The median number of acres at Resort/Residential LSA’s, (which include golf courses, marinas, ski areas, etc. in addition to residential properties) is 1,778 acres. The median number of lots with units is 1,900 and the estimated number of full-time owners is 1,337. The number of part-time or seasonal owners drops to 600.<sup>11</sup>

From a geographic perspective, the communities in Table 1 define the competitive set for the Tahoe Donner Association. There are no other planned communities in the Donner Lake/Truckee region that meet the requirements for an LSA. Although Martis Camp, Lahontan Golf Club, Schaffers Mill, Gray’s Crossing, Old Greenwood, and Northstar Property Owners Association all provide a combination of municipal services and have operating budgets of \$2,000,000, none have

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<sup>8</sup> 2015 stats review

<sup>9</sup> <http://urbanland.uli.org/industry-sectors/confident-consumers-drive-record-vacation-home-sales/>

<sup>10</sup> Large scale survey page 10

<sup>11</sup> Ibid

more than 1000 lots in the development. Northstar and Martis Camp are the second largest in terms of acreage and number of lots in the development. Northstar Property Owners Association includes 808 single family homes and five condominium associations with 672 units.<sup>12</sup> However, Northstar Property Owners Association does not own any open space, although Northstar Resort owns approximately 3,170 skiable acres. Martis Camp has 671 lots on 2,177 acres.

	Tahoe Donner	Martis Camp	Lahontan Golf Club	Schaffers Mill	Gray's Crossing	Old Greenwood	Northstar
<b>Number of Lots</b>	6,700	671	609	406	377	~100	750+
<b>Acres</b>	7,700	2,177	960	475	750	600	2,560
<b>Annual HOA Assessments</b>	\$1,900	\$3,000	\$2,800	\$3,450	\$1,020	\$1,204	\$1,000
<b>Rec Pass/Social Dues</b>	\$270	\$10,000	\$1,000	Incl. in HOA	\$5,400	\$5,400	specific

On the one hand, the amenity offering at Tahoe Donner will always be compared to the other resort communities and their HOAs in North Tahoe, because all of these constitute alternative locations for prospective home buyers in that geographic area. On the other hand, there are many substantive differences between these communities, making comparisons between the amenities offered in each somewhat a comparison of apples and oranges. As the oldest and most cohesive large-scale community in North Tahoe, TDA enjoys the position of having stability and sustainability in its amenity offering, built upon the lessons learned from 45 years of operating history. It also has essentially the lowest ongoing carrying costs for its amenity package, arguably providing the best value for homeowners' money in the marketplace.

Most other resort community offerings in the market area continue to be influenced today by the need for the developer to be marketing real estate and burnishing the community's image. The developer has an incentive to provide a lavish number of recreational amenity offerings, at a level of quality that is at least perceived to be high, even if that quantity and quality package is unsustainable over the long run. Several of these competitive-set communities described in Table 1 are also still in a shakeout period, which has been extended by the recent journey through the Great Recession.

For example, Lahontan emerged as the first dedicated golf course community in the Lake Tahoe region in the mid-1990's and came to define the high-end offerings in the early 2000's. When Martis Camp began marketing in 2006, however, it was immediately perceived as representing a new high end for the market, offering a direct connection to the Northstar ski area, including ski in/ski out opportunities, and a very expensive and comprehensive amenity package. The competition proved to be destructive, in that a number of wealthy families who originally bought

<sup>12</sup> <http://www.npoa.info/home>

in Lahontan sold those homes and repurchased in Martis Camp. While both communities suffered during the recession, the performance of Martis Camp was superior due to its top-of-the-market positioning. The value of golf memberships and real estate continued to grow strongly in Martis Camp, while values tended to stagnate at Lahontan.

Other developers within the competitive set described in Table 1 have experienced similar uncomfortable transitions, and instability through the recent rocky economic times. Schaffer's Mill started out as a private club, but the golf amenities have now gone public. Old Greenwood and Gray's Crossing were built by the same developer, and in the late 90s and early 2000's when they were being designed, it was an unquestioned assumption that golf courses should be included. In hindsight, with these new golf courses, and with the Coyote Moon course as well, it could be said that there may be too many golf courses spread among the communities in North Tahoe to be fully sustainable. Local resort developers report that if they were starting over today, they might not include a golf course as part of an amenity package for a new North Tahoe community. Reasons they cite for why golf is more problematic today include:

- The time commitment (4 or more hours to play 18 holes, is more than many contemporary get-away vacationers have time for).
- The players still tend to be predominately adult men, which splits up families during short vacation periods.
- At 6,000 feet elevation, the season for golf is uneconomically short.

There are additional factors which make comparisons among amenity packages for these communities problematic. Many of the newer communities have been designed around fractional ownership concepts, including one-quarter share, and 1/10 share ownerships in various units. This creates more utilization of the residential units, and higher utilization of amenity packages than in a more traditional community such as Tahoe Donner that is dominated by whole-ownership, single-family units.

On the other hand, the whole-ownership pattern at Tahoe Donner is more conducive to additional use through Airbnb, VRBO, and other short-term rental options. This boosts occupancy in the real estate inventory, with a corresponding increase in demand on the amenity package. It should also be noted, that the growing ease in renting units through these sharing services makes the investment in a Tahoe Donner home more attractive in the first place, offering a second home owner the opportunity to more easily enhance rental income to help support their investment.

Countervailing forces in reducing amenity demand are also at work, however. Projects such as Martis Camp that are oriented towards the highest end of the market tend to get the most international buyers, and wealthy families from distant origins seeking trophy properties. This

tends to create lower occupancies in the real estate units, and generates less demand on the amenity packages.

Most of the amenities are common to all of the communities in the competitive set described in Table 1. Homeowners have access to clubhouses, fitness facilities, and many other recreational opportunities that are unquestionably expected in these mountain resort settings. Not all include direct access to a ski hill, however. Although modest in scale, Tahoe Donner's ski area elevates the prestige of the community due to its inclusion. The attraction power of various ski areas varies depending on their terrain and facilities.

The Tahoe Donner ski area is clearly one of the smallest and most basic in facility offering within the North Tahoe market area. On the other hand, Tahoe Donner has developed a well-earned reputation as a good place for new skiers and snowboarders to learn, making it a very attractive amenity and destination for families for a few seasons when they have children of novice age.

A more subtle amenity that has been designed into all new North Tahoe communities is an internal network of multi-use trails (bicycle, walking equestrian, (and cross country ski) that connect amenities to residential areas and commercial cores. These design features enhance the family-friendly environment of these new resorts, and respond to America's growing interest in cycling and walking for both recreation and local transportation. TDA was designed in a decade where the base assumption was that every household would depend primarily upon their own automobile for even local transportation.

## **Chapter 2 – Planning Goals and Assessments**

The Association is guided by an established set of principles. These cornerstones support TDA's direction and philosophy, and provide a basis for all actions. The goals in this plan draw from these principles:

- Support the customer first and always.
- Sustain the foundation of Tahoe Donner programs and services.
- Encourage environmental stewardship.
- Engage in local community involvement and participation.
- Minimize annual operating assessment by allowing homeowners to pay for the amenities they desire to use.
- Responsibly maintain, preserve and enhance the common property.

### **2.1 Activity Goals**

The purpose of this document as discussed above is to help the Association look forward by developing a clear investment vision for capital projects and associated upgrades and service

expansions over the next 10 – 20 years. With this in mind, several overall Activity Goals have emerged that will be used to guide and prioritize future capital improvement projects and to help plan and design the services and facilities necessary to meet the needs of the Association and current and future members. The goals are as follows:

- **Activities should serve a wide range of abilities** – As described, the demographics of TDA includes both retirees and young families and a full range of users that fall between these two groups. There is also a national trend and desire to meet the physical abilities and desires of a wide range of users. Thus, specific attention shall be given to services and activity centers that either function for a wide variety of users and/or provide new or increased facilities for a group that could be perceived as “underserved” (i.e. activities or facilities for full family experiences).
- **Activities should serve long-term sustainable transportation options** - TDA was designed in a decade where the base assumption was that every household would depend primarily upon their own automobile for all transportation, and there is a trend in the second home and resort community marketplace to increase transit, pedestrian and bicycle networks to decrease the need for vehicle trips and expanded parking.
- **Activities should primarily serve Association members** – As described above, the wide range of recreation activities in Tahoe Donner creates a substantial portion of the attraction power for the Tahoe Donner community, and as such contributes significantly to the value of the real estate developed. For these reasons it is important to maintain the quality and variety of opportunities available for members. If these opportunities are open to nonmembers, public use should significantly support the use financially and should not deter from member use.
- **Activities should support special events; particularly training, clubs, and potential retreat events.** There are currently several venues within Tahoe Donner where facilities can be used for special events. These can include events organized by TDA, such as concerts or fairs or private events such as weddings, reunions and other large gatherings. These spaces could also be used for training and special interest clubs for all ages. In addition there is a growing trend to develop small conferences and retreats. Attention to this goal would serve a broad community and have the potential to provide increased income to the Association.
- **Activities should serve conservation** - As described above, the Association is steward to over 7,600 acres of land, including land with valuable natural resources and habitat. As evidenced both by changing national outdoor recreation participation rates, and by the evolution of activity offerings in more recently

designed resort communities, there is a significant shift towards use of broad natural environments as part of recreation. People today desire access to trails, both summer and winter, traversing through interesting natural environments. TDA's extensive existing open space holding encourage both conservation of these lands and their natural resources and use of these lands for (primarily undeveloped) recreation.

## 2.2 Activity Assessment Process

The following series of questions is based on the goals described above and is intended to assist both in the assessment of existing facilities and be applied to aid in future decision making for repairs, upgrades and new projects. The coordinated ranking system is not intended to necessarily provide strict numerical "scores" to every decision making process, but provides a consistent approach to guide and document planning that is routed in the overall Association mission and can be consistently applied to new projects as they arise. Questions would be answered on a scale of 1 to 5 with higher scores indicating relative consistency with Association goals. Chapter 3 demonstrates how these questions can assess current activity centers and future proposed plans within these center]. Answers to individual questions can indicate how existing services and activity centers are or are not meeting TDA goals and where gaps occur.

### Activity Assessment Questions

- 1 **Are there similar services or activity centers nearby?** For this question a response of 1=Very Close and a response of 5=Not Close
- 2 **Is there a current or future proven demand for the service or activity center?** For this question a response of 1=Limited Demand and a response of 5=High Demand.
- 3 **Is there existing infrastructure on site or nearby for the service or activity center?** For this question a response of 1=No and a response of 5=Yes
- 4 **Does this service or activity center serve a wide range of members?** For this question a response of 1=No and a response of 5=Yes
- 5 **Does this service or activity center support long-term transportation goals?** For this question a response of 1=No and a response of 5=Yes
- 6 **Does this service or activity center support long-term conservation goals?** For this question a response of 1=No and a response of 5=Yes

7 **Does this service or activity center support property values (if it were eliminated would property values go down)?** For this question a response of 1= No and a response of 5=Yes

8 **Does this service or activity center serve primarily members or the public?** For this question a response of 1= Public and a response of 5=Members

9 **If this service or activity center serves the public, can public use significantly support the use financially?** For this question a response of 1= No and a response of 5=Yes

10 **Does this activity center or service support training, clubs or retreats?** For this question a response of 1= No and a response of 5=Yes

11 **Does this service or activity center require an extensive development of retail/rental infrastructure?** For this question a response of 1= Yes and a response of 5=No

12 **Is this location uniquely suited for this service or activity center (or could service or activity center be placed elsewhere)?** For this question a response of 1= No and a response of 5=Yes

13 **Can operation/management be efficiently outsourced?** For this question a response of 1= No and a response of 5=Yes

## **Chapter 3 – Activity Center Assessment**

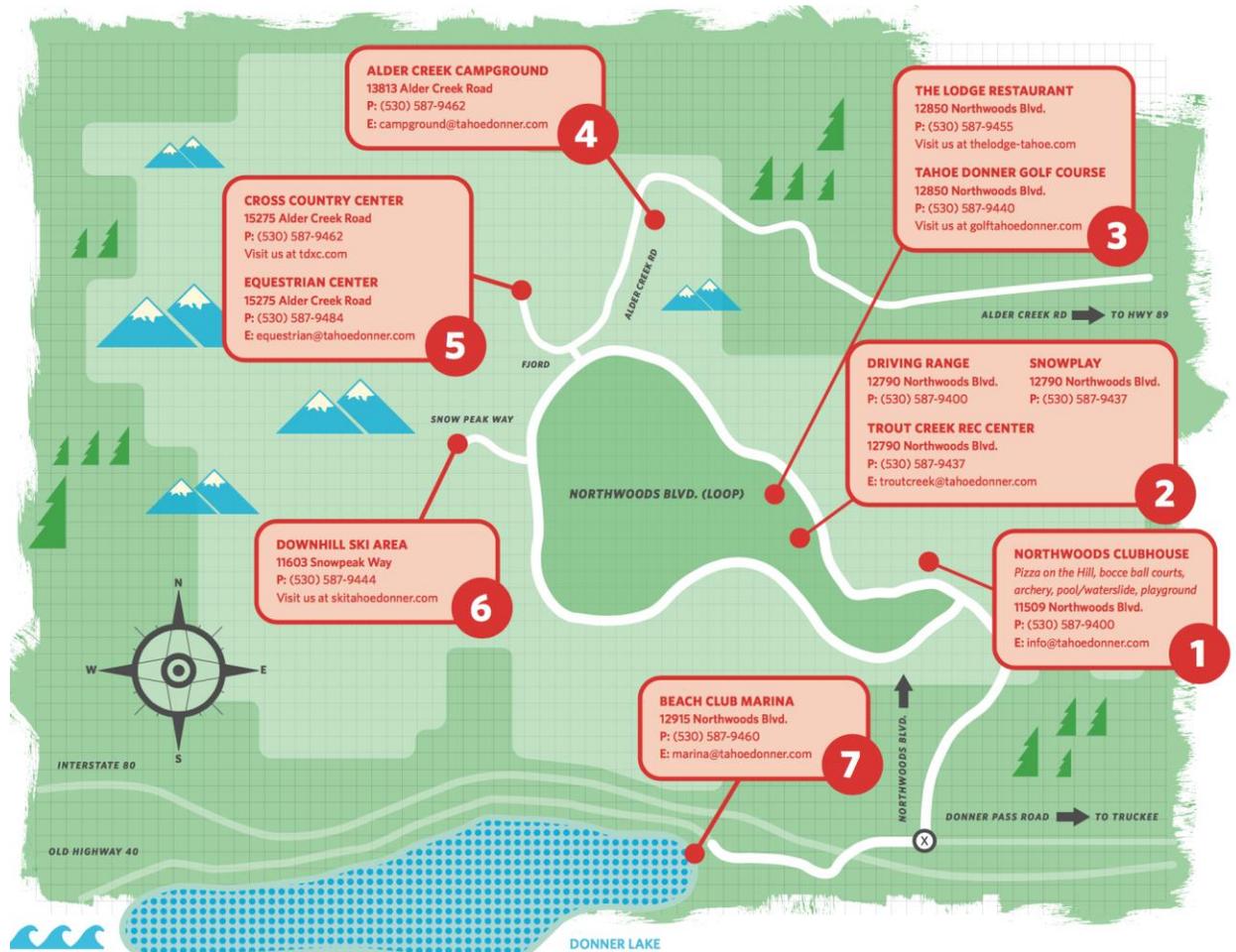
Tahoe Donner offer a wide variety of recreational activities including:

- Beach Sports
- Tennis
- Fitness
- Golf
- Skiing X-country,
- Hiking,
- Equestrian
- Camping
- Downhill Skiing

These activities are offered in a variety of core activity centers (see Figure 2 Core Activity Sites) including Downhill and Cross Country Ski Area, , Tahoe Donner Golf Course, the Tennis Center, Beach Club Marina, Trout Creek Recreation Center (including the Equestrian Center, Bikeworks

and trails) and the Northwoods Clubhouse. Each activity center has been examined and assessed with regards to how it is currently serving the TDA community and how it might better serve the community going forward.

Figure 2 - Tahoe Donner Association Core Activity Sites



For purposes of this plan, a Core Activity Center or Site is a location that is a destination for at least one Core Activity and meets some of the following criteria:

- Specialized location
- Transportation Hub
  - Parking
  - Possible Shuttle stop
- Provides Specialized Equipment
  - Rental

- Retail
- Provides Lessons
- Hosts Clubs or Leagues
- Hosts Special Events
- Sheltered Seating Area
  - Enclosed & Heated for Winter Activities
- Full Food Service
  - Restaurant and Bar
- Personal Service Area
  - Bathrooms, Showers, Locker or changing room

Figure 3 describes the current Core Activity Centers and the activities supported in each Center. (Figure 3 will be derived from Michaels "Taxonomy of Tahoe Donner Association" slide)

### 3.1 Discussion of Individual Activity Centers

#### Northwoods Clubhouse

The Northwoods Clubhouse was the first amenity built when the Dart Corporation began development in the early 1970's. It is located north of the eastern-most portion of the Northwoods Boulevard loop. It currently functions as the headquarters of TDA administration, and includes a pool, playground, indoor movie screen, Pizza on the Hill restaurant, bocce ball courts, horseshoes, archery, volleyball, and tennis courts. The Northwoods Pool is open during approximately mid-June through Labor Day. In 2012, the Bocce ball courts were remodeled and an additional court was added to accommodate the game's growing popularity. The Clubhouse has a covered outdoor patio behind the Clubhouse, which can hold up to 150 guests.

The Northwoods Clubhouse supports a wide variety of social clubs and activities for all ages, including indoor spaces that allow the community to gather. However, the wide diversity and popularity of uses at this location (the Clubhouse, recreation pool, children's playground, social sport infrastructure, tennis courts, and administration headquarters) cumulatively create a lack of parking, especially during peak times. The parking lot accommodates approximately 110 cars which is often not sufficient to serve all the activities that this Core Center includes.

The Tahoe Donner Tennis Center lies to the north of the Clubhouse. The Tennis Center is a seasonal amenity for members and sees over 90% member usage and yielded record revenue in 2015. It has 11 hard courts, two pickleball courts, one youth court, and two practice walls. The Tennis Center is open from May through October, and has consistently high utilization throughout the summer.

In 2012, Tahoe Donner removed the underutilized lawn and backboard area at the Tennis Center, replacing it with a Quickstart court. Quickstart courts are modified courts and equipment scaled for younger children (generally 10 and under). The addition of these courts allowed for the implementation of a United States Tennis Association (USTA) youth learning program. The Tennis Center also received a safety and aesthetic update in 2013; the upper walkway was graded, resurfaced, and new stone benches and a formal staircase now line the entrance to the facility.

Annually, several USTA tournaments are held at the tennis center, including two National Tennis Rating Program (NTRP) events, two junior events, and one senior event. 2016 was the eighth annual NTRP Gold Cup tournament and the seventh Tournament of the Year at Tahoe Donner. The Tennis Club is one of the more popular clubs at Tahoe Donner, which “seeks to promote tennis involvement in the Tahoe Donner community.” The Tahoe Donner Tennis Center supports the Tennis Club, an athletic and social club that promotes the sport within the community, as well as hosting burger bashes, pro exhibitions, and the club doubles championship.

The extensive utilization of the Tennis Center has surpassed the capacity of the tennis facilities. The restrooms, locker rooms, tennis pro-shop, and snack bar are part of the original amenity, and have not received any upgrades since their construction.

The following Goal Assessment for the Northwoods Clubhouse (Table 2) (and the Tennis Center) show that this Core Activity Center does meet many of the activity goals described above. The Center is fairly unique for what is offered at this location and it serves a wide range of members through the variety of spaces and activities provided at the clubhouse itself and the pool. At the tennis facility there are also a variety of fitness classes, extended instructional clinics, Cardio Tennis and Ladies Drill and Play classes as well as the social tennis club. However some of these facilities (such as bathrooms and locker rooms) serving both activity centers are aging.

<b>Table 2 - Assessment Questions for Northwoods Clubhouse</b>	<b>Score</b>
<b>Are there similar services or facilities nearby?</b>	
<b>1= Very Close 5=No</b>	4
<b>Is there a current or future proven demand for the service or facility?</b>	
<b>1=Limited Demand - 5=High Demand</b>	5
<b>Is there existing infrastructure on site or nearby for the service or facility?</b>	
<b>1=No - 5= Yes</b>	4
<b>Does this service or facility serve a wide range of members?</b>	
<b>1=No - 5= Yes</b>	5

Does this service or facility support property values (if it were eliminated would property values go down)?	
1=No - 5= Yes	5
Does this service or facility serve primarily members or the public?	
1=Public - 5= Members	5
If this service or facility serves the public, can public use significantly support the use financially?	
1=No - 5= Yes	0
Can operation/management be efficiently outsourced?	
1=No - 5= Yes	2
Does this service or facility support conservation goals?	
1=No - 5= Yes	1
Does this service or facility support long-term transportation goals?	
1=No - 5= Yes	2
Does this service or facility require an extensive development of retail/rental infrastructure?	
1=Yes - 5=No	3
Does this facility or service support training, clubs or retreats?	
1=No - 5= Yes	5
Is this location uniquely suited for this service or facility (or could service or facility be placed elsewhere)?	
1=No - 5= Yes	4
<b>TOTAL</b>	45

The Northwoods Clubhouse does serve special events, both through rooms that are available to clubs and other gatherings, the restaurant and the open air tent/space behind clubhouse. Neither the rooms nor the restaurant have the capacity to handle large numbers of people and the tent space is not graded or ADA accessible thus not available for a full spectrum of uses. In terms of serving trails and conservation, the existing offerings at the Northwoods Clubhouse (and the Tennis Center) do not strongly correlate to this goal. However, there have been discussions of establishing trails or pathways that establish better connections between this core center and other TDA amenities and neighborhoods. A multi-use trail that could allow safe pedestrian (bicycle and walking) access along the busiest portions of Northwoods Boulevard would well serve overall transportation goals as well.

Among the community there has been a discussion of coverage of tennis courts for year round use. This use would serve a much more narrow percentage of the community as the majority of owners and guests come to the area for snow activities in the winter – not to play tennis. The Goal Assessment described in Table 3 shows that this potential “project” does not as closely meet the Activity goals discussed above.

<b>Table 3 - Assessment Questions for Year Round Tennis</b>	<b>Score</b>
<b>Are there similar services or facilities nearby?</b>	
<b>1= Very Close 5=No</b>	4
<b>Is there a current or future proven demand for the service or facility?</b>	
<b>1=Limited Demand - 5=High Demand</b>	1
<b>Is there existing infrastructure on site or nearby for the service or facility?</b>	
<b>1=No - 5= Yes</b>	2
<b>Does this service or facility serve a wide range of members?</b>	
<b>1=No - 5= Yes</b>	2
<b>Does this service or facility support property values (if it were eliminated would property values go down)?</b>	
<b>1=No - 5= Yes</b>	2
<b>Does this service or facility serve primarily members or the public?</b>	
<b>1=Public - 5= Members</b>	5

<b>If this service or facility serves the public, can public use significantly support the use financially?</b>	
<b>1=No - 5= Yes</b>	0
<b>Can operation/management be efficiently outsourced?</b>	
<b>1=No - 5= Yes</b>	2
<b>Does this service or facility support conservation goals?</b>	
<b>1=No - 5= Yes</b>	1
<b>Does this service or facility support long-term transportation goals?</b>	
<b>1=No - 5= Yes</b>	1
<b>Does this service or facility require an extensive development of retail/rental infrastructure?</b>	
<b>1=Yes - 5=No</b>	2
<b>Does this facility or service support training, clubs or retreats?</b>	
<b>1=No - 5= Yes</b>	2
<b>Is this location uniquely suited for this service or facility (or could service or facility be placed elsewhere)?</b>	
<b>1=No - 5= Yes</b>	3
<b>TOTAL</b>	27

The Northwoods Clubhouse (and the Tennis Center) largely acts as a pinch point in terms of parking and thus currently does not support long-term transportation goals. There is often insufficient parking at this facility, especially in accordance with large or multiple events. There has been discussion of adding additional parking within the approximately 5 acres north of the tennis courts or behind the Clubhouse (behind the large tent and bocce ball courts). Adding parking north of the tennis courts could alleviate parking issues, especially for large events. Adding a large number of spaces behind the large tent and bocce ball courts could be constrained due to wetlands (Trout Creek). However, this space could be well served as a corporation yard for shuttle vehicles if a TDA shuttle service were established.

Table 4 applies the goal assessment questions to the possibility of adding additional parking behind the Northwoods Clubhouse and shows a strong alignment to overall activity goals.

<b>Table 4 - Assessment Questions for Additional Northwoods Parking</b>	<b>Score</b>
Are there similar services or facilities nearby?	
1= Very Close 5=No	5
Is there a current or future proven demand for the service or facility?	
1=Limited Demand - 5=High Demand	5
Is there existing infrastructure on site or nearby for the service or facility?	
1=No - 5= Yes	5
Does this service or facility serve a wide range of members?	
1=No - 5= Yes	5
Does this service or facility support property values (if it were eliminated would property values go down)?	
1=No - 5= Yes	4
Does this service or facility serve primarily members or the public?	
1=Public - 5= Members	5
If this service or facility serves the public, can public use significantly support the use financially?	
1=No - 5= Yes	0
Can operation/management be efficiently outsourced?	
1=No - 5= Yes	2
Does this service or facility support conservation goals?	
1=No - 5= Yes	5
Does this service or facility support long-term transportation goals?	
1=No - 5= Yes	5
Does this service or facility require an extensive development of retail/rental infrastructure?	
1=Yes - 5=No	5
Does this facility or service support training, clubs or retreats?	
1=No - 5= Yes	4

Is this location uniquely suited for this service or facility (or could service or facility be placed elsewhere)?	
1=No - 5= Yes	4
<b>TOTAL</b>	54

**NOTE TO REVIEWERS – OTHER CENTERS HAVE NOT YET BEEN REVISED BASED ON THE REVISIONS INACTED ABOVE.**

### Trout Creek Recreation Center

Trout Creek Recreation Center (TCRC) is centrally located within Tahoe Donner, near the intersection of Northwoods Boulevard and Julian Avenue. Built in 1993, Trout Creek is a fitness and spa center available to homeowners and guests of homeowners. The fitness facilities include a cardio room, weight room, a heated year-round lap pool, recreation pool, sauna, steam room, and three hot tubs. According to the General Plan Committee’s Task Force for TCRC, this private amenity has the highest overall utilization numbers, with an average of 300-400 visits/day. However, utilization sharply increases during the months of June, July, and August. Currently there are 36 fitness classes scheduled per week in the TCRC gym, 11 of which are spin bike classes, each with 5-10 people per class, and 5 swim classes in summer. Construction for the remodel of the sauna, steam room, and poolside locker rooms began in September 2016. The remodel will update finishes and fixtures throughout, provide improved ADA accessibility and upgrade all mechanical, electrical, and plumbing systems.

The recreational pool is currently only open June through September. Regular users of the recreational pool (children and families) use the heated lap pool during the winter months manifesting in perceived over-crowding of the lap pool. The hot tubs are also overcrowded during these months, often resulting in conflicts between children and adult users.

The driving range is located south of the Trout Creek Recreation Center and adjacent to the golf course. The driving range operates on the same seasonal schedule as the golf course (from late May through October depending on weather and snow conditions). Snow play is offered to both members and to the public (for a fee) on the driving range in this area. TDA provides the tubes and sleds. The seasonal amenity is dependent on the weather but can run from Thanksgiving until the beginning of April. Summer concerts on the driving range are also popular and sell out. These concerts have served as an effective way to involve the community and provide evening entertainment (2 nights in a row around 4th of July; 2,500 capacity; 4 cover bands-2/night; \$35 ticket price).

The TCRC certainly provides *Amenities that Serve a Wide Range of Abilities* as evidenced through high use of the athletic facilities and the pool areas for both recreation and fitness.

However, plans have been discussed that could improve customer service levels and operational efficiencies. These plans include a proposed reallocation/modification of the current fitness/cardio room, weight room, and Kids' Club which would allow more efficient member use, and provide a stretching area. Completion of the project would increase the usable space within the existing TCRC floor plan (approximately 12,800 sq ft) by about 1,100 sq ft (an increase of about 9%). This improvement would allow for relocation of the childcare to a more family-friendly, safer environment and it would expand facilities for fitness classes. Implementation of these plans would be in keeping with the goal of improving amenities that serve families, single members and retirees. Improvements to the pool amenities that have been discussed have ranged from building a new lap pool, heating the recreational pool year round (which would require new pump facilities), and providing an additional (possibly adult only) hot tub. Some combination of these projects would also serve the goal of providing *Amenities that Serve a Wide Range of Abilities*.

The TCRC is usually impacted by parking, traffic and circulation issues during peak periods (such as winter weekends when snow play is popular). During these times parking can be difficult. Suggestions have been made to change snow play so it might only be open to members only to alleviate overcrowding. However, generally this facility is not one of the *Amenities that Serves Transportation* or is a primary pinch point in this area. That said, if a TDA shuttle service were established the shuttle could serve many uses in this location – the pool, fitness facility, seasonal concerts and snow play and the driving range.

The TCRC/driving range is home to seasonal concerts which have been very successful, thus this qualifies the area as an *Amenity that Serves Special Events* successfully.

In terms of *Amenities that Serve Trails and Conservation* the existing offerings at TCRC do not strongly correlate to this theme or criteria. However, there have been discussions of establishing trails or pathways that establish better connections between this facility and other TDA amenities and neighborhoods. A multi-use trail that could allow safe pedestrian (bicycle and walking) access along the busiest portions of Northwoods Boulevard between TCRC and the Clubhouse would well serve overall transportation amenities.

### **The Lodge, Golf Course Range**

Tahoe Donner operates an 18-hole, 7,002-yard par-72 championship golf course on 200 acres adjacent the Lodge and the nearby driving range (discussed above). The golf course includes fairways situated within the greenbelts between residential neighborhoods and along the upper reaches of Trout Creek. The course is open to the public and operates from late May through October depending on weather and snow conditions. During the winter, Tahoe Donner holds a Winter Golf Academy, a “virtual” golf experience where players can practice the sport in the off-

season. Participants are able to virtually play on 27 of the world's finest golf courses, receive club fittings, and hone their skills.

The recent expansion and improvements at The Lodge are now complete. The old deck was transformed into an enclosed porch with a roof and perimeter walls, and is equipped with operable windows and a fireplace for comfortable year-round operations. The Golf Pro Shop has expanded by 500 square feet, offering a new layout and office and storage space.

To some extent this facility offers *Amenities that Serve a Wide Range of Abilities* through offering the Junior Golf Clinics which are designed for ages 6 to 13 on the driving range. However these are not family events and in general, as discussed above, golf is played less and less by families with young children. There have been discussions of the development of activity centers that are geared towards younger families such as increased kids golf camps and/or lessons.

The Lodge and Golf Range is usually impacted by parking, traffic and circulation issues during peak periods (such as summer holiday weekends when snow). During these times parking can be difficult. However, generally this facility is not one of the *Amenities that Serves Transportation* or is as significant a pinch point for parking as some other activity centers. That said, if a TDA shuttle service were established the shuttle could serve many this facility as well.

The Lodge and Golf Range is used for weddings and other large celebrations and recent upgrades have improved large event activity centers thus qualifying this facility as an *Amenity that Serves Special Events* successfully.

In terms of *Amenities that Serve Trails and Conservation* the existing offerings at the Lodge and Golf Range do not strongly correlate to this theme or criteria. However, there have been discussions of establishing trails or pathways that establish better connections between this facility and other TDA amenities and neighborhoods. It should also be noted that there are some existing pathways that could be relocated that currently are located near the golf course and thus could constitute a potential hazard if users of the path were hit by golf balls in play.

### **Alder Creek Adventure Center**

The new Alder Creek Adventure Center, which includes the Alder Creek Café, BikeWorks, Cross Country Ski Area, and the Equestrian Center, is located on the west side of Alder Creek Road near the intersection of Alder Creek Road and Wolfgang Road. These activity centers serve members and guests and are open to the public. Parking is provided on site for these activity centers and provides access to trails in open space areas, including Euer Valley and Hawk's Peak. The Equestrian Center offers trail rides, pony rides, private lessons, horsemanship boarding, and special events. The Alder Creek Adventure Center offers cross-country skiing facilities, rentals,

and retail sales during winter. Over 100 kilometers of Nordic ski trails traverse the northwestern portion of this area, including Euer Valley. Within the Euer Valley there are four Cross Country Ski Area warming huts. The new Center enables Tahoe Donner to serve both recreational skiers (residents and the public) and local school cross-country race teams, as well as accommodate occasional regional or national ski races.

Alder Creek also provides mountain biking facilities, rentals, and retail sales. During the summer, the amenities utilized by skiers in the winter serve hikers, bicyclists, youth day campers (for activities such as nature camps, riding camps, and bike camps), equestrians and others. Alder Creek recently added “fat biking” at Bikeworks – mountain bikes with larger tires to accommodate travel in the snow and sand. In addition to serving these specific seasonal purposes, the Center will continue to serve as a locale for occasional special events throughout the year, such as resident meetings and social gatherings, seasonal parties, and similar events.

The Equestrian Center was an original amenity and has long been popular with a steady percentage of TDA members. It is usually open June through September offering trail rides, private lessons, camps and long and short term boarding throughout the summer (for a maximum of 50-55 horses). There have been discussions of moving the existing outdoor arena from its current location towards the boarding center. This would allow the current arena space to perhaps become an open grass area that could be used for camps, a sports field, or an ice skating rink in the winter. A big lawn area could also be used to host weddings in tents, concerts, and other revenue producing special events.

The Alder Creek Adventure Center strongly provides *Amenities that Serve a Wide Range of Abilities* as evidenced through the high use of the wide variety of activities offered in this location across all seasons. It is expected that use of these activity centers will increase and as this happens there may be upgrades and improvements that will be appropriate. These are discussed further in Section 3.0.

The Alder Creek Adventure Center experiences a serious pinch point in terms of *Amenities that Serve Transportation*. There is often insufficient parking at this facility, especially on high visitation weekends. There is little to no ability to add parking in this area, thus this facility would benefit if a TDA shuttle service were established.

The Alder Creek Adventure Center does include *Amenities that Serve Special Events*, both through events offered by Center concessionaires and the ability to gather in this space; however this function could be improved by implementation of potential changes to the Equestrian Center.

The Alder Creek Adventure Center strongly correlates as an *Amenity that Serves Trails and Conservation*. Community discussions recognize the importance of maintaining as multi-use trails the extensive system that can be accessed from this location.

### Downhill Ski Area

The Dart Corporation constructed the Tahoe Donner Downhill Ski Area and Lodge on xxx acres off of Snowpeak Way in 1970. There have been xxx subsequent additions and remodels through the last 45 years to accommodate growing visitation numbers and improved service levels. Currently, the resort operates five ski lifts: 1 quad chair, one double chair, and three conveyor lifts. These ski lifts support 15 total runs, three terrain parks, and 120 skiable acres. The 2015-2016 season opened on December 11, 2015 and received 16,317 downhill ski visits, up 100% from 2014.<sup>13</sup>

The Downhill Ski Area specializes in teaching first timers and novices which is acknowledged to be a unique niche in the Tahoe area. Use is generally made up of 40% novice skiers and 60% intermediate skiers. The skiing population breakdown is approximately 75% public and 25% members.

In addition to the Lodge there is 700-foot yurt which provides a slopeside warm area for lessons with a sundeck. The Eagle Rock Summit has a flat area and there has been discussion of another yurt or warming lodge in that location to take pressure off main lodge. Success of this facility is very much seasonal and weather dependent as the ski hill can only operate when there is sufficient snow on the ground. Improvements to this facility should take into account climatic changes that very well may occur over the coming decades. However, recent investments in snow making equipment make operation generally more feasible.

The major concern for the future of this facility is the aging Ski Lodge. It is in need of a major update and expansion. A project information paper produced in August of 2016 estimated that a 9,000 square feet facility would be needed to adequately accommodate this use properly. This report considers how this facility could be built in phases so as not to miss an operation season as the facility is a major source of revenue for TDA.

Planning for this area must also consider that the lifts are also 43 years old, and the company that built them is out of business. Lift upgrades would improve the future safety of the facility and improve and streamline operation and maintenance.

The Downhill Ski Area somewhat follows the criteria of *Amenities that Serve a Wide Range of Abilities* as it provides activities for a whole family to enjoy. Also, although not all families (or all

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<sup>13</sup> 2015 annual report

people) ski, most families who buy in the TDA are interested in skiing and quite possibly in being lifelong skiers.

The Downhill Ski Area experiences a serious pinch point in terms of *Amenities that Serve Transportation*. There is often insufficient parking at this facility, especially on high visitation weekends. There is little to no ability to add parking in this area, thus this facility would benefit if a TDA shuttle service were established.

The Downhill Ski Area does not at this point include *Amenities that Serve Special Events*, however this function could be improved by implementation of a new and updated Lodge and associated activity centers.

The Downhill Ski Area somewhat correlates as an *Amenity that Serves Trails and Conservation* as users venture out into the open space of the area. This correlation could be made stronger by increasing trail conductivity in the summer to trails/runs within this facility.

### **Beach Club Marina**

The Association owns an approximately 2.5-acre parcel on the eastern shore of Donner Lake. The Tahoe Donner Beach Club Beach Club Marina operates as a private Beach Club Marina and beach facility. A boat launch ramp, sandy beach and dock, changing rooms, recreational watercraft rentals and storage, and café are among the facilities. Approximately 140 properties regularly use the boat ramp. The primary season is typically Memorial Day through Labor Day, then modified hours are offered until the end of October. The heaviest use is concentrated in only 6 weeks: all of July and the first half of August.

The Beach Club Marina offers a large variety of equipment that both members and guests can rent, including: one and two-person kayaks, two and four-person pedal boats, stand-up paddleboards, windsurfers, a Hobie Wave, and a Hobie Getaway (with and without an operator). The eastern portion of this parcel provides parking for the facility. There are 11 boat trailer parking spots and many members bring private boats to the facility.

There has been significant conversation regarding the need for improved owner access to launch (and seasonally store) private non-motorized boats at the Marina. Users have stated that kayak carts could help this situation and that there is insufficient space for kayaks and paddle boards to launch and return safely.

The Beach Club Marina strongly provides *Amenities that Serve a Wide Range of Abilities* as evidenced through the high use of the wide variety of water activities offered in this location for all ages and activities appropriate for families.

The Beach Club Marina experiences a serious pinch point in terms of *Amenities that Serve Transportation*. There is often insufficient parking at this facility, especially on high visitation weekends. Although it might be possible to add parking along what is now the dirt shoulder of Donner Pass Road, there are already traffic concerns here due to traffic along this road which make for dangerous conditions. There is a shuttle service from high school parking lot to the beach club, but utilization is not very high. It could be that it is seen as inconvenient and/or people aren't aware that the shuttle is available.

The Beach Club Marina does not strongly correlate with *Amenities that Serve Special Events* as it is set up primarily to serve water and beach activities.

For similar reasons, the Beach Club Marina does not strongly correlate as an *Amenity that Serves Trails and Conservation*.

### **Campground**

The Campground has functions well as a seasonal campground with approximately 45 sites. It has minimal room for expansion. No changes are recommended for this facility.

### **TDA Trails System**

TDA's 38-mile multi-use trail system includes old logging/fire roads and single-track trails that traverse residential neighborhoods and the high alpine environment in the Sierra Nevada. The trail system provides access to mountain top views, expansive meadows, and Tahoe Donner activity centers. In 2013 the Association developed a detailed Tahoe Donner Trails Master Plan (TMP). The TMP covers the Association trails within the boundaries of Tahoe Donner and promotes possible connections with other trail systems in the area. The TMP is mentioned here as it strongly correlates and supports *Amenities that Serve Trails and Conservation*. In addition specific recommendations that should be noted are also made under the Five-Year Plan for upgrades at Glacier Way Trailhead and at Bermgarten Trailhead.

It should be noted that there have been discussions around the possibility of establishing snow play at Glacier Way. As this is the highest point of TDA property and thus the most likely location to get and consistently keep snow, this location is a likely candidate for this activity. In addition it could perhaps be limited to members only and thus take overuse pressure from the snow play operations at Trout Creek.

## **Chapter 4 – Long-Range View and Recommendations**

For the occasional visitor to TDA, either as a guest of a homeowner or as a renter of an owner's unit, the perception of the experience is invariably dominated by use of the amenity package.

Visitors report feeling like they had been to a “multisport camp” for a few days, after engaging in even a few of the wide variety of activities offered. Clearly, the amenity package constitutes a significant part of the attraction power of TDA for visitors.

A homeowner’s relationship to the amenity package is more complicated, and can shift over time. A homeowner enjoys use-value of his home, as well as the use-value of the amenity package. Given the multigenerational offering of amenities, appealing activities can be found for people of all ages within the Association. Even so, some homeowners may find that over time their use of the amenities diminishes, and the value of owning the home itself may increase proportionately (for example, as a home shifts from being a second home to a permanent residence in retirement.) For a permanent resident who uses the amenities relatively infrequently, however, the presence of the amenity package continues to support a higher property value, which may be realized upon sale. For those who still maintain a second home for occasional personal use, the amenity package provides attraction power for renting the home to others when not being used personally, and supports higher rental rates and higher annual rental income overall.

### **Recommendations Through Partnerships**

The Association amenity package already offers trailheads, base facilities, and equipment rentals to support these natural resource-based activities. Additional land area surrounding Tahoe Donner is currently provided by a number of partners, and it is in the Association’s interest to continue to expand recreational trail offerings and natural environment access by working with such surrounding entities. A prime example is how TDA’s Glacier Way Trailhead provides access to a resource acquired and made public by the Truckee Donner Land Trust with their trails through Johnson Canyon. A similar opportunity may be growing to the north with their new acquisition and conservation program at Lower Carpenter Valley. Other potential partners include the Northern Sierra Partnership, the Trust for Public Land, the Nature Conservancy, and the Sierra Business Council.

### **Specific Recommendations for Amenity Priorities**

Under the TDA business model, a significant part of the annual homeowner’s assessment goes to fund reinvestment in maintenance and expansion of the capital facilities, approximately 44% in 2016. The operating fund consumes just over half of the assessment, approximately 56% in 2016. Within the operating fund, however, the majority is for the general overhead of employees and administration that supports all Association services, as well as the amenities. Direct subsidy of the amenity operations is variable and quite small, under 10% of the annual assessment in 2016.

### **Specific Recommendations**

Most of the specific recommendations that are discussed below have been introduced in various plans over the last several years within the TDA community. One recommendation that has emerged from this investigation is focused on the benefits that could accrue from a TDA shuttle system. Many of the amenities are compromised by difficult parking situations, especially during times of peak visitation. On-demand shuttle systems with frequent pickup spots in neighborhoods and near major amenities (like the system at Northstar and other resort communities) have proved quite effective.

For any upgrades to amenities, or addition of entirely new amenities or activities in the future, different business models could be employed to keep operating costs in line with the revenues those amenities may generate. In some cases, Association staffing may need to expand to operate them. In others, private concessionaires or partnering agencies could operate some or all of the new activity, minimizing the impact on need for operating subsidies from the annual assessment.

The fees and charges for amenity use in the Association business model could also be adjusted more frequently to reflect shifting conditions. In the 2016 budget, the private amenities actually generated a net positive operating result. The public amenities, on the other hand, generated an operating deficit, led by a poor year at the ski area, and followed by declining popularity of golf. By raising daily use fees, some of this deficit could be made up.

Specific recommendations for priority setting below are divided into Capital Project Recommendations and Minor Upgrades and Service Expansions and are described for each amenity.

<h1>Minor Upgrades and Service Expansions</h1>		
AMENITY	PROJECT SCOPE	Priority
Association Wide	Cluster Mailbox Consolidation with Overhead Roof Structure (2 stations)	1
Clubhouse NWCH	Trash Enclosure, Storage Room Addition, ADA & Drainage improvements	2
	Heated walkway outside Pizza Entrance to minimize existing liability	2
	Covered, outdoor vending machines	3
	Hot Tub near Pool	3
Trout Creek Recreation Center	Additional Hot Tub (possibly Adult-only)	1
	Marco Polo Grill to receive sink and shade structure	1
The Lodge	Recycle and Refuse expansion	2
	Add staircase and lighting at existing sloping walkway between upper and lower parking	2
Golf Course	Driving Range net to allow simultaneous summer operations	1
	Water Conservation, 500K gallon water tank/well/pump/case/heads	2
	Shade structure over Driving Range Tee boxes	3
	Golf course Hole #11 reconfiguration for safety	3
Snowplay	Flushing restrooms on Driving Range for utilization by all guests summer/winter	2
	Additional snowplay infrastructure at Glacier Way Trailhead	2
Alder Creek Adventure	Restrooms in Euer Valley	1
	Additional Storage shed for Recycling and Summer/Winter operations	1
	Summer trail grooming for low snow years at Nordic Trails	1
	Additional barriers between ACAC terrace and arena pathway	1
	Additional storage options for winter operations; snowmobiles, signs, tools	2
	Adventure Zone (archery zone, ropes course, zipline area, Disc Golf)	2
	Treehouse	2
	Back-up Generator	2
	Improved footing at Arena	2
	Improved footing at Round Pen	2
	Warming Hut character upgrades at (4) locations	3
	Upgrade south, west, and north column bases with stone wrap, to match entry columns	3
	Provide grass and fencing for Polo Club and horse jumping	3
Downhill Ski Area	Summer Trail Grooming and Hydroseed with native mix	1
Marina	Kayak carts so homeowners do not have to wait in boat launch line	1
	Additional kayak and SUP private storage	1
	Feet rinse faucet at outdoor shower area	2
	New entrance, signage, improved accessibility and lighting	2
	Expanded Day Camps area at Pump House, with artificial turf and storage fencing	3

Capital Project Recommendations		
11/14/2016		
AMENITY	PROJECT SCOPE	Priority
Clubhouse NWCH	Parking Capacity Expansion	1
	Rear terrace expansion and leveling, improved accessibility to bocce courts	2
	Expanded Recreation Hut	3
	Develop back terrace space with activities (ice skating roller skating, miniature golf)	3
	Basketball and volleyball courts	3
Tennis Center	Facility Expansion/Remodel	1
Trout Creek Recreation Center	Space Reallocation/modification of cardio room, weight room, and Kid's Club	1
	Expanded Pump house for improved heating capacity for 12 month recreation pool operations	2
	Additional Lap Lanes/Expansion of Lap Pool	3
Alder Creek Adventure Center	(2) new 10x12 warming huts	1
	Bridges at Coyote Crossing and Cowboy Camp	1
	Phase 3 Equestrian Campus; ADA parking/walkways, Wash Rack, Roadway Base, Guide	3
	Phase 4 Equestrian Campus; Trailer Parking, dressage court, and improved boarder pens	3
	Rebuild and Maintain iconic Euer Valley barns	3
	Snowmaking for a 5K early season loop	3
	Walk-in Camping to a yurt or hut system	3
Downhill Ski Area	Phased Downhill Ski Lodge Addition	1
	Top Shop Fueling Station	2
	Replace Snowbird Chair with Detachable Quad	2
	Replace Eagle Rock Chair with Detachable Quad	2
	Back-up Generator	2
	Provide expanded parking at top of Eagle Rock Chair, accessible through green gate at SkiSlope	3
Marina	Expanded kitchen and terrace seating with shade structure	2
	Third Dock south of existing Boat Ramp	3
Trails and Transportation	Develop TDA-wide Shuttle System	1
	Glacier Way Trailhead Upgrade per 5YIP	1
	Berggarten Trailhead Upgrade per 5YIP	1
	Remove barbed wire, and install A-frame fencing along applicable Euer Valley boundaries	1
	New TDA trail connector to the Town's phase 2 Trout Creek Trail	2
	Trail from the Swiss Lane/ Cristalina Way to the nature trail system to avoid trespassing on golf course	3

To assuage concerns about a constantly rising homeowners annual assessment, the charge for the recreation pass could also be adjusted upwards somewhat. This would allow some homeowners who find they no longer use the amenities as much as they used to the option of opting out.

Substantial investments in new amenities has the potential to increase capital costs, requiring a larger annual assessment to fund them. There appears to be a dynamic in the evolving composition of the Tahoe Donner community where newer buyers, epitomized by families from the Bay Area with substantial wealth and younger children still at home, desire an ever wider menu of activities included in their membership. At the same time, a pool of long-term homeowners, many of whom are now living on “fixed incomes,” do not want constantly increasing assessments, and as a result would rather freeze the amenity package where it stands today.