

7-9-18 DHSki Resort Task Force Minutes

Task Force Members / Attendees

Michael Sullivan	Jim Beckmeyer
Robert McClendon	John McGregor
Nan Meek	
Courtney Murrell	Kevin O'Neil
George Rohrback	Forrest Huisman
Michael Salmon	Miguel Sloan
Rob McCray	Rich Mackler
Robb Etnyre	Don Koenes

Our objective from the first mtg. - for reference & minutes:

Produce a plan for investment that the Board and the town of Truckee will approve that will bring the Downhill Ski Area compliance with the TD vision, without increasing Member assessment. We reminded ourselves this meant bringing the ski area to a service level that provides an attractive and well-maintained facility, leading customer service, and optimized owner satisfaction.

Agenda bolded:

1. Fair Feedback Report Out – Nan, Courtney, Michael

The Fair was a success. Lots of interest. Posters showed our workstreams / direction & were a success. Additionally, our next Discussion Group was held last Saturday. Only 3 members attended, but discussion was good. Folks agreed with our direction.

Forrest shared that ECOsign had reached out to the ski resort market asking about feedback on lodge remodel vs replacement. I've tacked on his information paper at the end of our minutes.

2. Code of Conduct & Ethics Document for Committee and Task Force Members – Jim – simply an FYI (a few minutes) for Task Force members to hear what's being discussed at this afternoon's GPC.

As all attendees will be at the GPC meeting after this, the topic was not addressed.

3. Stage 3 Work Stream Focus / Prioritization, and sign ups

- **Lodge remodel** – phased approach from ADA must haves; to all ADA; to code compliance; to business sense upgrades ie kitchen; to meeting peak volume with addition of an annex – dependent on sizing analysis.
- **Lodge replacement** – demo old, build new. Leverage Stage 2 findings. Dependent on sizing analysis.
- **Lodge sizing analysis** – Enhance and narrow down from Stage 2. Includes peak day member vs public use strategy.
- **Develop a comparison model for option results in first 3 bullets** – includes pro:con list
- **Benchmarking** – Tahoe region
- **Pilot member / public pricing models** – staff driven.....share framework with TF.
- **Regrading of Mile Run**
- **Expanding Snowmaking to Eagle Rock** – Michael to share progress to date.
- **Resort Level Master Plan** – Vision statement “Best Place to Begin”

- **Communication Plan Update** – includes plan form update, GPC E-blast work, Discussion Groups, Open House.....
- **Parking**

Meeting Minute Content:

Prioritization will be given to the following workstreams in an effort to get these items moving (and not to be held up by the more complex / longer term decisions associated with the lodge).

- **Pilot member / public pricing models**
- **Regrading of Mile Run**
- **Expanding Snowmaking to Eagle Rock**
- **Complete the business plan** (which will be incorporated within the drafting of the resort level master plan).

At our August meeting Staff will present pricing options to be piloted this upcoming season.

Rob M has worked with Michael S on snow making expansion. Results will be shared at the August mtg.

Jim will follow up with Miguel on the Business plan.

We need a volunteer or two to work with Forrest on developing a recommended solution for Mile Run.

Lodge remodel: Don K took an action to talk to the Board about the phased approach addressing ADA requirements. The Task Force agreed that renovating the Lodge would mean an all-in approach to ADA – fix all related issues. Justification included moral, ethical, and legal grounds. Forrest, Rob M, and one more TF member (need a volunteer!) will begin addressing this work stream. Initial focus will be on crafting a list / itemized scope of work (SoW), in prioritized order, which Forrest will then dollarize based on his expertise. The idea here is to estimate the total dollar amount so we can see what we’re talking about for capital. No timeline yet on this deliverable. Down the road this SoW can be formalized, then addressed by hired architects, engineers, and contractors to formally estimate SoW content and expense. This will be a significant investment when we get to it.

Lodge replacement: Initial step will be crafting an RFI (Request for Information) to go to the construction market. Jim and Forrest will begin, adding members ie Jerry Meek – in commercial construction leadership role at Genentech, Fran Pepon - member / commercial construction management business owner, and another TF member (think John M wishes to be in on this). This will be at least a 90 day process with essentially no associated cost other than time.

Mid- Month Meeting: not sure if anyone’s interested. Let me know!

Information Paper:

Purpose: Provide additional analysis and a range of known costs to add onto the existing Downhill Ski Resort’s day lodge, including necessary code upgrades, while also identifying operational impacts and other costs that are harder to quantify, such as;

1. Higher maintenance on aging facilities

2. Complications and impacts of modifying MEP infrastructure within confined spaces
3. Increased operational impact and closures over multiple years of improvements
4. Association Marketing opportunities

Status: Correspondence with ECOsign consultants, comparing a facility expansion versus new construction;

Remodeling ski area infrastructure and day lodges are usually less expensive to renovate and expand when they are rectangular buildings on flat sites, etc. The big caveat for your project is the age of the building and its awkward floor plan configuration on a steep and challenging site, with structural challenges, ADA compliance issues, and potential asbestos concerns.

I won't be surprised if a new building is cheaper than a remodel after reviewing the existing structural engineering and architectural report, and the likelihood of significant and expensive foundation work in the basement as well as the need for code upgrades and a larger expansion to achieve the desired operational space.

If configurations of the interior spaces are moved around during remodel and code upgrades, it will likely require complicated and costly Mechanical, Electrical, and Plumbing improvements. You should also consider ATCO trailers for temporary operations as construction improvements will extend beyond one summer.

One of the main reasons for building a new lodge is to efficiently bring the entire facility up to code as quickly as possible to minimize operational impacts, which can be minimized by building with prefabricated technologies and installation during one season.

Legal cases confirm that ADA improvements are a priority.

Finally, since your membership has experienced the high-quality build at the cross-country facility, I think Members would tend towards a new modernized Facility.

Prepared By: Forrest Huisman, Director of Capital Projects

4. Review Decision Lists Below – not discussed in our July meeting.

Decisions That Require Further Analysis

1. **Parking and Transportation options** - will be covered within the business plan and ECOsign's report. Where appropriate, will be included in our final recommendation.
2. **Consider slope improvements** - some considerations may be more long term outside of current scope. ECOsign's final report will be used. Staff will estimate costs.
3. **Timing Options** - will be covered within the business plan.

4. **Snowmaking for Eagle Rock** - currently being investigated. Will be included in our final recommendation.

Decisions made:

1. Create Master Plan and Feasibility Study for options
2. Maintain identity as the “Best place to begin”
3. Expanding intermediate terrain is not economical
4. Improve member experience without compromising revenues (lots of discussion around this, possibly more to come)
5. Upgrade the Downhill Ski Resort to meet TDA’s vision
6. New Lodge to meet current utilization. 5/23/18 – TF settled on a range of lodge sizes. Utilization can be reduced by targeting public use.
7. Seek Member feedback
8. Snowbird chair replacement, timing and alignment
9. Funding Options
10. Off-season activities - GPC has launched a new TF to work across all TD amenities.
11. List long term items that may impact the lodge option decision - Competing capital improvement items for funds. The business plan will include potential impacts.
12. Our objective is to build the new lodge in 4-5 years.
13. Given the legal opinion on amenity ADA requirements, the 2017 Engineering and Architectural studies, and TD’s CASp ADA report, the Task Force concluded a replacement lodge must be built.
14. Lodge replacement size
- 15.

Next Meeting:

Monday August 6th, 1:30 pm NWCH Mezzanine CR and Conference Line for those not able to be there in person.