

## Tahoe Donner General Plan Committee – March 4, 2019 Meeting Minutes

### Time and Location

2:30 PM in the Northwoods Clubhouse Mezzanine Room on the first non-holiday Monday of each month.

### Call to order:

The meeting was called to order by the Chair at 2:34PM.

### Roll Call:

GPC Committee:		Liaisons:		Tahoe Donner Association	
Nan Meek	Rob McCray	Laura Lindgren	Jennifer Jennings, Board	Robb Etnyre	Miguel Sloane
Michael Sullivan	John McGregor	ALTERNATES	Don Koenes – Board 2 <sup>o</sup>	Forrest Huisman	
Jim Beckmeyer	George Rohrback	Steve Miller	John Dundas, Fin. Com.	Mike Salmon	
John Maciejewski	Jeff Shellito	Courtney Murrell			

Subcommittee Leaders: Michael Fajans, John Stubbs, Annie Rosenfeld, Benjamin Levine

Guests: Jim Colbert, Steve Mahoney

### Approval of Minutes

Courtney Murrell made a motion to approve the minutes of the last meeting. John McGregor seconded the motion. There were no additions or corrections. The members approved the minutes as written and Rob McCray abstained from the vote as he had not attended the last meeting.

Member Input – There were none

### Finance Committee Liaison report - Steve Miller

January results of the Association indicate an NOR of \$236K for the month and \$2.6M YTD which is \$1.25M above the target reserve.

The Finance Committee has agreed to support the GPC with business plans for projects. The first joint meeting to discuss this will be held on March 4, 2019 at 11:30 AM at the ACAC.

### New Business:

1. “Call-in” meeting **recommendations**. Because there is a high probability of inclement weather, we may have a higher number of members calling into the meeting. For those of you who have suffered through this experience, here are a few strong recommendations to make our meeting more productive:
  - For those on the phone, when not talking, mute your phone.
  - For those in the room, please do not have side conversations, talk at the same time, stir papers, tap on the table, shuffle other stuff on the table. And please speak clearly and within range of a microphone.
2. Project Prioritization  
The “Evaluation Team” (Jennings, Koenes, Etnyre, Dundas, Sullivan<sup>1</sup>) met earlier this month to review the priority of those Development Fund capital projects suggested by members and staff. Michael attempted to review the project priorities with a revised ranking. This only created confusion so further effort will be initiated to collect GPC input.

### Updated list of Potential Capital Projects:

The Sort Team project list is posted at: [TahoeDonner.com/Members/CapitalProjects/PotentialProjects](http://TahoeDonner.com/Members/CapitalProjects/PotentialProjects).

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<sup>1</sup> Also in attendance were Forrest Huisman (DCP) and Corey Leibow (Chair, Finance Committee)

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### Active Subcommittee progress reports:

1. Northwoods Activity Center (NWAC) – Murrell, Lindgren  
The NWAC subcommittee welcomes Laura Lindgren as its newest subcommittee member! She has all current materials and member input to date and will work with other subcommittee members over the next few months to gather additional member input regarding vision and improvements at this amenity site. Writing of the master plan will begin this summer.
2. Downhill Ski Resort (DHSR) – Beckmeyer, Aldridge, McClendon, McGregor, Meek, Miller, Murrell, O'Neil, Rohrback, Huisman, Salmon, Sloan, McCray, Etnyre, Sullivan  
The DSR Subcommittee (SC) last met on March 4<sup>th</sup>. Minutes of that meeting are attached. The Sizing Team has now been melded back in to the normal DSR SC. As a refresh, the SC recommended lodge sizing be addressed from two approaches, operational and financial. Intent being to blend these outcomes in to a sizing recommendation.  
The primary purpose of the March 4<sup>th</sup> was to review and gain SC input for the Operational “break out” document on lodge sizing – attached. As it turns out there were no significant additions to the document. The Operational approach will be expanded in the next two months doing a bottoms-up analysis on the sizing of lodge functional areas that do not fluctuate pending day usage volume. Primary focus is 2<sup>nd</sup> floor. This should satisfy the SC regarding the Operational approach.  
The Financial approach will be launched in a meeting Wednesday March 6<sup>th</sup> with members of the Finance Committee. Michael and Jim have enlisted the Finance Committee’s help in developing a finance tool set, that when combined with the Operational approach, can be used by the SC to finalize a recommendation on lodge sizing.  
After the Lodge Sizing work is complete, the SC will circle back on its work regarding lodge remodel vs building new.
3. Golf Course (golf) – McGregor, Huisman, Jim Stang, Jim Beckmeyer, Corey Leibow, Brian Gauney, Pat Gemma, Kevin Kuehne, James Murtagh, Denise Rebar, Keith Williams  
Golf Course group will hold its first meeting to discuss opportunities to enhance revenue. Pricing model is not expected until mid/late Spring which will allow subcommittee to set some priorities
4. Trails & Open Space (TOS) – Levine, Rosenfeld, Bonnard, Bothwell, Cohen, Dana, Englar, Etnyre, Gilbert, Hahin, Huisman, Jennings, Joaquin, Lindsay, Mahoney, Meek, Miller, Nicol, Phelps, Phillips, Powell, Quan, Simmons, Sullivan, Terrell, Thayer, Thornton, Yohn, Zipkin  
The TOS met on 2/28 to discuss public use of TD’s trail system and the relationship between TD’s trail system and adjacent trail systems. Mike Salmon attended a portion of the meeting to provide the TOS with additional background information on TD’s 501c4 status. Other topics discussed included liability risk, existing and potential access easements, whether the updated TMP should put greater priority on regional connectivity, how TD deals with public events and outside commercial ventures on the trails, potential capital responsibilities given public access, and potential trails and open space funding opportunities given public access.
5. Trout Creek Recreation Center (TCRC) - Stubbs, Winther, Huisman, Benjamin Levine, Meagan Hanbury.  
The TCRC subcommittee will hold their first meeting on March 26 at 2:30 PM at the NWCH.
6. Alder Creek Adventure Center (ACAC) – Rob McCray, Laura Lindgren, John Maciejewski  
Rob McCray has volunteered to lead this group. Laura Lindgren and John Maciejewski have also volunteered to help.

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### SUPPORT Subcommittees

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1. Association Master Plan/Capital Projects Process – Sullivan, Meek,  
The amenity master plans were discussed and there was consensus that professional help is needed in order to create a consistent writing style and approach. Staff was requested to identify candidate firms to help in this effort
2. Communications– Meek, Murrell, Levine, Sullivan  
Capital Projects Eblast: Content is being composed for an eblast to inform members about Board decisions made on Feb. 23 that affect capital projects.  
Surveys: Input and review was provided for the Board-initiated member survey.  
Tahoe Donner News: Input, review, revisions and proofing was provided for the March Tahoe Donner News article about the Reserve Replacement Fund.  
Website: Content has been completed for all amenity subcommittee pages except Trails and Open Space.
3. Demographics– McCray, Maciejewski, Sullivan.  
The next input will be from the user data that is currently being collected at various amenities.

### “ON-HOLD” & “NOT YET ACTIVE” SUBCOMMITTEES plus Staff Projects of interest

4. Marina Recreation Center – Fajans.  
Michael Fajans is currently serving on the Board until June so this subcommittee will be in abeyance until he becomes available.
5. The Lodge - TBD  
No subcommittee has yet been formed
6. Cluster Mailboxes – Rohrbach, Fajans, McGregor  
Subcommittee produced a final report and was deactivated awaiting further direction from the Board
7. Employee Housing – Fajans  
The Mountain Housing Council / STR subgroup will soon publish a white paper on this subject.

### FUTURE ISSUES TO BE ADDRESSED

At the next meeting, staff will present the process for creating and executing Replacement Reserve Funded projects.

### Adjournment:

The meeting was adjourned at 4:01 PM

### Next Meeting:

The next meeting will be held on April 1, 2019 at **2:30 PM** at NWCH Mezzanine.

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2-23-19

**DSR Lodge Sizing Break Out**

This lodge sizing work sheet is the result of a meeting held Friday 2-16-19 with Rob McCray, Michael Sullivan, Butch Rohrback, and Jim Beckmeyer. We summarize below the Sizing Team conclusion that provides a range of sizing solutions. Our next step, should be to document a set of trade-offs, for discussion and final sizing decision by the Sizing Team.

For some time, we discussed what financial data we would like, over what time horizon, and what we would do with it once sourced. We discussed the number 1 outcome of our lodge decision will be owner enjoyment. Owner enjoyment is an extremely broad topic which includes everything from user experience at the lodge to not over / under investing in a lodge solution.

As Mike Salmon’s finance model is not available, and Staff Finance support resources are unknown, we will move forward with the trade-off / pro con list with the sizing team, and draw a conclusion on lodge sizing.

	<b>Model A</b>	<b>Model B</b>	<b>Model C</b>
# Visitors per Day	900	1100	1300
Corresponding Lodge Size sq ft	17.2k	21k	24.5k

2018/19 ski season for peak days shows Christmas / New Years at 600-1400 users per day

2019 ski season shows MLK at 500-1200 users per day

In the past 5 seasons, peak day skier volume averages run 300-1200 users per day

2018/19 ski season lift line wait times are 1-6 minutes, not really a decision criteria factor

2018 /19 Christmas / New Year’ s public visit volume averaged 34%. Tracking of guest volume may be driving a change in our perception of public volume usage. (Some question the usefulness of this data as it does not distinguish rental guest card usage)

Rebuild Cost	\$10.3M	\$12.6M	\$14.7M
Remodel Build Cost	to be actioned by staff asap.....80/20 estimate		

Shaded area is more of an fyi than to be used in a sizing decision process

**Sizing Pro/con; Trade-offs**

**Model A**

Essentially replaces capacity that we have today with a functionally superior design.

Ensures we do not over build, over invest. Is the safest/most conservative play financially (accounting for long term declines in snow fall over the life of the structure).

Smaller spend allows us to build sooner

Reviewing the last 2 years of skier volumes, provides capacity for 93% of our ski days

Reduces potential NOR upside

Creates crowded conditions for peak usage days, especially when deck is not desirable due to weather conditions (or public use is controlled through ticket sales).

Guarantees pricing schemes will be used to govern public access.

Is not building for the future, presuming more skiers will come.

Will not alleviate the severe overcrowding that the lodge experiences on prime holidays and bad weather days unless we limit usage to members/guests only. This would decrease revenue and impact our assessment.

While design enhancements should improve the user experience and capacity of the lodge, this option would not comfortably accommodate significant increases in owner utilization

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### **Model B**

Provides for improved capacity compared to today.

Is a balanced investment solution, providing an improved visitor experience?

Mid-range spend, means saving Development Funds for another 15 months, more than Model A.

Reviewing the last 2 years of skier volumes, provides capacity for 96% of our ski days.

Provides for NOR upside for peak day capacity expansion

Improved odds of not overcrowding lodge, especially when deck is not desirable due to weather conditions.

Is building for the future, providing for an improved member experience, especially if skier volumes increase year over year.

Pricing schemes can be used to govern public access, if required.

Is the right size for the crowds that TD sees on prime holidays? At this size, the lodge will typically be somewhat crowded a couple of days a season and a little over capacity on 2 or 3 more days. The rest of the time it will be just fine. Since the numbers indicate that the public/member-guest ratio is about 35%/65% we could accommodate any growth in member demand by reducing public use through pricing or limiting ticket sales.

### **Model C**

Provides for significantly improved capacity compared to today.

Is more of an aggressive investment solution, which guarantees a superb member experience, at least for those members that use the ski resort.

Reviewing last 2 years of skier volumes, provides capacity for 98% of our ski days.

Provides for large revenue / NOR upside for peak day capacity expansion assuming that snow conditions and public interest are positive.

Big spend = longest time period to wait to build, without a special assessment in dues.

Consumes largest / longest amount of Capital Funds Projection, potentially unfavorably impacting other capital investment and amenity improvement opportunities.

Largest risk solution when considering environmental change.

The marginal benefit does not justify the higher cost, longer wait or the risk that this capacity may not be needed in the future.

### **Other Considerations**

- Skiing is not a growth industry, Tahoe Donner is very close to build out and long term, climate change does not bode well for skiing in the Tahoe area in general. It is unlikely that TD Downhill will experience a significant growth in demand.
- TD has a history of under sizing amenities and then has to go back and make them bigger.
- Safety – Skiing alone is dangerous. Fewer skiers on the mountain means a greater risk that a skier on the backside may be injured or alone in the powder
- Risk of Fire Hazards
- Code Compliance
- Risk of lawsuit
- Member Enjoyment
  - For skiers:
    - Cost
    - Quality of product i.e. snow grooming, rental equipment
    - Quality of services i.e. lessons, food, polite & helpful staff
    - Wait Times for Parking, Rental, Ticket, Lesson, Lift-line, Food line, seating in the dining area, bathroom
  - For non-skiers and skiers:

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- Annual assessment
- Home value
- Climate Change
  - Risk of changes in temperature and/or precipitation