

INFORMATION



September 1, 2017

Purpose: Update on the recent process and preparation of TDA's Association Master Plan.

Background: On February 22, 2016, the General Plan Committee (GPC) charter was finalized and received unanimous Board approval at the February 27th, 2016 meeting. Upon approval of these February minutes during the March 2016 Board Meeting, the updated GPC Charter, process flow, and communication plan was communicated to the membership and posted online.

The purpose of the GPC is to maintain the General Plan, consisting of an Association Master Plan (AMP), a rolling five-year Capital Funds Projection, and an overview of the guidelines for developing and preserving our community in support of core values expressed in the Board's Strategic Plan. The General Plan was established to address changing conditions facing the Association, and those determined to be necessary to maintain, upgrade, or replace and effectively operate the common facilities and common areas belonging to the HOA. The GPC shall provide information, analysis, and advice to the Board to better enable the Board to make sound capital improvement decisions from the Development and Replacement Reserve Funds.

Subsequently, the GPC organized a Task Force to review each of the priority 1 projects, as well as work with a consultant to establish a working AMP draft. A chronology of GPC and Task Force efforts with AMP updates provided to the Board of Directors are detailed below;

1. July 23, 2016; Board approval to proceed with an Association Master Plan.
2. March 25, 2017; Updated AMP draft presented to the Board, with suggested edits.
3. April 22, 2017; Updated AMP draft presented to the Board with Membership feedback.
4. May 20, 2017; AMP draft presented to the Board, no changes recommended to AMP draft
5. June 23, 2017; AMP draft presented to the Board for review and adoption. Following discussion, Director Steve Miller moved and Director Jeff Bonzon seconded to approve the Association Master Plan as presented. Motion failed: 2 – 2. (Director Jeff Schwerdtfeger and Director Ron Wulff voted no). (Director Darius Brooks absent).

Prepared By: Forrest Huisman, Director of Capital Projects

Reviewed By: Robb Etnyre, General Manager

Board Meeting Date: September 14, 2017



DECISION PAPER



September 1, 2017

Issue:

Adoption of the draft Association Master Plan, dated May 16, 2017.

Background:

With the recent renewal of the General Plan Committee Charter, dated February, 2016, the GPC has renewed focus on member and guest use-patterns at each of TDA's amenities, and ensuring that each amenity continues to meet conformance with the Board approved Strategic Plan. To plan for anticipated future growth and changing utilization requirements from Homeowners, an Association Master Plan (AMP) will provide a comprehensive summary of existing utilization at each amenity, while also demonstrating trends, limitations, and opportunities for consideration by future planning exercises at the GPC and Board level. The GPC has organized Task Force Committees to review each of the priority 1 projects, as well as worked with DUDEK to establish the existing draft AMP through the following process and schedule:

1. April 27, 2016 AMP goals are established and distributed by Task Force
2. July 12, 2016 Project Information Paper for AMP
3. July 23, 2016, Board approval to proceed with AMP
4. August 2016, DUDEK preformed scoping services
5. September 9, 2016, Member Forum 1 was held at NWCH
6. October 17, 2016 Member Ideas collected for inclusion in AMP
7. November 10, 2016, Task Force Updates AMP focus
8. January 6, 2017, Updated AMP draft by DUDEK
9. February 28, 2017 Amenity Benchmarking
10. March 25, 2017 Updated draft Association Master Plan presented to the Board
11. April 22, 2017, Updated draft Association Master Plan presented to the Board
12. May 20, 2017, Updated draft Association Master Plan presented to the Board, *see attached.*

Recommendation:

1. During the Board meeting on September 14, 2017, the General Plan Committee recommends the Board of Directors review and adopt the draft Association Master Plan, dated May 16, 2017.

Prepared by: Director of Capital Projects: Forrest Huisman

Reviewed by: Mike Salmon

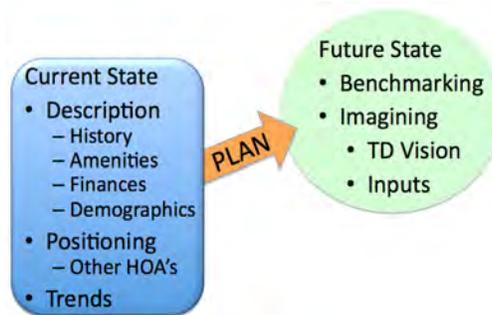
Board Meeting Date: September 14, 2017

Tahoe Donner Association Master Plan

Introduction

In 2011, the Board of Directors of the Tahoe Donner Association approved and circulated to members a General Plan that outlined the capital investments that were anticipated for the next twenty years. Since then, the Association has spent over \$25 million and completed most of the items delineated in the first five years of that plan.

In 2016, the Board directed the General Plan Committee (GPC) to update the General Plan for the next twenty years and to include an overview of Tahoe Donner to show how those investments fit into our overall identity. This effort was called an Association Master Plan. It was designed to follow the planning model shown in the graphic.



The Dudek consulting company was hired to help write the current state analysis and to research the trends in recreation communities, HOA's and in user demographics. Their work is available from the Tahoe Donner Association and the relevant parts of that work are incorporated into this plan.

The General Plan Committee would like to acknowledge the work of its volunteers and to the Tahoe Donner Staff for the creation of this Plan.

General Plan Committee	Tahoe Donner Staff
Michael Sullivan, Chairman Nan Meek, Vice Chair Jim Beckmeyer Michael Bledsoe John Dundas Michael Fajans Tom Johns John McGregor Steve Miller, Board liaison George Rohrback John Stubbs	Robb Etnyre, General Manager Forrest Huisman, Director Capital Projects Mike Salmon, Director Finance Miguel Sloane, Director of Operations

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The Planning Process

Guidance

This plan was guided by the following Tahoe Donner documents:

The Vision

The Vision statement is incorporated in the Strategic Plan that has been a guide to the Association's actions since it was adopted by the board of directors in 2010, after being widely circulated to the membership.

Tahoe Donner is a vibrant and desirable mountain community, providing attractive and well-maintained facilities, events, programs, and leading customer service to its members, guests and public, all while maintaining accessible and healthy natural surroundings

Member Input

Member input is collected on a continuing basis by the following methods:

- Comment cards at each amenity
- Individual surveys at each amenity
- Periodic town-hall or member-forum meetings with Members
- Member comments sent to the association website, to the board and on social media
- Improvement suggestions from staff, board and committees

2015 Member Survey

A broad member survey was conducted in 2015. Respondents names were entered into a lottery that offered several prizes to the lottery winners. The response rate was 22% of members and was split 80% non-resident and 20% resident, which is close to the ratio of member population. The consultant who performed the survey reported that this return rate was four to five times greater than typical surveys of its type.

*22% of Members returned the survey
80 / 20 Off-hill / On-hill*

- *94% agreed with the Tahoe Donner Vision*
- *Strong desire to improve & enhance the amenitiesrather than add more*
- *Nature is as much a part of the Tahoe Donner experience as the amenities, and efforts to protect open spaces are a high priority for members*

Tahoe Donner Association Master Plan

Strategic Plan Principles

The Association is committed to alignment with the following principles:

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

Additional Guidelines

The Association Master Plan is aligned with the other plans that have been approved by the Board of Directors.

- *Town of Truckee Trails & Bikeways Master Plan (2007)*
- *Tahoe Donner Strategic Plan (2010 updated 2015)*
- *2030 General Plan (2011)*
- *2013 Tahoe Donner Trails Master Plan*
- *2015 Tahoe Donner Trails 5-Year Implementation Plan*
- *2016 Land Management Plan*
- *Tahoe Donner Forest Management Plan*

Current State

Structure

General Manager, Robb Etnyre described the Tahoe Donner Association as follows:

“As a large-scale homeowner organization, Tahoe Donner 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 a budget of nearly \$25 million, our association is regulated by both federal and state laws, which cross a diverse array of areas. It also has a set of governing documents (covenants and restrictions, articles of incorporation, and bylaws), which, along with the California Corporations Code and the Davis-Stirling Act, provide for very specific governance of the association, much like all corporations in California.

The board of directors is the governing and elected authority for the association, and as the general manager, I serve as the board’s principal employee and agent who manages and works with our great staff to deliver a wide variety of services to the membership in keeping with our strategic and long-range plans. The board’s specific authority is clearly defined in our association’s governing documents. Corporate responsibility, known as fiduciary duty,

Tahoe Donner Association Master Plan

requires board members to act in the best interest of the association and with adherence to the reasonable business judgment rule.

Board members are elected annually (on staggered terms of three years) by the membership, with required voting quorums of the 6,473 owners. With each annual election, articles are published in the monthly magazine, email blasts are sent to the owners, and hard ballot mailings are sent to all eligible owners.”

Size and Scope

The 2017 Budget Report describes the Association as follow:

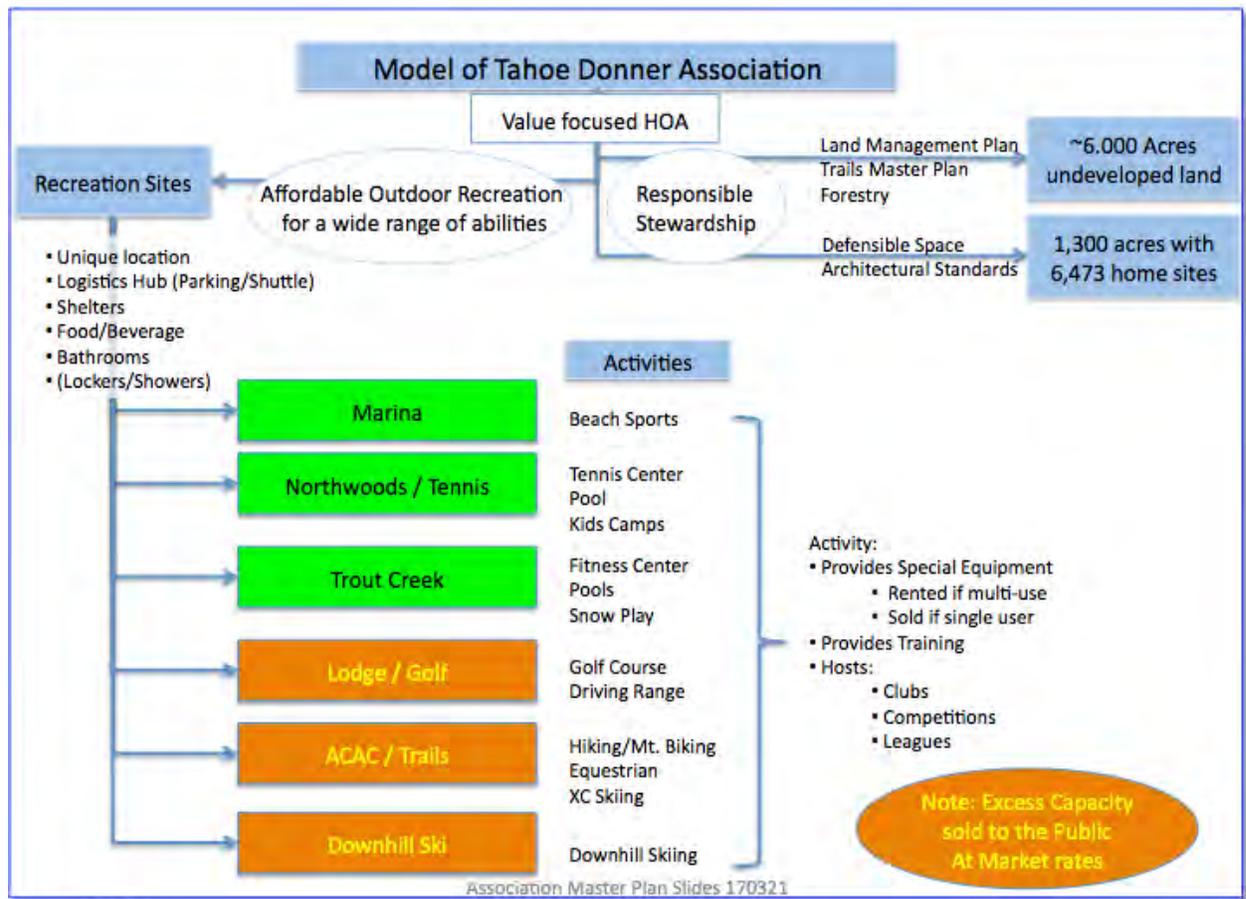
**6,473 Member Property Owners / 25,000 Members / 84% Second Homeowners
Established 1971 / 90% Built-out / Owned & Managed by the Property Owners
\$23.3 Million Budget for 2017 / \$61 Million in Total Assets
7,376 Acres / 26 Buildings / 120,000 Square Feet of Conditioned Space**

**OWN & OPERATE: Golf Course, Beach Club Marina, Downhill Ski Area
Cross-Country Ski Area / Snowplay Area / Equestrian Center / Tennis Center / Pools
Recreation Center / Day Camps / Restaurants and Retail Shops**

Operations

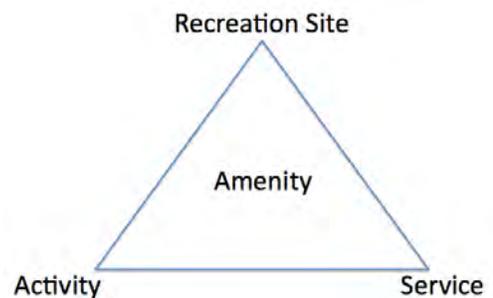
The Vision indicates that the Association has two objectives: to provide homeowners with excellent, affordable, family-oriented recreational opportunities and to maintain the character and quality of our natural surroundings. To perform these functions, the Association operates and maintains six Recreation Centers that host a variety of activities available to people of all levels of ability and it manages our natural environment through plans, standards and staff. A graphic that depicts this is the following:

Tahoe Donner Association Master Plan



Amenities

Community recreation facilities, which are often called “Amenities”, encompass three parts. The Recreation Centers at Tahoe Donner provide a site for the Activities. In order to make the activities available to a wide range abilities, the Center must provide training and any specialized equipment needed. Tahoe Donner staff members deliver these Services in



compliance with the goal of the Vision of “leading customer service”. All of the amenities are available to all Tahoe Donner members and their guests. Where extra capacity exists, the Association makes the amenity available to the public on a fee-for-service or fee-for-use basis. Revenue from the public helps defray the cost for members. The existence of these amenities is an important addition to the value of member’s properties.

Tahoe Donner Association Master Plan

Amenity Funding

Approximately two-thirds of the operating cost of the amenities are paid for by users of the amenities. The remaining one-third is funded by the operating portion of the annual assessment that is charged to each member. The logic of this is that the value of Tahoe Donner real estate is partially a result of the existence of the amenities. Therefore, members should pay a portion of the support required for their existence.

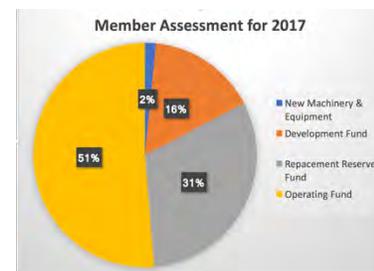
In addition to supporting the operation of the amenities, the member assessment funds amenity maintenance and improvement. This latter cost is accumulated into three accrual funds called the Replacement Reserve Fund, the Development Fund and the Machinery and Equipment Fund.

In 2017, a contribution of \$595 will be made from each member's \$1,900 assessment to the Replacement Reserve Fund thus adding \$3.9 million to this accrual account that pays for the replacement, repair and/or replacement of the ~1,800 items that make up \$48 millions of member assets.

Also in 2017, each member's assessment will contribute \$300 to the development fund thus adding \$1.9 million the pay for large-scale projects that are necessary due to new capacity requirements or changing needs of the Association.

The New Machinery & Equipment fund collects \$30 per member and will accrue \$190K in 2017.

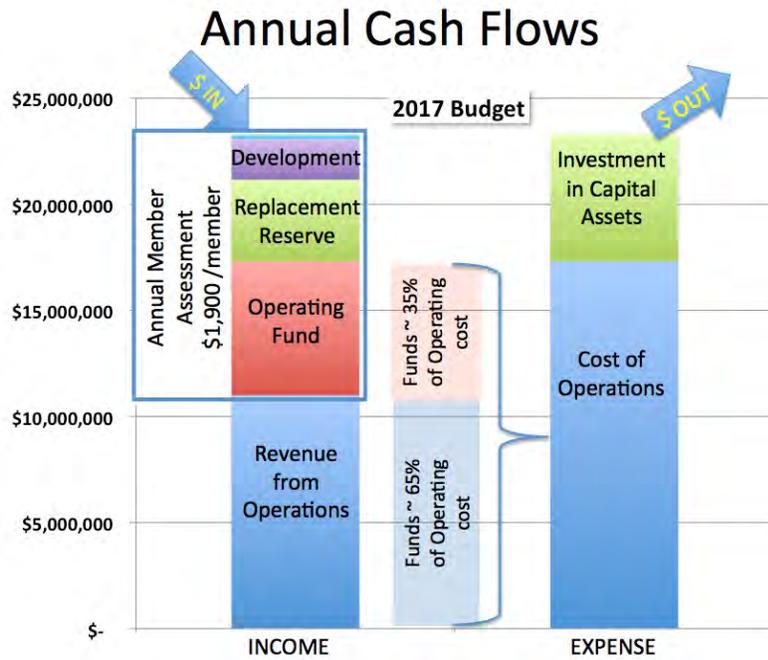
The distribution of the assessment for 2017 is shown by the attached chart



Per its governing regulations, Tahoe Donner cannot borrow money without approval of 50+% of its members, so for larger projects, these funds store the money collected until sufficient amounts are available to pay for needed improvements. Association policies regulate how these funds are spent. Since Development Fund projects could be very large, it may take several years of saving to pay for a single project. For instance, a project like the \$5+million ACAC would require almost three years of saving unless funding was supplied from other sources.

The following graphic depicts the flow of money into and out of these funds.

Tahoe Donner Association Master Plan

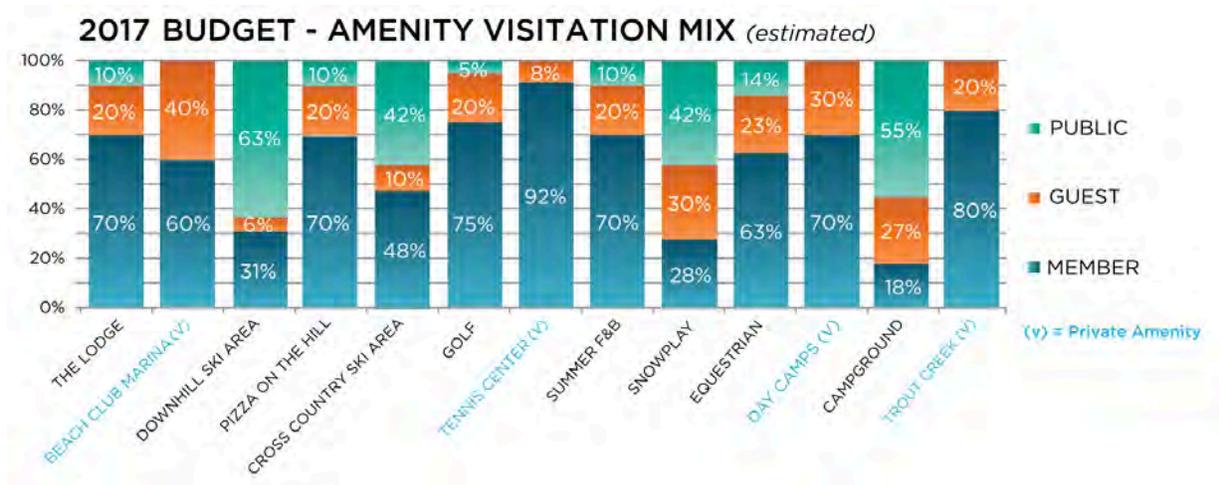


New Amenities

If new amenities are added, new or added services may be required that increase the cost of operations. If the user fees collected are not sufficient to pay for this increase, then the member assessment will increase. The 2015 Members Survey indicated members want the Association to “improve and enhance the amenities, rather than adding more”.

Public Use

Public use of our excess capacity provides revenue that helps pay for the operation of the amenities. The amenities with high public use generate the most financial support.



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At the end of any given budget year, some amenities will have generated a net surplus and others will experience a net deficit. The budget anticipates that these variations will balance each other.

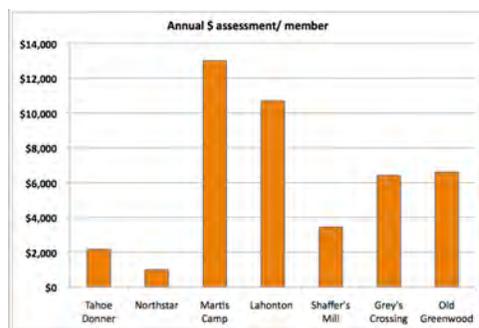
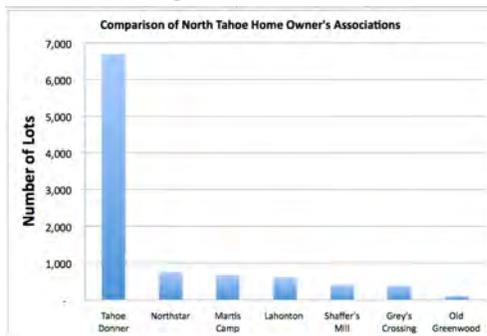
In 2016 the amenities generated almost \$8.6 million in operating revenue. Total operating costs, however, were \$9.8 million. The difference is paid from the operating portion of the annual assessments of each property. This subsidy in 2017 requires \$975 out of each \$1,900 annual homeowner assessment, which reflects a 10-year compounded annual growth rate (CAGR) of 4.6%. Note that if public use were not allowed, a substantial portion of the revenue deficit would need to be distributed across all Members, resulting in an increase in annual assessment of almost \$1,000 per household.

Positioning

Compared to the other Communities in the North Tahoe Region, Tahoe Donner offers homeowners more amenities yet charges a lower annual assessment. This is partly due to the economy of scale as Tahoe Donner has a much larger number of members (6,473 properties, and 25,000 members). The other reason for the lower cost is that not all HOAs allow public use to defray a portion of the cost.

In addition to the large number of total members, Tahoe Donner has an engaged and involved membership thus making it capable of sustaining the amenity-oriented clubs, leagues and associations that are one reason for the social culture of the community.

The following charts show these characteristics:



		Tahoe Donner	Northstar	Lahontan	Squaw Valley	Alpine Meadows	Shaffer's Mill	Old Greenwood	Grey's Crossing	Glenshire	Martis Camp
Hiking	Recreation	65 Km									
	Clubs										
Biking	Recreation										
	Rentals										
Swimming	Rec Pools										
	Lap pool										
	Beach club										
Golf	Recreation										
	Rentals										
	Driving Range										
	Lessons										
Tennis	Recreation										
	Rentals										
	Lessons										
Fitness	Recreation										
	Sports										
Kids Camps	Recreation										
	Rentals										
	Lessons										
Downhill Skiing	Recreation										
	Rentals										
	Lessons										
Equestrian	Recreation										
	Rentals										
	Lessons										
Crosscountry Skiing	Recreation										
	Rentals										
	Lessons										
Campground	Recreation										
	Seasonal	3									
Food Service	Year around	4									
	Seasonal										
Snow Play	Recreation										
	Recreation										
Basket Ball	Recreation										
	Recreation										
Volley Ball	Recreation										
	Recreation										
Archery	Recreation										
	Recreation										
Bus Service	Door to Door		Community Wide								
	Recreation										
Concierge	Recreation										
	Recreation										

HOA amenity comparison.xlsx

The Future

The Challenges

Age of Tahoe Donner - The original infrastructure of Tahoe Donner is now almost 45-years old. In that period of time, the harsh climate of the Sierra Nevada will typically impart some amount of deterioration needing maintenance, repair and possible replacement to correct safety hazards and maintain member equity i.e. the value of each member's property.

Regulatory changes - From the time the common facilities were constructed, codes and regulations have changed. When we upgrade or perform major maintenance, we are required to bring our facilities into compliance with the modern codes. These could include construction codes such as electrical (GFI) or energy use (Title 24) or use codes such as access for the disabled (ADA). These changes add cost to improvements that are needed.

Recreation Trends - Many of our facilities were built to serve the recreation preferences of the past. As times change, so do preferences, requiring Tahoe Donner to adjust its service & program offerings in order to achieve the goal of "leading customer service".

Seasonality & Housing- The recreational activities and programs that Tahoe Donner operates are heavily dependent on weather. If the weather cooperates, a major portion of the winter amenity use occurs in a 6 to 8-week period encompassing school and national winter holidays. The summer amenities have heavy use between Memorial Day and Labor Day but diminished use at other summer season times. While the number of Tahoe Donner employees is less than 100 people between seasons, this can balloon to almost 500 in peak periods. Housing for seasonal service workers has become an issue in every recreation area that rents to vacationers through social media. A service business cannot deliver "leading customer service" without seasonal service workers.

Demographics - Each property owner is a member of the Tahoe Donner Association, which encompasses 6,473 units housing approximately 25,000 people. Sixteen percent (16%) or a little over 1,000 members are full-time residents of Tahoe Donner. Some of the residents are retired and on a "fixed" income. The remaining 84% own recreational vacation homes in Tahoe Donner. Over time, this ratio has changed in favor of more vacation homes. The average vacation home owner is a little over 40-years old with approximately two (2) children. Many people in this segment are employed in Silicon Valley and have a greater amount of disposable income. While all members have a strong interest in outdoor recreation, these two segments may have different views of what is most important. Other demographic segments also exist with varying interests often centered on the amenity they use the most.

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Providing “attractive and well-maintained” facilities and “leading customer service” will require the application of capital funds from both the Replacement Reserve and Development Funds. How these funds get applied for the maximum benefit of the Tahoe Donner Association requires the concerted effort of experienced and knowledgeable leaders including those volunteers who serve on the Board of Directors and committees, the Staff and other dedicated member volunteers.

Planning for the future

The only thing we can count on in the future is change. A plan is intended to look forward to the future but one cannot foresee all of the changes that will occur. Historically, organization general plans have attempted to look forward 20 years in 5-year increments. In today’s world of the internet, cell phones, social media and an avalanche of new technologies the world of 2037 will undoubtedly look different than today.

Although we cannot predict the future, we can put into place, policies, standards and processes that react to change and adjust to the current environment as it evolves. The Association has focused a lot of attention on designing and implementing methods and procedures that guide the organization toward the direction that creates the most value for the most members, while displaying high visibility so that members can track the progress.

The following describes the key processes and policies that are in place to guide this effort.

Policies and Procedures

Tahoe Donner has a set of financial policies that have been adopted by the Board in accordance with guidance from, staff, legal and the Finance and General Plan Committees. Those that apply to capital improvements include the Development Fund, the Replacement Reserve Fund and the New Machinery and Equipment Fund.

The Development Fund (DF)– The DF is intended to pay for “*large-scale projects that are necessary due to new capacity requirements or changing needs of the Association*”. The fund is an accrual account that stores funds for future projects. Money is deposited each year from the designated portion of the Member Assessment. Each year, the Board and the Finance Committee assess future capital needs to determine the assessment. Withdrawals from this fund are made in accordance with Board approval “gates” in the Capital Projects Process (CPP).

The Development Fund Policy (2014-1) provides the following description:

The Development Fund is established as a reserve account in accordance with the Association’s Governing Documents to be maintained and administered on an annual basis to finance capital improvement projects; including real estate acquisitions, building upgrades and additions, and building replacements that do not qualify for funding from the Replacement Reserve Fund. While the

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Replacement Reserve Fund provides reserves for the replacement of individual building components, it does not provide funding for the functional obsolescence or structural replacement of existing buildings or new facilities.

The Development Fund is necessary to keep the Association's amenities and operational infrastructure from deteriorating and becoming functionally obsolete, to keep the community vibrant, to meet current operational demands, to enhance the benefit enjoyed by the ownership, and to protect each Owner's investment in the Association.

The Development Fund, used in conjunction with and in addition to the reserves provided by the Replacement Reserve Fund, enables the Association's Board of Directors (Board) to plan and execute capital improvement projects identified in the Capital Projects Process (CPP) and derived from other sources that are approved by the Board of Directors on behalf of all Owners.

The Capital Funds Projection (CFP) – When a project has been assigned a Task Force in the CPP, described below, all expected expenditures for that project are forecasted in the CFP. Since the scope, schedule and cost of every project will change as it progresses through the CPP, all early costs are shown as a range, which becomes more precise as the project nears the construction phase. The CPP stages are designated by color, thus the costs forecasted are called:

- Red Stage Cost Estimate– The project has received funding for “Conceptual Design” and because the scope has yet to be fully defined, the cost can only be estimated within +/- 50%.
- Yellow Stage Cost Estimate- The project has received funding for “Final Design”. While the scope is more defined, changes may still occur so the cost can only be estimated within +/- 30%.
- Green Stage Cost Estimate- The project has received funding for regulatory approval. Official agencies may request changes that affect the scope. Once approval is granted, fixed-price contractor quotes will be secured, however, unanticipated on-site changes may occur, thus cost is estimated within +/- 10% and a 15% contingency is added to the cost.

The Capital Projects Process (CPP) - In 2016, the Board of Directors approved the Tahoe Donner Capital Projects Process for evaluating, tracking and documenting capital projects from preliminary idea to post-project review.

Over a hundred ideas have been submitted to this process through the outreach efforts described under Member Input. In addition, projects are suggested by Staff, and by volunteers who work very closely with our amenities. Their perception of the state of our assets and our customer service is a result of working there on a day-to-day basis. All of the ideas submitted are recorded and can be found on the Tahoe Donner website shown as a Preliminary Ideas List at <http://www.tahoedonner.com/wp-content/uploads/2016/08/Preliminary-IDEAS-LIST-1.pdf>.

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A team representing members, staff, and the Board sorts the list according to the following categories:

- Safety and Health - items necessary for health and safety reasons get first priority
- Regulatory - Items needed to meet regulatory requirements.
 - ✓ Environmental
 - ✓ Building Codes
 - ✓ ADA
 - ✓ Title 24
 - ✓ Other
- Asset preservation – maintaining the value of member equity, i.e., “Attractive and well-maintained facilities” to preserve the value of Members’ investment in Tahoe Donner
- Customer Service – items needed to deliver “leading customer service” as promised in the Tahoe Donner Vision Statement
- Financial – Impact on the member assessment

In addition, an emphasis on “improving and enhancing our amenities rather than on adding more” comes directly from widespread Member input in the 2015 Member Survey.

Other considerations include whether the amenity already exists within close proximity to Tahoe Donner.

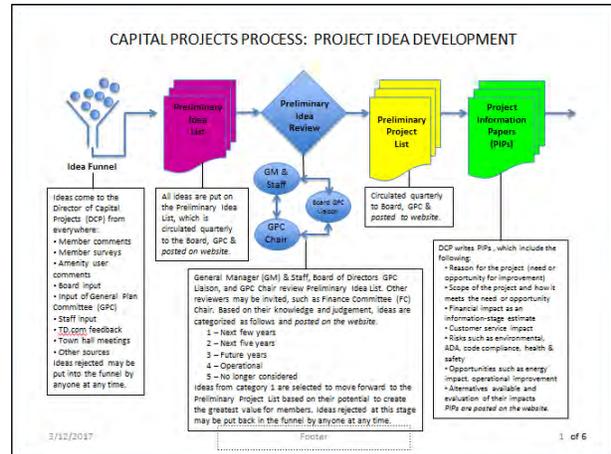
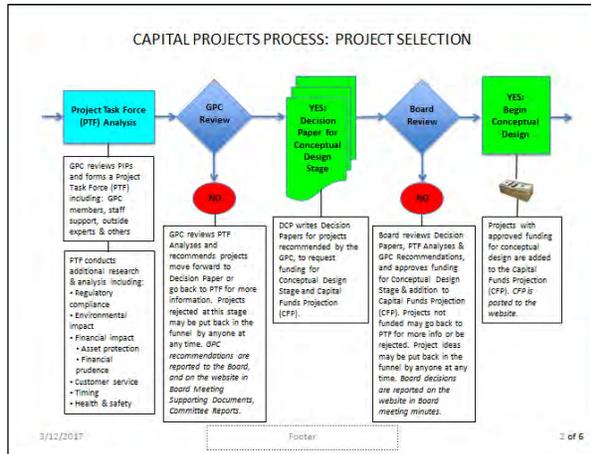
Member input is a crucial part of project priority. The Association engages in and will continue to improve both member outreach and education. Because the different segments of Tahoe Donner’s population may have differing views of what is important, member education is stressed, member input is gathered in many ways and the source of each input is considered. It is the Board’s responsibility to judge the priority that best serves the entire membership.

The CPP’s “Stage-Gate” process – This was derived from the methods used by the Tahoe Donner staff and from standard industry best practices. Projects take place in “Stages” of activity, and at the conclusion of each stage the Board review’s each project’s progress before opening the “Gate” of funding for the next stage.

Through each stage, a Task Force of General Plan Committee volunteers support the Tahoe Donner staff. Scope, Schedule and Spending are evaluated and tracked so that risk is minimized. Periodic update reports are published on the Tahoe Donner website and in Tahoe Donner News so that progress is visible to all Members. A new Member eblast, the Capital Projects Update, is being created to further improve Member communications.

Below are examples of the flowcharts for the first two stages of the Capital Projects Process. The entire process is shown on the Tahoe Donner website Members Area/Capital Projects.

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All projects suggested to the Association are recorded and shown on the website. As projects enter the CPP, their progress is reported on the website, in the minutes of the Board meetings, monthly in Tahoe Donner News and monthly in the Capital Projects Update eblast.

The Plan

This document is a strategic framework and a set of processes that the Association will follow to invest in projects that are necessary to achieve The Vision and to protect and enhance the value of each Member's investment in Tahoe Donner. Its success depends on the committed involvement of members to be informed, express their opinion and respect the needs and desires of the entire Tahoe Donner community. This is our community and our vision for the future of Tahoe Donner.

Tahoe Donner Association Master Plan

ADDENDUM- What might the future look like?

No one can predict the future; however, it might be interesting to speculate what Tahoe Donner would look like if the Vision were achieved in the current financial environment. The following picture of the future is offered as a point for learning, investigation and debate.

Facilities - If we are true to our vision, all of our facilities will be “attractive and well maintained”. That means that the facilities that today have not been upgraded since they were built 45 years ago will have been brought up to the standard of the Vision. New and/or remodeled buildings will serve the needs of the Marina, Northwoods Clubhouse, the Tennis Center and the Downhill Ski Area. The Downhill Ski Lodge will have been expanded to accommodate the peak period crowds. Efficient, safe, low-maintenance ski lifts that reduce waiting time during peak use periods will have replaced our decades old lifts. Our golf course, pools and tennis courts will have been meticulously maintained and represent the same standards. The cluster mailboxes will be modern and placed in a protected location.

The Alder Creek Adventure Center and The Lodge, shown below, are examples of facilities that match our Vision.



Customer Service - Our vision of providing excellent customer service will have driven us to provide affordable housing within Tahoe Donner for our service employees. This will be done to minimize service disruption due to weather-related commute problems and to help attract high quality employees in a housing market with rising costs and declining availability. A shuttle bus system combined with new parking lots will be expanded to alleviate parking problems during peak use times. On-line technologies will have been expanded everywhere to provide easy access to the wide array of services available.

New Activities - In response to member requests, we will have added new activities at our Recreation Centers, possibly including mini-golf, ice skating and an “activity zone” containing a variety of summer action sports. Revenue from these activities will be equal to any increase in operations cost so that member assessment is not increased from their addition to the current service and program offerings.

How does Board approval of the Association Master Plan Benefit Members?

History

In 2008, the General Plan Committee (GPC) wrote an Amenity Master Plan, which consisted of a list of capital projects needed to maintain or improve Tahoe Donner Association amenities. Within the following 6 years, the majority of those projects were completed. In 2016, the Board of Directors requested the GPC to re-write a General Plan. After discussion, it was decided to create an Association Master Plan (AMP) to describe Tahoe Donner as a community and to lay out a strategy for long-term improvement. The result is the Tahoe Donner Association Master Plan that was presented for approval by the Board at the June 2017 Board meeting. This Plan is a strategic framework for long-term improvement that is based on principals that have been supported by previous Boards for many years. Although approval was tabled at the June meeting and cut from the agenda at the July meeting, there are significant reasons why passage of this plan would benefit all of the members of Tahoe Donner Association. The following describes the sections of the plan.

The Vision

Tahoe Donner Association (TDA) is described as having “attractive and well-maintained facilities” with “leading customer service”. In addition, TDA supports and maintains its “natural surroundings”. This has been a guiding principle for many, many years. Prospective home buyers purchase homes in Tahoe Donner for this reason. They expect to use facilities that meet this standard. They expect to receive this service. Compared to the other HOA’s in the North Tahoe area, Tahoe Donner offers more amenities at a significantly lower annual cost because it has the advantage of economy of scale and because it sells its excess capacity to the public.

Adopting the AMP affirms the Board’s commitment to continued support of this Vision.

If the Board now wishes to change this vision and adopt a position that the most important direction is to not spend any more money with the resultant impact on facilities and service, then that plan needs to be written instead and widely disseminated to all members.

The Member Survey

The most successful poll of member opinion we have is the 2015 Member survey that captured 22% of members representing the 84/16 ratio of “on-hill” / “off-hill” members. ***Ninety-four percent of respondents agreed with the Vision.*** Years of feedback from members have consistently verified these results. The 2015 survey also strongly urged the Association to bring the current facilities and services up to the standard of the Vision before we add new things.

The Current State

The Plan describes how TDA operates and how the member assessment and amenity user fees are interrelated. This section is intended as ***education*** to members. Feedback from members who have read the plan and others who have seen it presented indicates that it helps them better understand TDA.

The Future State

Many members expect a plan to describe what the future might look like. If you don’t know where you’re going, any path will take you there. We all know that the future may be different than our current plans but members want to see the possible implications of where the Vision can take TDA in the future.

Similarly, we know the current condition of our facilities and services and how they compare to the Vision. The AMP describes a logical list of projects that would be needed to close the gap between where we are today and how we would look if we operated in compliance with the Vision. The Plan does not attempt to prioritize these as we already have a Board-approved Capital Projects Process (CPP) to do so as described below.

Capital Projects Process (CPP)

There are more things to do than our limited funds will allow, particularly since we are not permitted to borrow and members have expressed dissatisfaction with special assessments. Thus, the Association must prioritize the list of improvement projects and match them against the available funds. To do this, the Board, Staff and General Plan Committee (GPC) created the CPP so that each body and all members are informed of the scope, cost and schedule of those projects selected to be worked on for the next 5 years. Currently, the projects in the queue will absorb the next 5 years of funds at the current level of member annual assessment.

The CPP and the Capital Funds Projection (CFP) are the current methods previous Boards have adopted to prioritize projects and project the use of capital funds. Any number of other methods could be designed, discussed, agreed-upon and implemented. Adoption of the AMP does not depend on this discussion. ***Adoption of the AMP affirms the Board's commitment to the Vision and to the overall direction of Tahoe Donner Association. This is needed no matter how the project list is prioritized. The benefit to members is the knowledge that Tahoe Donner will remain the community they bought into.***

DRAFT
Development Fund - Capital Funds Projection

A	B	K	L	M	N	O	P
		5 YEAR INTERVAL		5 YEAR INTERVAL			
Location	Project	2015	2016	2017	2018	2019	2020
					UNDER NEW GPC PROCESS, YEARS 2017-2020 ARE CURRENTLY UNDER REVIEW, AS DETAILED AT: http://www.tahodonner.com/major-projects/general-plan/		
Association Wide							
231-025-556/331-025-919	Security Video Systems	15,876					
	General Plan 2015 Member Survey	9,538					
	Mailbox Consolidation & Improvements (Feasibility Study)			25,000			
	New TDA trail connector to the Town's phase 2 Trout Creek Trail (\$200K)			0	0		
	Association Master Plan		69,500		12,285		
Alder Creek Adventure Center							
431-080-248	Equestrian Operations Relocation	282,541	278,939				
	RR	(282,541)	(53,000)				
	On-site Parking	35,600					
	RR	(35,600)					
231-110-554	ACAC project completion and (\$25K) Storage Enclosure	1,039,986	84,180				
Clubhouse NWCH							
Downhill Ski Area							
531-210-480 / 431-210-249	Snowmaking Equipment (\$1.5 million total)	1,121,221	228,528				
	Phased upgrades at Ski Lodge and Lifts (Feasibility Study)			50,000			
Forestry Facility							
231-005-601	Storage Containers		3,350				
	Permanent Storage Facility (Feasibility Study)			10,000			
231-005-601	Storage partitions	1,813					
Golf Course							
Maintenance Sub-group							
531-110-467	Alder Creek Adventure Center Solar Project, (\$ net of rebates)	11,212					
531-132-466	Trout Creek Recreation Center Solar Project, (\$ net of rebates)	13,377					
	Beach Club Marina Solar Project, (\$ net of rebates)		15,000				
Marina							
Open Space							
	Land Acquisition Study	2,000					
	640-acre Crabtree Canyon Acquisition and Conservation Easement		550,000				
	Two new Warming Huts (Yurts or other)			50,000			
Snowplay							
Tennis Facility							
The Lodge							
Trails Master Plan							
521-051-526	Trails Master Plan, Permitting and Specific Projects	146,746	257,214	195,714	127,759	152,714	331,214
	RR	(146,746)	(207,214)	(128,714)	(107,759)	(87,714)	(81,214)
	Expanded parking at Glacier Way Trailhead (Feasibility Study)			20,000			
Trout Creek Recreation Center							
	Space Reallocation and 1,100 SF Expansion		20,000	50,000			
Miscellaneous Projects, Land Acquisition, and Payroll Allocation		150,000	200,000	250,000	250,000	250,000	250,000
Estimated Annual Totals, before any Replacement Reserve (RR) offset amounts and before Inflation Factor		\$ 2,830,023	\$ 1,706,497	\$ 663,285	\$ 378,000	\$ 403,000	\$ 581,000
	Projects Total	\$ 2,830,023	\$ 1,706,497	\$ 663,285	\$ 378,000	\$ 403,000	\$ 581,000
	2.0% Inflation Factor	\$ -	\$ -	\$ -	\$ 15,000	\$ 24,000	\$ 46,000
	Total Including Inflation	\$ 2,830,023	\$ 1,706,497	\$ 663,285	\$ 393,000	\$ 427,000	\$ 627,000
	2016 < BASELINE YEAR FOR INFLATION FACTOR						
	0.5% Interest Income	\$ 949	\$ 5,000	\$ 2,000	\$ 9,000	\$ 17,000	\$ 25,000
	8.0% Income Tax Expense	\$ 90	\$ 1,000	\$ 200	\$ 700	\$ 1,400	\$ 2,000
	8.0% Bad Debt Expense	\$ 7,884	\$ 8,000	\$ 8,000	\$ 8,000	\$ 8,000	\$ 8,000
	RR Replacement Reserve Funds used for project(s) (+ Inflation Factor, in future years)	\$ (465,199)	\$ (260,000)	\$ (131,000)	\$ (112,000)	\$ (93,000)	\$ (88,000)
	(RAE Funds) RAE Funds (restricted) used for project(s)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
	TRANSFERS IN (OUT)						
	20 <Years: Normalized Contrib >	\$ 250.00	\$ 250.00	\$ 300.00	\$ 300.00	\$ 300.00	\$ 300.00
	6472 Annual Contribution (combined DFRegular and DFBR)	\$ 1,618,000	\$ 1,618,000	\$ 1,942,000	\$ 1,942,000	\$ 1,942,000	\$ 1,942,000
	Development Fund Balance, Excluding RAE Funds (restricted)						
	Beginning	\$946,546	\$192,697	\$360,200	\$1,763,715	\$3,425,015	\$5,040,615
	Ending	\$192,697	\$360,200	\$1,763,715	\$3,425,015	\$5,040,615	\$6,458,615
		Yr 2015	Yr 2016	Yr 2017	Yr 2018	Yr 2019	Yr 2020
	Development Fund, total balance (Above & RAE below), ending balance	\$ 192,697	\$ 360,200	\$ 1,763,715	\$ 3,425,015	\$ 5,040,615	\$ 6,458,615

List of Preliminary Ideas

 11/4/2016	<h1 style="text-align: center;">PRELIMINARY IDEAS LIST</h1>		1-next few years, 2-next five years, 3-future years, 4-Operational, 5-no longer considered, 6-already exists in Truckee Community		
AMENITY	PROJECT SCOPE	Origination	Last Reviewed	Priority	
Association Wide	Cluster Mailbox Consolidation with Overhead Roof Structure	Staff	Q4 2015	1	
Association Wide	New TDA trail connector to the Town's phase 2 Trout Creek Trail	Staff	Q4 2015	2	
Association Wide	Community Barn/ Center	Member email	Q1 2016	3	
Association Wide	Enhance recycling program at Restaurants and Amenities	Staff	Q1 2016	4	
Association Wide	EV charging stations utilizing TDPUD rebates	Staff	Q1 2016	1	
Association Wide	Seasonal Employee Housing	Staff	Q1 2016	1	
Association Wide	Dog run and activities	2015 Homeowner Survey	Q1 2016	2	
Association Wide	Regular Daycare	2015 Homeowner Survey	Q1 2016	1	
Association Wide	Fishing Pond	2015 Homeowner Survey	Q1 2016	5	
Association Wide	Indoor children's play space, mini golf, and climbing wall	2015 Homeowner Survey	Q1 2016	2	
Association Wide	Shuttle Service to Northstar, Squaw, and Alpine	2015 Homeowner Survey	Q1 2016	5	
Association Wide	Skating Rink	2015 Homeowner Survey	Q1 2016	1	
Association Wide	Additional Holiday Activities	2015 Homeowner Survey	Q1 2016	4	
Association Wide	Snowmobile rides	2015 Homeowner Survey	Q1 2016	5	
Association Wide	Community Theater	2015 Homeowner Survey	Q1 2016	5	
Association Wide	Network Operations Center (NOC) at central location, Golf Maintenance	Staff	Q1 2016	2	
Association Wide	Composting program	Staff	Q1 2016	3	
Association Wide	Community Garden	Staff	Q1 2016	3	
Association Wide	Water Bottle refill station at each Amenity to reduce disposable cup waste	Staff	Q1 2016	1	
Association Wide	Stand-alone Information Kiosk at each Amenity	Staff	Q1 2016	2	
Association Wide	Expanded parking at Glacier Way Trailhead	Staff	Q1 2016	1	
Association Wide	Remove barbed wire, and install A-frame fencing along applicable Euer Valley boundaries	Staff	Q2 2016	1	
Association Wide	Gas Station	Member email	Q2 2016	3	
Association Wide	New Administration Office Space to expand Clubhouse offerings	Member email	Q2 2016	3	
Association Wide	Association Master Plan	GPC	Q2 2016	1	
Association Wide	Basketball and volleyball courts	New Member Survey	Q2 2016	6	
Association Wide	Rock Climbing	New Member Survey	Q2 2016	2	
Association Wide	Vaulted Restrooms at Glacier Way Trailhead	Member email	Q3 2016	4	
Association Wide	Add traffic calming, or additional speed limit signage, along Northwoods Blvd	Member email	Q3 2016	7	
Association Wide	30 year bond to fund underground utility upgrades throughout Association	GPC	Q3 2016	3	
Association Wide	Add 3-season landscaping to Main Monument and Northwoods/Northwoods Sign	Homeowner comment	Q4 2016	4	
Association Wide	Underground utility lines for aesthetics, safety, and dependability of service	Homeowner email	Q4 2016	3	
Association Wide	Consider Solar Garden for individual Homeowner investment, utilizing rebates and incentives	Homeowner email	Q4 2016	3	
Association Wide	Purchase affordable housing to ensure lodging for seasonal TDA employees	Staff	Q4 2016	2	
Alder Creek Adventure Center	(2) new 10x12 warming huts	GPC	Q4 2015	1	
Alder Creek Adventure Center	Restrooms in Euer Valley	GPC	Q4 2015	1	
Alder Creek Adventure Center	New Cook House	GPC	Q4 2015	2	
Alder Creek Adventure Center	Phase 3 Equestrian Campus; ADA parking/walkways, Wash Rack, Roadway Base, Guide	Steering Committee	Q4 2015	3	
Alder Creek Adventure Center	Phase 4 Equestrian Campus; Trailer Parking, dressage court, and improved boarder pens	Steering Committee	Q4 2015	3	
Alder Creek Adventure Center	Warming Hut character upgrades at (4) locations	Staff	Q4 2015	4	
Alder Creek Adventure Center	Adventure Zone; archery zone, ropes course and zipline area, Zone for young bike skills	Staff	Q4 2015	1	
Alder Creek Adventure Center	Back-up Generator	Staff	Q1 2016	2	
Alder Creek Adventure Center	Snowmaking for a 5K early season loop	Member email	Q1 2016	3	
Alder Creek Adventure Center	Additional storage shed for Recycling and Summer/Winter operations at Parking Lot	Staff	Q1 2016	1	
Alder Creek Adventure Center	Summer Trail Grooming for low snow years at nordic trails	Staff	Q1 2016	1	
Alder Creek Adventure Center	Bridges at Coyote Crossing and Cowboy Camp	Staff	Q1 2016	1	
Alder Creek Adventure Center	Additional storage options for winter operations; snowmobiles, signs, tools	Staff	Q1 2016	1	
Alder Creek Adventure Center	Rebuild and Maintain iconic Euer Valley barns	Staff	Q1 2016	3	
Alder Creek Adventure Center	Winter Trail expansions; Crabtree to Mustang, Lions Leap to Last Round up, Dog Trail ext.	Staff	Q1 2016	1	
Alder Creek Adventure Center	FIS Homologation to meet improved international standard of mass skate start	Staff	Q1 2016	1	
Alder Creek Adventure Center	Disk Golf Course	2015 Homeowner Survey	Q1 2016	1	
Alder Creek Adventure Center	Treehouse	2015 Homeowner Survey	Q1 2016	1	
Alder Creek Adventure Center	Walk-in Camping to a yurt or hut system	2015 Homeowner Survey	Q1 2016	3	
Alder Creek Adventure Center	Upgrade south, west, and north column bases with stone wrap, to match entry columns	Member email	Q4 2016	4	
Alder Creek Adventure Center	Additional barriers between ACAC terrace and arena pathway	GPC	Q4 2016	5	
Alder Creek Adventure Center	Improved footing at Arena	Staff	Q4 2016	1	
Alder Creek Adventure Center	Improved footing at Round Pen	Staff	Q4 2016	2	
Alder Creek Adventure Center	Provide grass and fencing for Polo Club and horse jumping, see menlocircusclub.com	Member email	Q4 2016	5	
Clubhouse NWCH	Trash Enclosure, Storage Room Addition, ADA & Drainage improvements	GPC	Q4 2015	2	
Clubhouse NWCH	Rear terrace expansion and leveling, improved accessibility to bocce courts	GPC	Q4 2015	2	
Clubhouse NWCH	Parking Capacity Expansion	Staff	Q4 2015	1	
Clubhouse NWCH	Expanded Recreation Hut	Staff	Q1 2016	3	
Clubhouse NWCH	Covered, outdoor Vending machines	Staff	Q1 2016	3	
Clubhouse NWCH	Heated walkway outside Pizza Entrance to minimize existing liability	Staff	Q1 2016	2	
Clubhouse NWCH	Hot Tub near Pool	Homeowner email	Q4 2016	2	
Clubhouse NWCH	Ice skating, roller skating, and miniture golf, like Northstar or Martis Camp	Homeowner email	Q4 2016	3	

 11/4/2016	<h1 style="text-align: center;">PRELIMINARY IDEAS LIST</h1>	1-next few years, 2-next five years, 3-future years, 4-Operational, 5-no longer considered, 6-already exists in Truckee Community		
Campground	Improve accessible restrooms and showers	Staff	Q4 2016	3
Downhill Ski Area	New Ski Lift at Backside slopes	GPC	Q4 2015	3
Downhill Ski Area	Phased Downhill Ski Lodge Replacement to minimize business interruption	GPC	Q4 2015	3
Downhill Ski Area	Expanded Snowmaking Equipment	GPC	Q4 2015	3
Downhill Ski Area	Top Shop Fueling Station	Staff	Q1 2016	2
Downhill Ski Area	Family-friendly gravity trails	Member email	Q1 2016	3
Downhill Ski Area	Terminal, lift shack, and fencing to match new siding and color of Pump House	Staff	Q1 2016	1
Downhill Ski Area	Summer Trail Grooming	Staff	Q1 2016	1
Downhill Ski Area	Back-up Generator	Staff	Q1 2016	3
Downhill Ski Area	Replace Snowbird Chair with Detachable Quad	Staff	Q1 2016	3
Downhill Ski Area	Replace Eagle Rock Chair with Detachable Quad	Staff	Q1 2016	3
Downhill Ski Area	Snack Bar Remodel	Staff	Q1 2016	1
Downhill Ski Area	Remodel seating areas, restrooms and expand parking	Homeowner email	Q2 2016	3
Downhill Ski Area	Fueling for Operations at Top Shop	Staff	Q4 2016	3
Downhill Ski Area	Expand restrooms and indoor seating capacity	Homeowner email	Q4 2016	3
Downhill Ski Area	Provide expanded parking at top of Eagle Rock Chair, accessible through green gate at SkiSlope	Homeowner email	Q4 2016	3
Forestry Facility	Storage Building	Staff	Q4 2015	1
Golf Course	Water Conservation, 500K gallon water tank/well/pump/case/heads	Staff	Q4 2015	1
Golf Course	Driving Range net to allow simultaneous summer operations	Staff	Q1 2016	1
Golf Course	Shade structure over Driving Range Tee boxes	Staff	Q1 2016	3
Marina	New entrance, signage, improved accessibility and lighting	GPC	Q4 2015	2
Marina	Expanded kitchen and terrace seating with shade structure	GPC	Q4 2015	2
Marina	Beach Bar on slab with power	Staff	Q1 2016	2
Marina	Third Dock south of existing Boat Ramp	Staff	Q1 2016	2
Marina	Expanded Day Camps area at Pump House, with artificial turf and storage fencing	Staff	Q4 2016	1
Open Space Planning	Land Acquisition (500K over next 5 years)	GPC	Q4 2015	1
Open Space Planning	Protect Frog Lake and add trails	2015 Homeowner Survey	Q1 2016	5
Snowplay	Expanded Paver Terrace for Food and Beverage	GPC	Q4 2015	2
Snowplay	Snowmaking	GPC	Q4 2015	2
Snowplay	Flushing restrooms for utilization by all guests summer/winter	GPC	Q4 2015	2
Snowplay	More tubing	2015 Homeowner Survey	Q1 2016	4
Snowplay	Relocate Snowplay operations to alleviate Trout Creek parking and operations	Staff	Q1 2016	2
Tennis Facility	Facility Expansion/Remodel	Staff	Q1 2016	3
Tennis Facility	Indoor Tennis courts for winter play	2015 Homeowner Survey	Q1 2016	3
Tennis Facility	Year-round multi-purpose sports/tennis facility	Homeowner email	Q4 2016	6
The Lodge	Conference Space and Restrooms with flat roof, to replace white tent	Staff	Q1 2016	3
The Lodge	Additional Tap Offerings	Staff	Q1 2016	4
The Lodge	Recycle and Refuse expansion	Staff	Q1 2016	2
The Lodge	Add staircase and lighting at existing sloping walkway between upper and lower parking	Staff	Q1 2016	1
Trails Master Plan	More walking and biking trails	2015 Homeowner Survey	Q1 2016	5
Trout Creek Recreation Center	4,000SF addition and expanded parking	GPC	Q4 2015	2
Trout Creek Recreation Center	Remodel of Pool-side Locker Rooms, Steam Room, and Sauna	GPC	Q4 2015	1
Trout Creek Recreation Center	Additional Lap Lanes	GPC	Q4 2015	3
Trout Creek Recreation Center	Expanded Pump house for improved heating capacity for 12 month rec pool operations	GPC	Q4 2015	2
Trout Creek Recreation Center	Widen Entrance for addition of left turn lane	GPC	Q4 2015	2
Trout Creek Recreation Center	Pool Slide and Lazy River with Poolside Bar	Staff	Q1 2016	5
Trout Creek Recreation Center	Additional Hot Tub	Staff	Q1 2016	2
Trout Creek Recreation Center	Saline Upgrade	Staff	Q1 2016	2
Trout Creek Recreation Center	Marco Polo Grill to receive sink and shade structure	Staff	Q1 2016	1
Trout Creek Recreation Center	Fiber-Optic to Snowplay from Ball Shack	Staff	Q1 2016	5
Trout Creek Recreation Center	Additional Parking on driving range, directly below t-boxes, for usage during large events	Member email	Q4 2016	3
Trout Creek Recreation Center	Expand pools, swimming lanes, and hottubs	Member email	Q4 2016	3
Trout Creek Recreation Center	Consider lower-cost remodel options to minimize impact and maximize member benefit	Member email	Q4 2016	1



Tahoe Donner 20 Year Plan
Owner Research on Investment Priorities
Conducted for Tahoe Donner General Plan Committee

September 2015

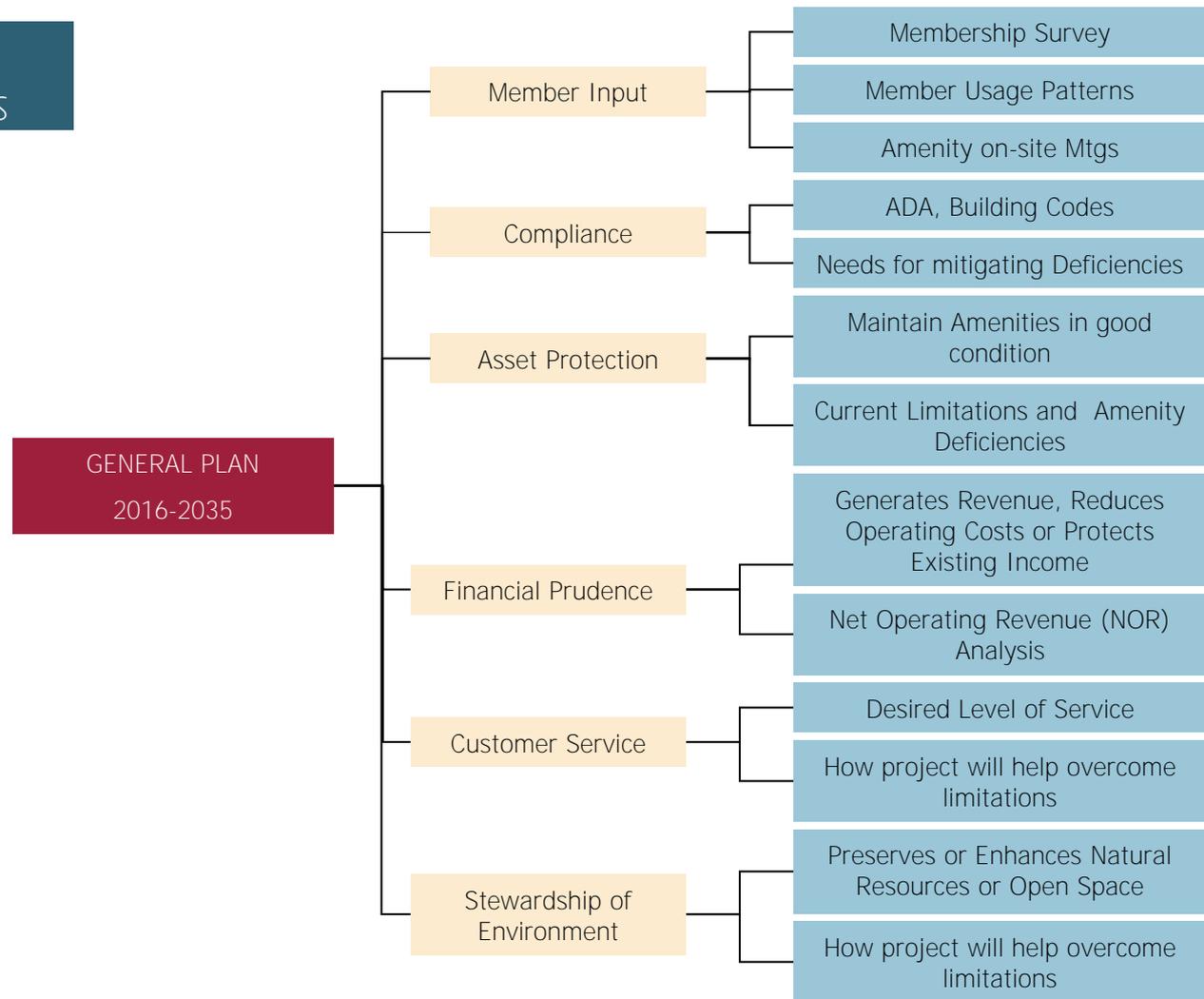


Purpose of Research

Survey Tahoe Donner homeowners, as a part of the General Plan Committee's (GPC) process, to make recommendations regarding future Development Fund project planning on the capital infrastructure wants and needs of our community.



Tahoe Donner General Plan Process



Methodology

- 10 minute online survey distributed by email
- Supplemented with iPad surveys conducted over several weekends at Tahoe Donner Events
- Prizes offered as an incentive to participate
- Large sample sizes achieved:

1,447

**Total
Interviews***

297

**On the
Hill**

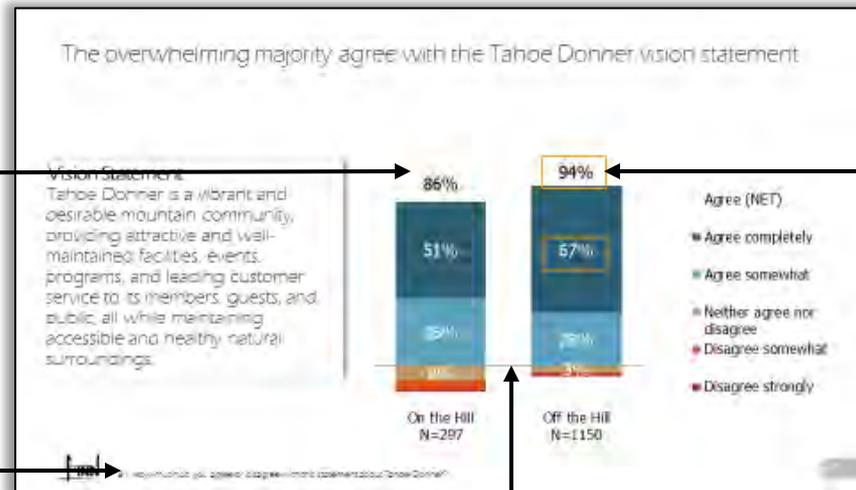
1,150

**Off the
Hill**

Tips for reading the report

Charts report percentages, unless otherwise noted

The survey question is included in the footnote on each page



Significant differences between On the Hill and Off the Hill are indicated by boxes

Most analysis compares On the Hill and Off the Hill groups.

Key Findings

1. Tahoe Donner home owners heap high praise on the community, with the amenities playing a central role
 - Strong agreement with the TD vision statement
 - Exceptionally high scores to Tahoe Donner's amenities (as a whole),
 - Amenities described as diverse, and having a positive staff
 - Amenities were reason for some to choose Tahoe Donner over other neighborhoods
 - On & Off the Hill rate the Assessment fees as a good value
2. Strong desire to improve and enhance amenities, rather than adding more
 - On & Off the Hill agree: Enhance rather than build more
 - Nature is as much a part of the Tahoe Donner experience as the Amenities, and efforts to preserve the natural setting are appreciated
 - A small faction of homeowners want minimal spending on amenities to merely maintain them. This group makes up about 1/5 of On the Hill, and less than 3% of total Tahoe Donner home owners
 - Although they are vocal, their investment priorities are consistent with the rest of Tahoe Donner owners

Top Investment Priorities

1. Invest / Protect Adjacent Rec. Open Spaces
 - Solid winner – ahead of the pack
2. Build More Trails
 - Solid 2nd place, with both On & Off the Hill
3. Conservation & Efficiency
 - Water conservation & Alternative Energy Investments
 - Alt Energy more important to On the Hill
4. Marina deck/seating/food, Trout Creek Fitness, Euer Valley, & Non-Weather Dependent Kids Activities make up the next tier of investment priorities
 - Different Opinions for On & Off Hill groups
 - Marina ranks very low among On the Hill
 - Trout Creek ranks very high among On the Hill

Residents have opposing desires. On one hand they want to protect open spaces; while on the other, they want more trails for all types of activities. It is likely that they do not view trails as disturbing the natural setting, whereas something like a soccer field would be considered so.

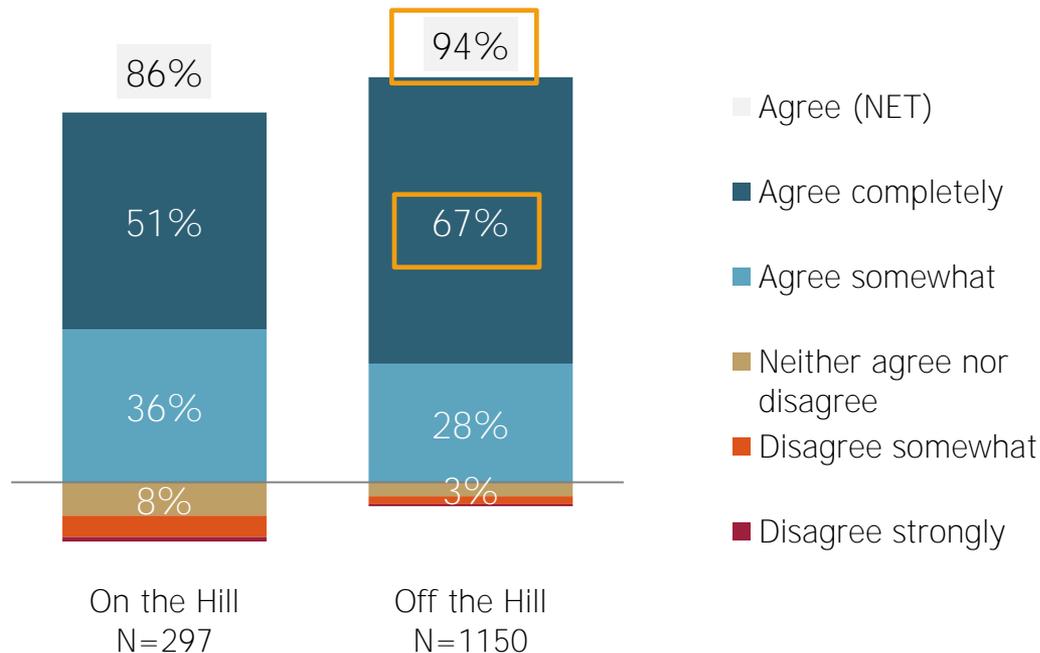


Attitudes Toward Tahoe Donner

The overwhelming majority agree with the Tahoe Donner vision statement

Vision Statement

Tahoe Donner is a vibrant and desirable mountain community, providing attractive and well-maintained facilities, events, programs, and leading customer service to its members, guests, and public, all while maintaining accessible and healthy natural surroundings.



What words in the vision statement are most important?

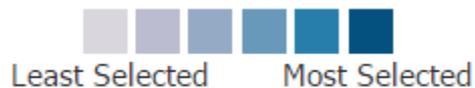
On the Hill

Tahoe Donner is a vibrant and desirable mountain community, providing attractive and well-maintained facilities, events, programs, and leading customer service to its members, guests, and public, all while maintaining accessible and healthy natural surroundings

Off the Hill

Tahoe Donner is a vibrant and desirable mountain community, providing attractive and well-maintained facilities, events, programs, and leading customer service to its members, guests, and public, all while maintaining accessible and healthy natural surroundings

Legend:



Net Promoter Score (NPS) – A method for measuring engagement

By asking one simple question — *How likely is it that you would recommend Tahoe Donner?*— we can identify three groups and get an overall measure of performance.

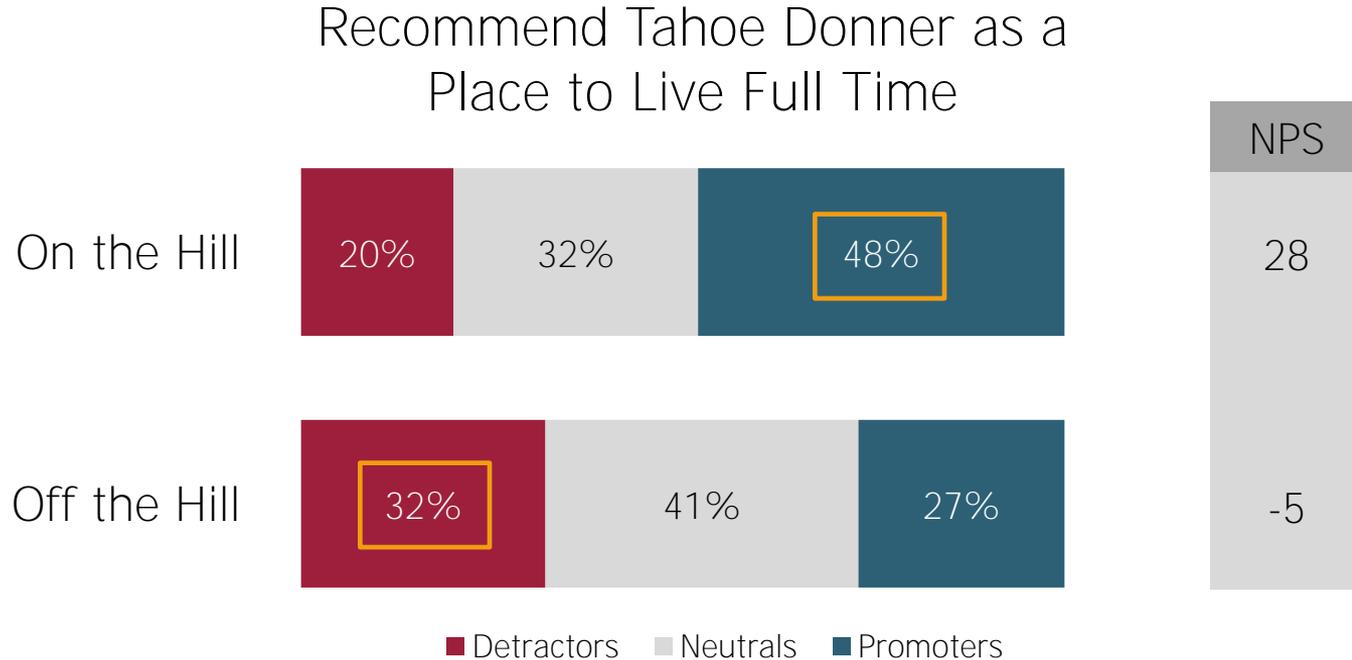
Homeowners respond to a 0-to-10 point rating scale and are categorized as follows:



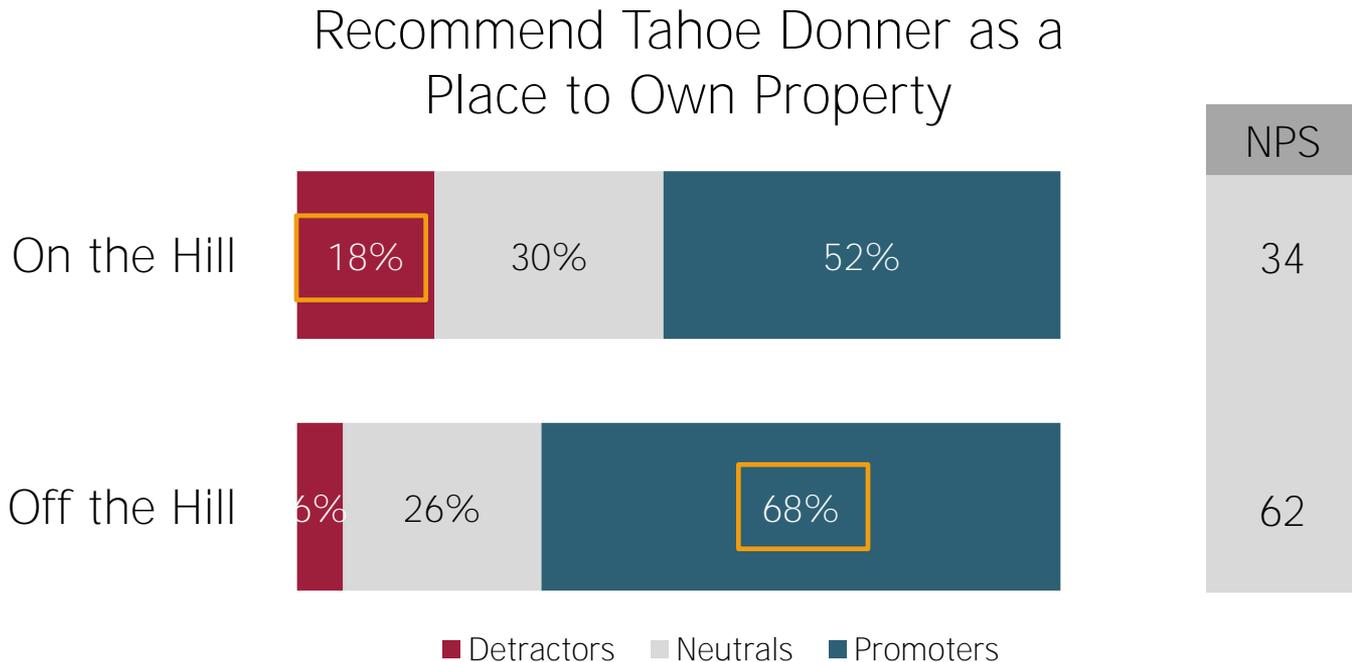
- **Promoters** (score 9-10) are loyal enthusiasts who will keep referring others
- **Passives** (score 7-8) are satisfied but unenthusiastic
- **Detractors** (score 0-6) are unhappy and can damage your reputation and impede growth through negative word-of-mouth.

To calculate NPS, take the percentage of customers who are Promoters and subtract the percentage who are Detractors. A positive score means there are more promoters than detractors.

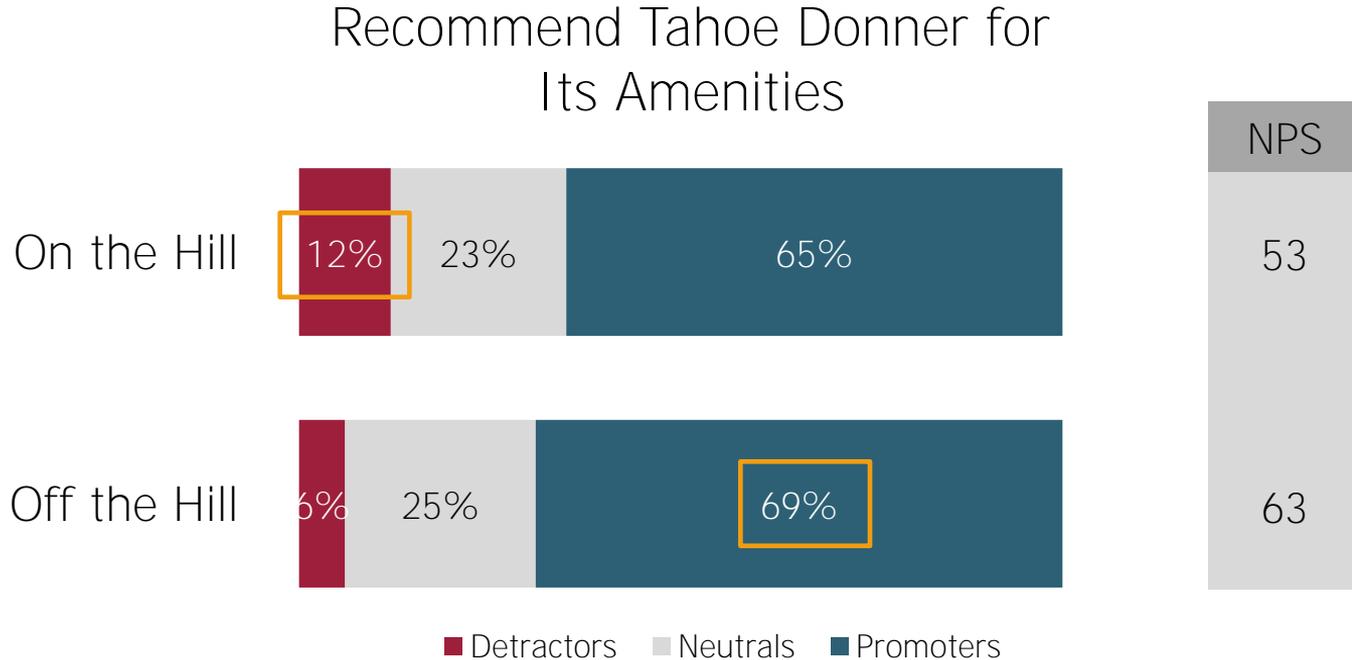
Not surprisingly, On vs. Off the Hill owners feel differently about Tahoe Donner as a full time place to live



Both groups are in agreement that Tahoe Donner is a good place to own property; however, just under 1 in 5 of those On the Hill rate as Detractors

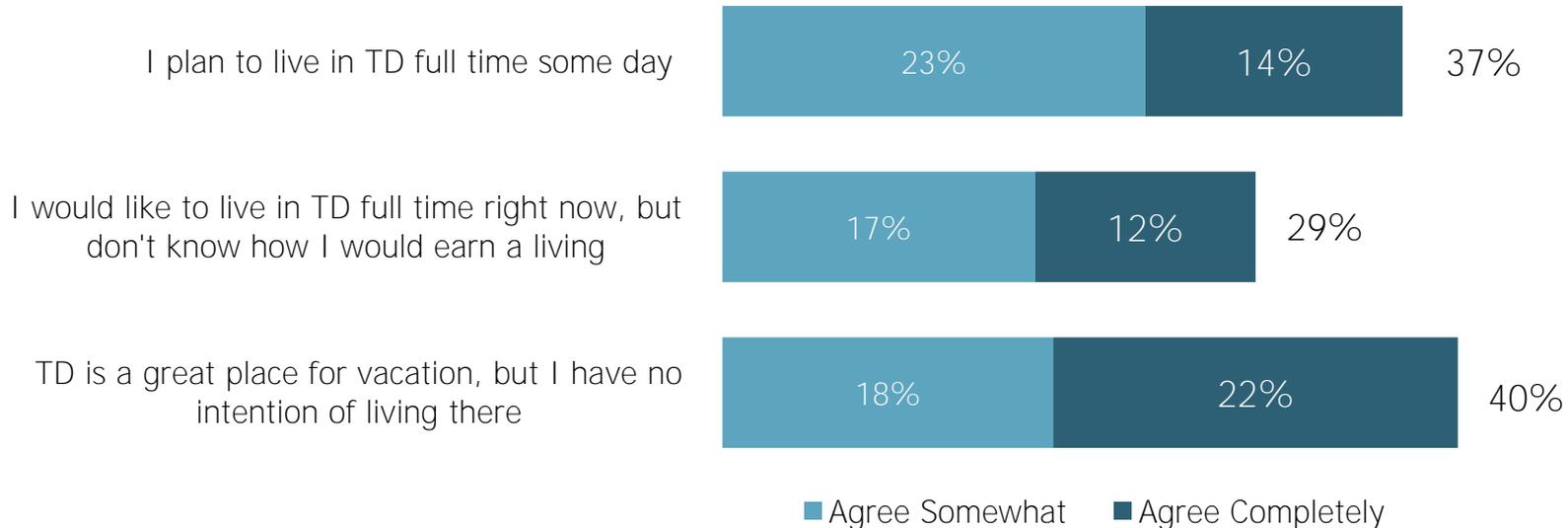


Amenities receive very high scores among both groups



Off the Hill are more likely to view Tahoe Donner as a place for vacation vs. a place they want to live permanently

Attitudes on Living Full Time in Tahoe Donner (Off the Hill)

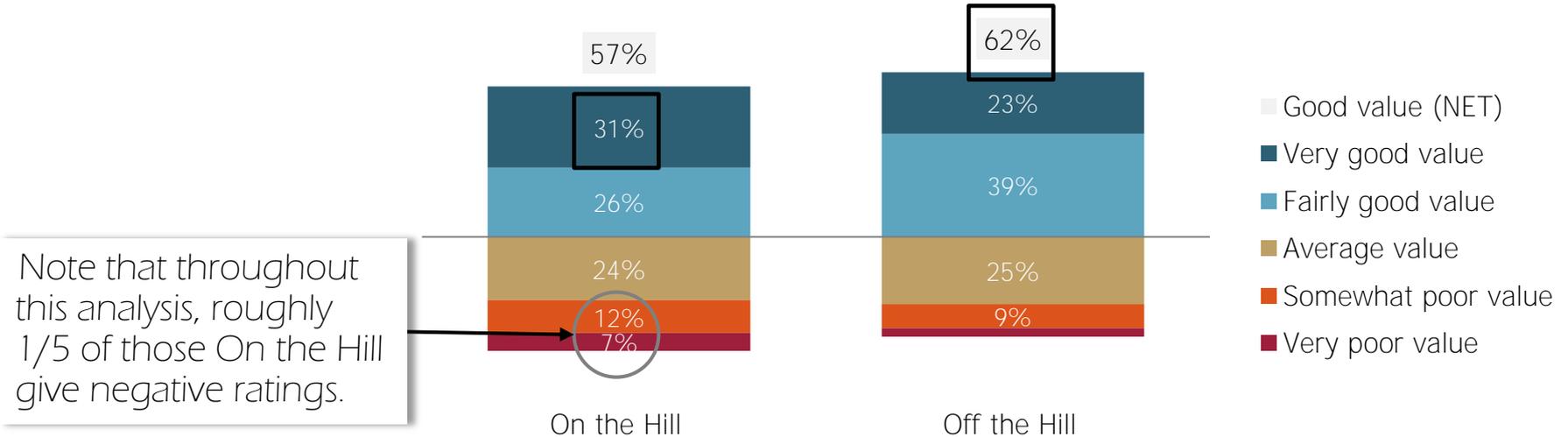




Attitudes about the Amenities

A majority in both groups feel the Annual Assessment is a good value

Value of Tahoe Donner Annual Assessment



Most home owners have positive things to say about the amenities

“It is nice to have fun places to go within Tahoe Donner”

“The amenities are plenty, high quality, and best of all it seems the staff looks for ways every year to improve the experience at the amenities.”

“We have been property owners for over 30 years. Our children have fond memories of many activity filled summers here now they are bringing their children to enjoy these same great **facilities**”

“Tahoe Donner has something for everyone”

“Outstanding diverse recreational opportunities. Enviably.”

“The amenities are amazing. There is something for everyone and we actively use all of them.”

“**Because** there are amenities, and great ones. I've seen some associations with rundown equipment, little or no staff. Just the basics. TD has the **finest.**”

“Tahoe Donner offers a wide variety of activities no matter what the season”

“The amenities of TD are one reason that motivated us to buy there and not in nearby neighborhoods like Prosser”

Over 1,000 comments can be found in the raw data file from this research. The ratio of positive to negative comments was greater than 10 to 1.



There exists a small faction with negative perceptions about the amenities. Their concerns are predominantly about the costs

“We enjoy the amenities, but the golf course is a financial drain to the association. If there was no golf course I would rate it a 10.”

“Overall good amenities. Becoming too costly for home owners (in as much as we also pay HOA dues)”

“Overpriced for the most part. Too many wasteful improvements wanted by few.”

“They are very good but could be better. Some need upgrading/enlarging. Others need to pay their own way”

Over 1,000 comments can be found in the raw data file from this research. The ratio of positive to negative comments was greater than 10 to 1.



On the Hill perceptions about Tahoe Donner Amenities

On the Hill Attitudes

Statement A

I believe amenities are important because they **improve property value**

I would rather TD **preserve** recreational open spaces in their natural state

Tahoe Donner should be investing more to **enhance** existing amenities

More amenities should be **open to public** to help fund TD improvements

I would spend more time in Tahoe Donner if there were more amenities

I would like Tahoe Donner to **build more new amenities**

Statement B

I do not believe amenities improve my property value

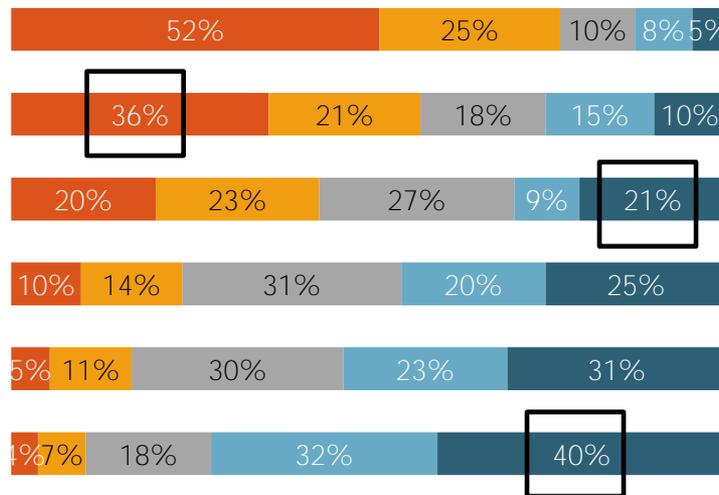
I would rather Tahoe Donner **enhance** recreational open spaces

Tahoe Donner should invest **only to maintain** existing amenities

More amenities should be **exclusive** to Tahoe Donner members

Our amenities don't influence how much time I spend at Tahoe Donner

I would like TD to **focus more on improving** the amenities we have



■ Strongly agree with A
 ■ Somewhat agree with A
 ■ Both about the same
■ Somewhat agree with B
 ■ Strongly agree with B



Off the Hill perceptions about Tahoe Donner Amenities

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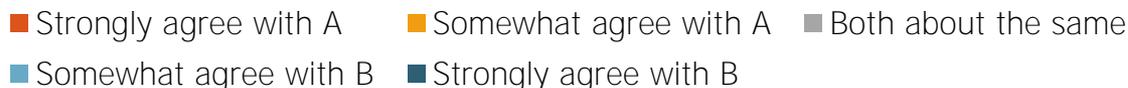
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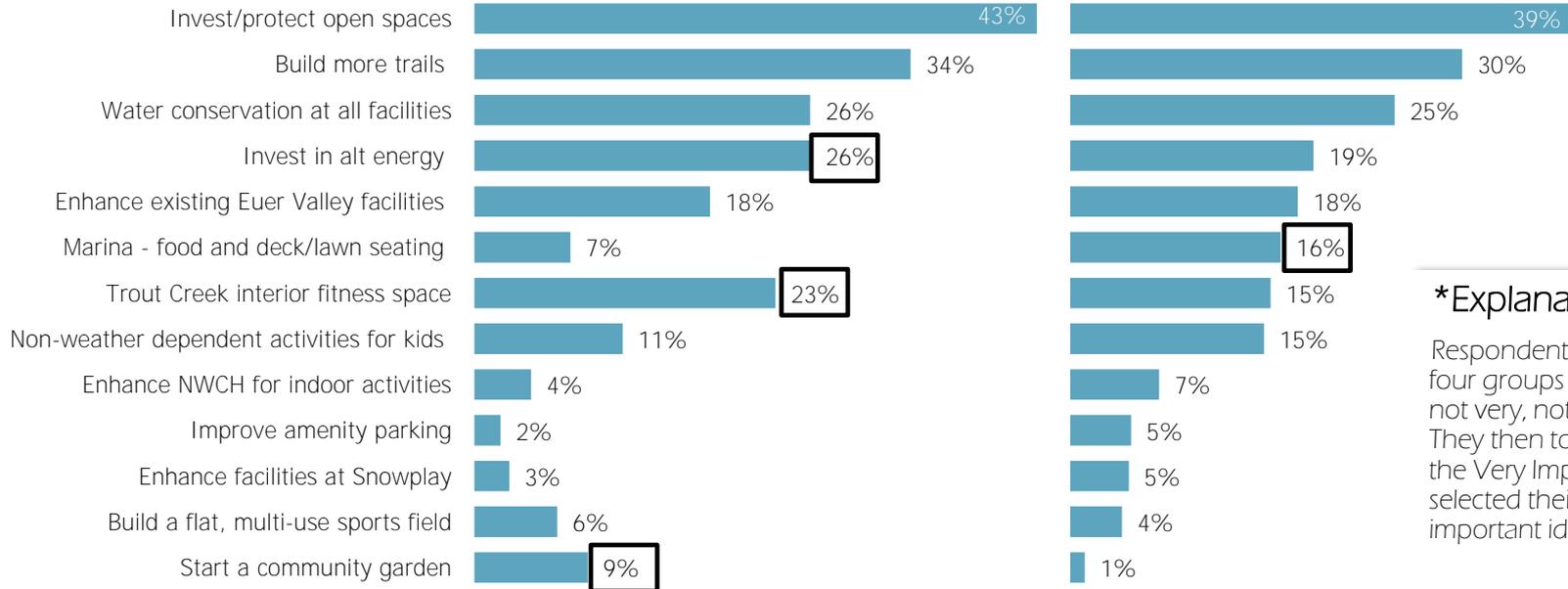
Investment Priorities

Investment Priorities

Based on Top 3 Picks*

On the Hill

Off the Hill



*Explanation

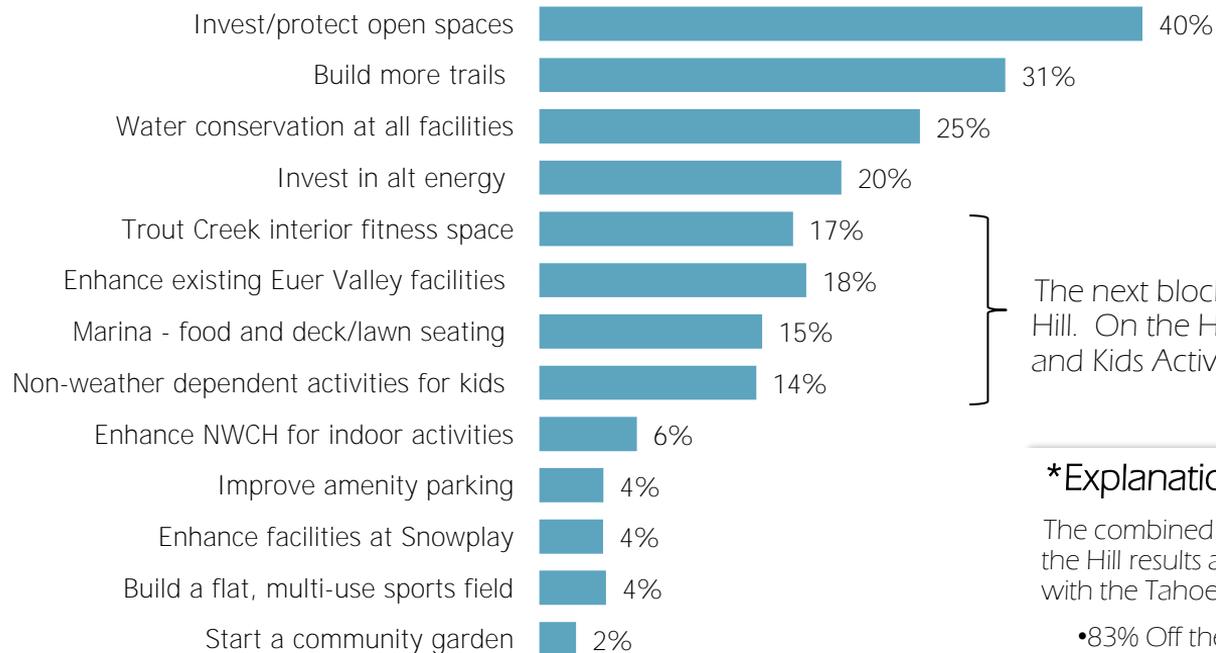
Respondents sorted ideas into four groups (very, somewhat, not very, not at all important). They then took the ideas from the Very Important bucket, and selected their top 3 most important ideas.



C1: Please rate how important each of these is to you.? (Ideas were sorted into four groups: very, somewhat, not very and not at all important)
 C2: Now please identify the ideas that are most important to you. (Ideas from Very Important group were ranked 1st, 2nd, and 3rd most important)

Investment Priorities: Combined On/Off the Hill Score

Combined Score*



Winner: Open spaces, followed ironically by wanting more trails.

The next block of 4 are a virtual tie amongst Off the Hill. On the Hill places lower importance on Marina and Kids Activities.

*Explanation

The combined score merges together On the Hill and Off the Hill results according to the size of these two groups with the Tahoe Donner community

- 83% Off the Hill
- 17% On the Hill

Both On & Off the Hill strongly favor amenities that they can enjoy alone or with their families. There is a slight preference for summer (vs. winter) amenities.

Statement A

Amenities and activities that allow me to enjoy the mountains independently and with my family

On the Hill



Statement B

Amenities and activities that allow me to interact socially and meet new people

Winter amenities



Summer amenities

Off the Hill

Amenities and activities that allow me to enjoy the mountains independently and with my family



Amenities and activities that allow me to interact socially and meet new people

Winter amenities



Summer amenities

- A is much more important
- A is a little bit more important
- Both about the same
- B is a little bit more important
- B is much more important





Profile of Home Owners

Similar Ages of On the Hill & Off the Hill

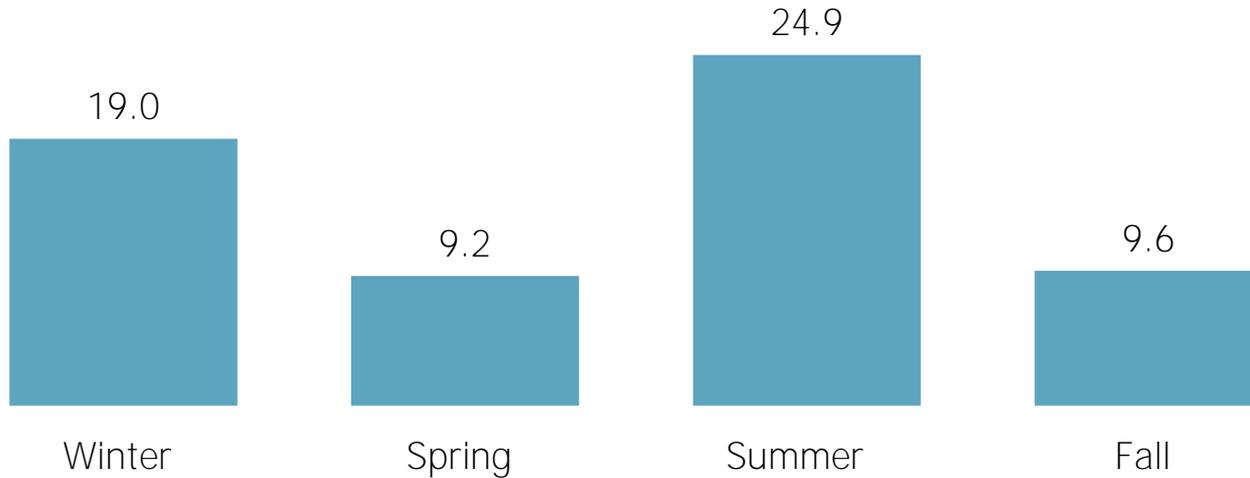
Your Age	On the Hill	Off the Hill
18 to 29	1%	--
30 to 39	8%	5%
40 to 49	17%	21%
50 to 59	30%	33%
60 to 69	30%	28%
70+	13%	13%
Mean	56.28	56.58

Off the Hill home owners are more likely to have young visitors.

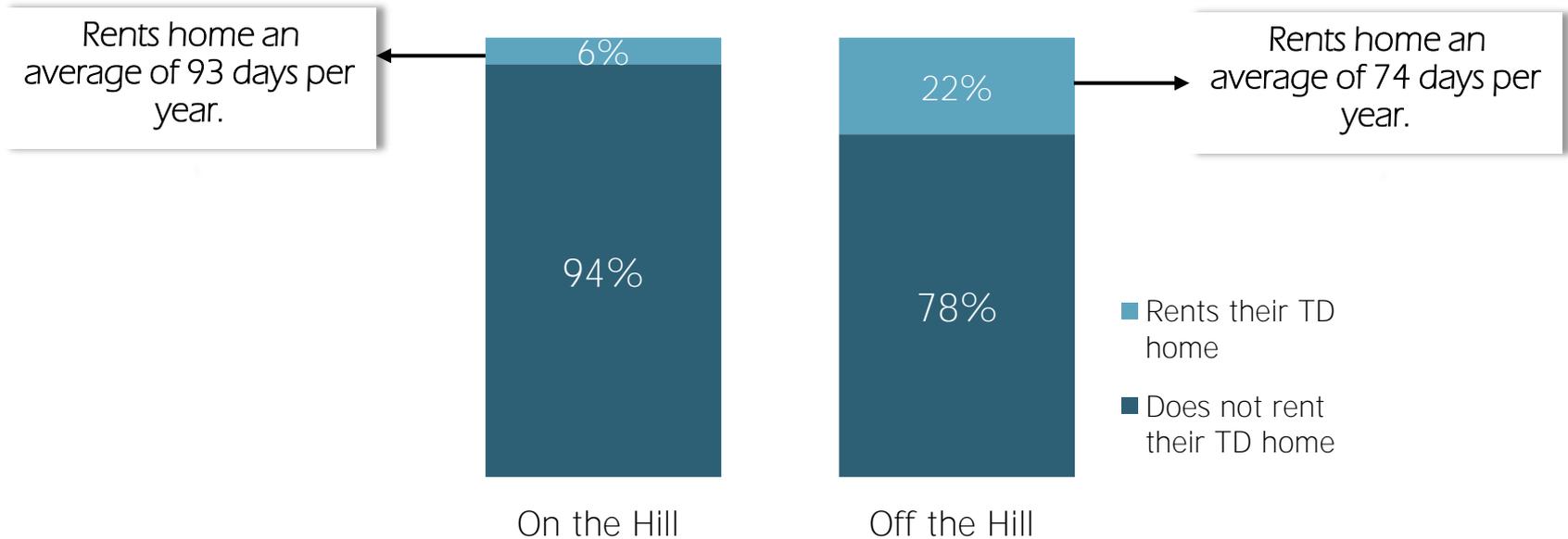
Age of People at Your Home	On the Hill		
	Full Time	Part Time	Off the Hill
5 years and under	9%	9%	19%
Age 6 to 12	13%	14%	31%
Age 13 to 17	11%	10%	23%
Age 18 to 29	6%	32%	32%
Age 30 to 39	11%	34%	25%
Age 40 to 49	23%	25%	40%
Age 50 to 59	37%	21%	45%
Age 60 to 69	36%	8%	38%
Age 70 to 79	17%	10%	18%
Age 80 or over	1%	2%	3%

Days Visited Per Year

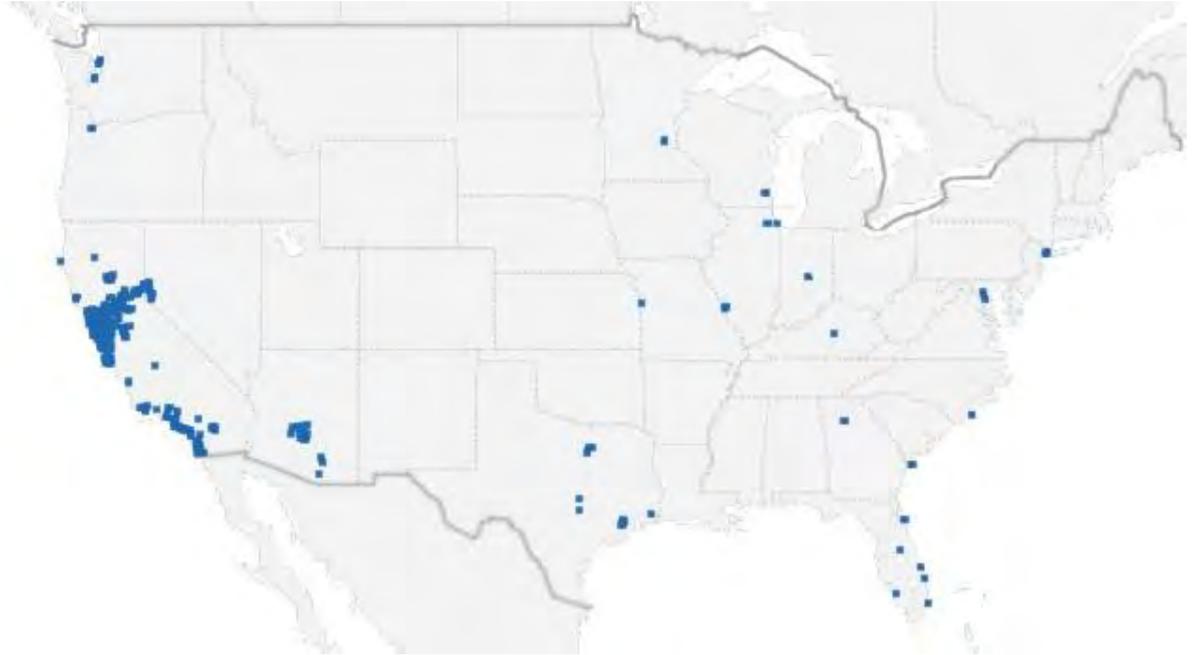
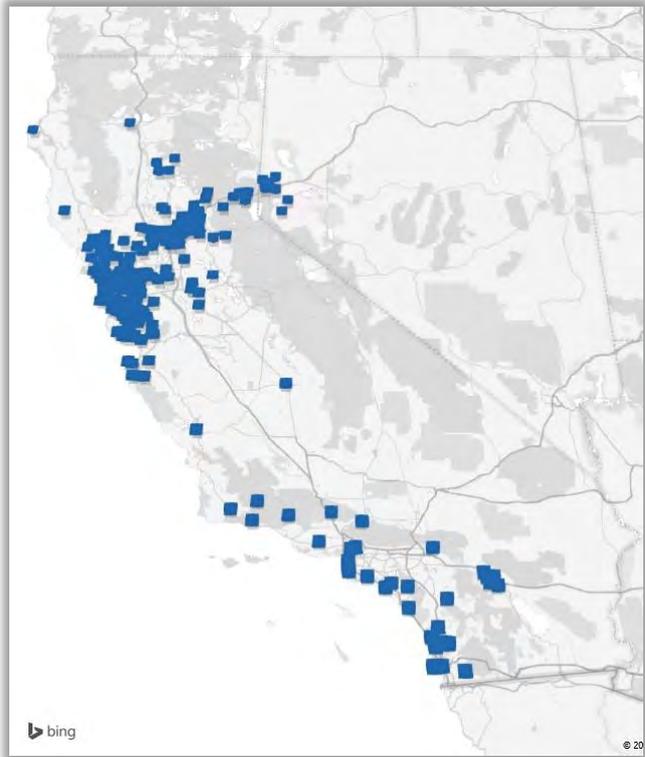
Off the Hill Visits Per Year (Days)



Rents Tahoe Donner Home



Off the Hill home owners are scattered about the country, although the majority are in Northern CA



D3: What is the zip code of your primary residence?

Key Findings

1. Tahoe Donner home owners heap high praise on the community, with the amenities playing a central role
 - Strong agreement with the TD vision statement
 - Exceptionally high scores to Tahoe Donner's amenities (as a whole),
 - Amenities described as diverse, and having a positive staff
 - Amenities were reason for some to choose Tahoe Donner over other neighborhoods
 - On & Off the Hill rate the Assessment fees as a good value
2. Strong desire to improve and enhance amenities, rather than adding more
 - On & Off the Hill agree: Enhance rather than build more
 - Nature is as much a part of the Tahoe Donner experience as the Amenities, and efforts to preserve the natural setting are appreciated
 - A small faction of homeowners want minimal spending on amenities to merely maintain them. This group makes up about 1/5 of On the Hill, and less than 3% of total Tahoe Donner home owners
 - Although they are vocal, their investment priorities are consistent with the rest of Tahoe Donner owners

Top Investment Priorities

1. Invest / Protect Adjacent Rec. Open Spaces

- Solid winner – ahead of the pack

2. Build More Trails

- Solid 2nd place, with both On & Off the Hill

3. Conservation & Efficiency

- Water conservation & Alternative Energy Investments
- Alt Energy more important to On the Hill

4. Marina deck/seating/food, Trout Creek Fitness, Euer Valley, & Non-Weather Dependent Kids Activities make up the next tier of investment priorities

- Different Opinions for On & Off Hill groups
- Marina ranks very low among On the Hill
- Trout Creek ranks very high among On the Hill

Residents have opposing desires. On one hand they want to protect open spaces; while on the other, they want more trails for all types of activities. It is likely that they do not view trails as disturbing the natural setting, whereas something like a soccer field would be considered so.

Contact Information

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VISION

Tahoe Donner is a vibrant and desirable mountain community, providing attractive and well-maintained facilities, events, programs, and leading customer service to its members, guests, and public, all while maintaining accessible and healthy natural surroundings.

BACKGROUND

Tahoe Donner is a recreational homeowner community of 6,500 property owners and over 25,000 members located within Truckee, California, five miles from Donner Lake, and 15 miles from Lake Tahoe. The association operates several recreational facilities and programs including a downhill and cross country ski area, two restaurants, a championship golf course, equestrian center, and campground. 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, pools, a beach club marina on Donner Lake, and a fitness center. Tahoe Donner is comprised of approximately 7,000 acres, with over 4,000 acres of common area, trails and open space interspersed among the community homes.

VALUES

- Organizational Effectiveness
- Collaboration
- Fiscal Accountability
- Professionalism
- Continuous Improvement
- Responsibility
- Resource Conservation
- Stability
- Community Participation
- Respect

GUIDING PRINCIPLES

As our organization moves forward in pursuit of our strategic goals, we shall align ourselves daily with these principles. They are cornerstones which support our direction and philosophy, and provide a basis for everything we do. Every goal in this plan is founded on the following 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.



TAHOE DONNER

STRATEGIC PLAN

MISSION

Tahoe Donner is a recreational-oriented mountain residential community, whose mutual benefit association of 6,500 owners provides for the standards, regular operation and long term maintenance of programs, facilities and open space. Through continuous improvement, customer service, and fiscal accountability, the association maintains leading standards of natural resource stewardship, facilities, programs and services to benefit the owners/members. Organizational effectiveness and innovation within the association is sustained by maintaining a highly professional board of directors, staff, and homeowner committee volunteers, while also engaging the local community in an effective and collaborative relationship.

Board Approved 3/27/2015

