

Tahoe Donner General Plan Committee – April 1, 2019 Meeting Minutes (draft 2)

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 2:32 PM.

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° | 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: Brian Yohn, Christina Thayer, Jim Colbert

Approval of Minutes

Jeff Shellito made a motion to approve the minutes of the last meeting. Nan Meek seconded the motion. The members voted to accept the minutes as revised and circulated to GPC members.

Member Input – none

Finance Committee Liaison report - Steve Miller

An investment subcommittee was suggested by a director. The FC agreed to establish an ad-hoc volunteer group to review the investments.

Current financial performance, due to this year’s snow conditions is \$1. 3M above planned reserves.

New Business:

Note, the agenda items were not discussed in the order presented. The Trails presentation was moved up in the schedule to accommodate staff schedules. Also, the Committee charter discussion came at the end when a few members on the phone had to sign off as we had run over the scheduled meeting time. Thus, the charter and GPC chair discussion was tabled until the next meeting. In the future, if the order of the minutes will match the order of the discussion.

1. Committee Charter discussions at the last Board Meeting – John Dundas and Don Koenes attended the meeting and reported that the entire discussion is on the video of the meeting. The Board noted that any committee chair who is elected for a second term must be approved by the Board. The meeting ran over time so charter and chair items were tabled and will be addressed at the May GPC meeting.
2. CFP Discussion including MET Transfer – The Capital Funds Projection (CFP) forecasts the spending anticipated for capital projects that are funded from the Development Fund (DF). The most recent update (attached) reflects those GPC projects that are expected to be in Phases 2, 3 or 4 of the Capital Projects Process (CPP). Because the revised lodge at the Downhill Ski Resort is so large, these projects utilize all of the available funds for the next 6 years. The CFP is due for its quarterly update and review by the GPC

The annual Budget balances revenue and spending plus a reserve to allow for unexpected conditions such as weather. When good weather exceeds expectations, there is an excess of “Member Equity”. In the past, if ME exceeds the planned reserve amount, this excess has been transferred (MET) to one of the capital funds. Forrest presented a draft CFP showing the effect of transferring \$1M of the ME to the Development Fund. (see attached). This presentation also included a thorough analysis of the Replacement Reserve Fund (RRF) showing \$4.4 million allocated to the Downhill ski lodge. The result of these two cash

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infusions is that the lodge could be remodeled or rebuilt in 2022 and other projects in the wings could be started in 2023. Of course, this alternative is dependent on future financial results, Board approval and unanticipated future events.

Updated list of Potential Capital Projects:

The Sort Team project list is at: TahoeDonner.com/Members/CapitalProjects/PotentialProjects.

Active Sub Committee progress reports:

1. **Northwoods Activity Center** – Murrell, Lindgren
The NWAC subcommittee continues to gather member input and will prioritize that input in the coming months. Subcommittee will also look at user data from pool use and meet with operations staff to hear recreation, pool and surrounding area future needs (we already have staff input from Tennis and Administrative). Note that parking is considered the highest priority from the input received to date.

2. **Downhill Ski Resort**– Beckmeyer, Aldridge, McClendon, McGregor, Meek, Miller, Murrell, O'Neil, Rohrback, Huisman, Salmon, Sloan, McCray, Etnyre, Sullivan
DSR has essentially completed its “operational” take on lodge sizing and is now focused on the financial approach. (keeping in mind we will have final season reporting data from Rob M at the April 19 meeting). During March representatives from the DSR SC met with representatives of the Finance Committee, including Mike Salmon. Our intent is to engage the Finance Committee’s help to examine opinions on lodge sizing, based on a data driven financial model.
At our April 19th meeting, the Finance Committee representatives will provide an update to their model work. After our meeting this week (3-20-19) with the Finance Committee, I anticipate enough progress being made on the Finance approach that the DSR members will be able to state their position on Models A, B, & C, allowing us to blend thoughts and conduct a vote on the 3 sizing models. Could very well be we settle on something in between Model A & C, not necessarily B. Needless to say, this should be an interesting discussion and no doubt debate!
Should we reach a conclusion, or maybe a range of conclusions at our meeting on April 19th, I will plan on presenting DSR’s results at the next GPC meeting, to be held May 6th.
Many thanks to the Finance Committee for partnering with us. Their independent work, generating a financial tool and approach is greatly appreciated and valued.

3. **Golf Course** – McGregor, Huisman, Jim Stang, Jim Beckmeyer, Corey Leibow, Brian Gauney, Pat Gemma, Kevin Kuehne, James Murtagh, Denise Rebar, Keith Williams
The Golf Course sub-committee met on 6 Mar with total focus on revenue enhancement concepts. The group used a brainstorming approach to develop a list of ideas which will be refined at future meetings to consolidate realistic options. Two realities of course operations were made more apparent in the discussions. Firstly, the Golf Course is perhaps the only amenity with on-site food and beverage that is not reflected in their revenue stream which skews any analysis into total revenue and impacts perceived overall TD subsidies for its accounting year. Secondly, there is an inverse relationship between Down Hill Ski and Golf Course. On good/great snow years, the Down Hill ski may open early and stay open later which may impact opening days for Golf Course. Enhanced Down Hill Ski revenues should not be viewed in isolation but perhaps as somewhat contributory to golf operations. As a generality, amenities are reviewed in isolation which may not reflect reality of operations for revenue generation.
The next subcommittee meeting will be on April 19th after the DSR meeting.

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4. Trails & Open Space – Annie Rosenfeld, Levine, 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 Trails and Open Space plan was created several years ago and an amount of Development Fund spending was allocated to the components of the 5-year plan. Some of these projects required re-modeling of current trails and are, therefore included in the Replacement Reserve Fund planning. Other parts are new and qualify as Development Fund spending. Annie Rosenfeld presented the Nature Trail and Bermgarten projects (see attached). Nan moved, and Steve seconded, that the GPC support the RR and DF spending recommendation proposed in Annie's presentation; the vote passed unanimously and the recommendation will be presented at the April 20 Board meeting for consideration of approval.

5. Trout Creek Recreation Center (TCRC) - Stubbs, Winther, Huisman, Levine, Sloane, Meagan Hanbury, John Maciejewski, Debbie Meyer, Alan Pontius

John Maciejewski reported on the progress of the subcommittee as follows. Note that parking is considered the highest priority of the next phase.

It was agreed that it would require completion of the fitness area expansion now in progress before it could be determined if the expansion would resolve the current overcrowding. If more floor space should be required in the future, it was noted that there was significant adjacent exterior space to the building that might be utilized. However, the constraint on such building expansion would be the Town of Truckee required parking space increase. Benjamin presented the Trails and Open Space (TOS) concept for creating significantly more parking space at the end of the golf driving range. The TCRCMPS agreed that there should be a current focus on parking expansion and recommended that TOS make this a high priority item.

John Stubbs presented a draft outline for organization of the TCRC Master Plan that received general agreement. John Maciejewski pointed out that, for addressing overcrowding and future projection of entry numbers, there needed to be a way to determine the entry numbers of unaccompanied Member guests separated from Short Term Rental guest entry. Other topics for consideration included:

Prepare an analysis of what needs to be done to maintain the aquatic area services.

Think creatively about the optimum use of parking space.

Brain storm, with input from Staff, opportunities for offering new or expanded services.

Prepare a financial analysis of whether heating and keeping the recreational pool open from mid-December to President's Day justified the expense for the number of users.

Consider options for what to do with the playground- basketball court area.

Do a member survey on where members want to be on a fitness scale and if the equipment and area in the completed expansion project will be sufficient.

The next TCRCMPS meeting was scheduled for April 16, 3:30-4:30 at Northwoods. John Stubbs will work with Kyle Winther to prepare a list of current services TCRC offers.

6. Alder Creek Adventure Center (ACAC) – McCray, Laura Lindgren, John Maciejewski

The subcommittee is just forming and data gathering will be the first action.

SUPPORT Subcommittees

1. Association Master Plan/Capital Projects Process – Sullivan, Meek,

The focus of attention is on the Amenity Master Plans (APs). An outline of a typical master plan is attached.

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2. Communications– Meek, Murrell, Levine, Sullivan

Due to a change in other committee schedules, the April 1 GPC Communications Subcommittee Meeting will be held from 1:30 to 2:29, immediately preceding the GPC Meeting.

- The March 15 Capital Projects Update e-blast informed members of the Feb. 23 Board approvals of engineering work and/or permitting for projects including regrading of Mile Run and snowmaking for Downhill Ski Resort, Snowplay and Cross-Country Ski Center. One member subsequently emailed a request for an update on the Trout Creek renovation project, which will be discussed at the April meeting.
- Tahoe Donner News, May Annual Report issue, will have room only for updates in the “Briefs” section, and the June issue will be the next opportunity for a capital projects article. The member survey is with the board for review and comment, with the send date TBD.
- Website content for all amenity subcommittee pages has been completed. Next phase will be the addition and/or update of support subcommittees including association master plan, communications and demographics, which are currently being written or edited. Monthly reminders will be sent to all amenity subcommittee chairs requesting their review of their website pages for any updates and minutes or other documents to be added.
- The next Communications Subcommittee meeting will be Monday, May 6, 2019, 12:30-1:29 pm, at the Northwoods Clubhouse Mezzanine Room.

3. Demographics– McCray, Maciejewski, Sullivan.

Additional research and analysis is dependent on access to more detailed and discrete information about the user profiles at TDA facilities. Staff plans to provide some additional data related to facility use in 2019

“ON-HOLD” & “NOT YET ACTIVE” TASK FORCES plus Staff Projects of interest

1. 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.

2. The Lodge - TBD

No subcommittee has yet been formed

3. Cluster Mailboxes – Rohrback, Fajans, McGregor

Subcommittee deactivated. Awaiting direction by the Board

4. Employee Housing – Fajans.

FUTURE ISSUES TO BE ADDRESSED

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Adjournment:

The meeting was adjourned at 5:10 PM

Next Meeting:

The next meeting will be held on May 6, 2019 at **2:30 PM** at NWCH Mezzanine.

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The current CFP

From 2019 Budget - updated DRAFT with past year actuals, DRAFT - Development Fund - Capital Funds Projection

| GPC Task Force | Project | 2019 | 2020 | 2021 | 2022 | 2023 | 2024 | 2025 | 2026 | 2027 | 2028 | 2029 | 2030 |
|---|---|------------------|------------------|------------------|------------------|------------------|------------------|----------------|----------------|----------------|----------------|----------------|----------------|
| Association Wide | New Accessibility Improvements | 50,000 | 150,000 | | | | | | | | | | |
| Association Wide | Member Surveys | 50,000 | | | | | | | | | | | |
| Alder Creek Adventure C | Equestrian Relocation (\$500K DF budget) (b.\$100K DF '18) | 25,000 | | | | | | | | | | | |
| Alder Creek Adventure C | Snowmaking on select Nordic Trails (Phase 1 of 3) | 100,000 | | | | | | | | | | | |
| Downhill Ski Resort | Downhill Ski Lodge (+52MM RRF/2022, \$75K rollover-'19) | 2,075,000 | 2,300,000 | 2,500,000 | 2,500,000 | 1,500,000 | 1,500,000 | | | | | | |
| Downhill Ski Resort | Snowmaking to Eagle Rock (Phase 1 premit credit in '18) | 600,000 | | | | | | | | | | | |
| Downhill Ski Resort | Regrade Mile Run for min. 8% slope (skier experience) | 50,000 | 200,000 | | | | | | | | | | |
| The Lodge | Covered Stairway, connecting parking lot (TOT permitted) | 125,000 | | | | | | | | | | | |
| Trails and Open Space | Implement trail/trailhead projects on the 5VIP | 100,000 | 150,000 | 75,000 | 75,000 | | | | | | | | |
| Trout Creek Recreation C | Trout Creek Expansion (\$200K DF b.2018, rollover-'19) | 396,165 | 275,000 | | | | | | | | | | |
| Trout Creek Recreation C | Snowmaking at Snowplay | 100,000 | | | | | | | | | | | |
| Association Wide | Feasibility Studies | 50,000 | 50,000 | 50,000 | 50,000 | 50,000 | 50,000 | 50,000 | 50,000 | 50,000 | 50,000 | 50,000 | 50,000 |
| Association Wide | Future Land Acquisition (No DF spent in 2018, rollover-'19) | 120,000 | 60,000 | 60,000 | 60,000 | 60,000 | 60,000 | 60,000 | 60,000 | 60,000 | 60,000 | 60,000 | 60,000 |
| Estimated Annual Totals, exclud RRF, Inflation Factor, and direct/allocated overhead | | 3,841,165 | 3,185,000 | 2,685,000 | 2,685,000 | 1,610,000 | 1,610,000 | 110,000 | 110,000 | 110,000 | 110,000 | 110,000 | 110,000 |
| | Direct and Allocated Overhead | 311,000 | 311,000 | 311,000 | 311,000 | 311,000 | 311,000 | 311,000 | 311,000 | 311,000 | 311,000 | 311,000 | 311,000 |
| | Expenditures Total | 4,152,165 | 3,496,000 | 2,996,000 | 2,996,000 | 1,921,000 | 1,921,000 | 421,000 | 421,000 | 421,000 | 421,000 | 421,000 | 421,000 |
| 2.0% | Inflation Factor | 0 | 70,000 | 120,000 | 180,000 | 154,000 | 192,000 | 51,000 | 59,000 | 67,000 | 76,000 | 84,000 | 93,000 |
| | Total Including Inflation | 4,152,165 | 3,566,000 | 3,116,000 | 3,176,000 | 2,075,000 | 2,113,000 | 472,000 | 480,000 | 488,000 | 497,000 | 505,000 | 514,000 |
| 2019 | < BASELINE YEAR FOR INFLATION FACTOR | | | | | | | | | | | | |
| 1.8% | Interest Income | 96,000 | 61,000 | 37,000 | 21,000 | 3,000 | 4,000 | 5,000 | 36,000 | 67,000 | 98,000 | 129,000 | 161,000 |
| 8.0% | Income Tax Expense | 7,700 | 4,900 | 3,000 | 1,700 | 200 | 300 | 400 | 2,900 | 5,400 | 7,800 | 10,300 | 12,900 |
| | Bad Debt Expense | 7,000 | 7,000 | 7,000 | 7,000 | 7,000 | 7,000 | 7,000 | 7,000 | 7,000 | 7,000 | 7,000 | 7,000 |
| | TRANSFERS IN (OUT) | | | | | | | | | | | | |
| 20 | <Years: Normalized Contrib > | 335 | 335 | 335 | 335 | 335 | 335 | 335 | 335 | 335 | 335 | 335 | 335 |
| 6473 | Annual Contribution | 2,168,000 | 2,168,000 | 2,168,000 | 2,168,000 | 2,168,000 | 2,168,000 | 2,168,000 | 2,168,000 | 2,168,000 | 2,168,000 | 2,168,000 | 2,168,000 |
| | Beginning | 5,315,240 | 3,412,375 | 2,063,475 | 1,142,475 | 146,775 | 235,575 | 287,275 | 1,980,875 | 3,694,975 | 5,429,575 | 7,183,775 | 8,958,475 |
| | Ending | 3,412,375 | 2,063,475 | 1,142,475 | 146,775 | 235,575 | 287,275 | 1,980,875 | 3,694,975 | 5,429,575 | 7,183,775 | 8,958,475 | 10,753,575 |

| Yr 2019 | Yr 2020 | Yr 2021 | Yr 2022 | Yr 2023 | Yr 2024 | Yr 2025 | Yr 2026 | Yr 2027 | Yr 2028 | Yr 2029 | Yr 2030 |
|------------------|-------------------|--------------|--------------|---------------------|---------|---------|---------|---------|---------|---------|---------|
| Project Analysis | Conceptual Design | Final Design | Construction | Post-Project Review | | | | | | | |

Project Stages Color Code
Board Approval required at the following intervals (#)

The Draft Revised CFP

Staff Planning Draft - Development Fund - Capital Funds Projection

| GPC Task Force | Project | 2019 | 2020 | 2021 | 2022 | 2023 | 2024 | 2025 | 2026 | 2027 | 2028 | 2029 | 2030 |
|--|---|------------------|------------------|------------------|-------------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|
| Association Wide | New Accessibility Improvements | 50,000 | 150,000 | | | | | | | | | | |
| Association Wide | Member Surveys | 20,000 | 20,000 | | | | | | | | | | |
| ACAC | Asphalt Parking and Walkways at Equestrian Campus | 25,000 | | | | | | | | | | | |
| ACAC | Snowmaking on select Nordic Trails (Phase 1) | 100,000 | | | | | | | | | | | |
| ACAC | IDR update and Adventure Zone components | 25,000 | 100,000 | 100,000 | | | | | | | | | |
| Downhill Ski Resort | Downhill Ski Lodge (RRF contribution in '22 + \$4MM) | 200,000 | 200,000 | 1,000,000 | 10,600,000 | 500,000 | | | | | | | |
| Downhill Ski Resort | Snowmaking to Eagle Rock | 600,000 | | | | | | | | | | | |
| Downhill Ski Resort | Regrade Mile Run to 8% minimum slope | 50,000 | 200,000 | | | | | | | | | | |
| The Lodge | Covered Stairway, connecting parking lots | 125,000 | | | | | | | | | | | |
| Trails and Open Space | Implement trail/trailhead projects on the 5VIP | 100,000 | 150,000 | 75,000 | 75,000 | | | | | | | | |
| TCRC | Trout Creek Expansion (DF Phases 1 and 2) | 396,000 | 275,000 | | | | | | | | | | |
| TCRC | Snowmaking at Snowplay | 100,000 | | | | | | | | | | | |
| Association Wide | Feasibility Studies | 50,000 | 50,000 | 50,000 | 50,000 | 50,000 | 50,000 | 50,000 | 50,000 | 50,000 | 50,000 | 50,000 | 50,000 |
| Association Wide | Future Land Acquisition (previous unspent \$ rolls forward) | 120,000 | 60,000 | 60,000 | 60,000 | 60,000 | 60,000 | 60,000 | 60,000 | 60,000 | 60,000 | 60,000 | 60,000 |
| Estimated Annual Totals, exclude RRF, Inflation Factor, and direct/allocated overhead | | 1,961,000 | 1,205,000 | 1,285,000 | 10,785,000 | 610,000 | 110,000 | 110,000 | 110,000 | 110,000 | 110,000 | 110,000 | 110,000 |
| | Direct and Allocated Overhead | 311,000 | 311,000 | 311,000 | 311,000 | 311,000 | 311,000 | 311,000 | 311,000 | 311,000 | 311,000 | 311,000 | 311,000 |
| | Expenditures Total | 2,272,000 | 1,516,000 | 1,596,000 | 11,096,000 | 921,000 | 421,000 | 421,000 | 421,000 | 421,000 | 421,000 | 421,000 | 421,000 |
| 3.0% | Inflation Factor | 0 | 45,000 | 96,000 | 999,000 | 111,000 | 63,000 | 76,000 | 88,000 | 101,000 | 114,000 | 126,000 | 139,000 |
| | Total Including Inflation | 2,272,000 | 1,561,000 | 1,692,000 | 12,095,000 | 1,032,000 | 484,000 | 497,000 | 509,000 | 522,000 | 535,000 | 547,000 | 560,000 |
| 2019 | < BASELINE YEAR FOR INFLATION FACTOR | | | | | | | | | | | | |
| 2.0% | Interest Income | 106,000 | 126,000 | 153,000 | 180,000 | 3,000 | 25,000 | 59,000 | 94,000 | 128,000 | 163,000 | 199,000 | 235,000 |
| 8.0% | Income Tax Expense | 8,000 | 10,000 | 12,000 | 14,000 | 0 | 2,000 | 5,000 | 8,000 | 10,000 | 13,000 | 16,000 | 19,000 |
| | Bad Debt Expense | 7,000 | 7,000 | 7,000 | 7,000 | 7,000 | 7,000 | 7,000 | 7,000 | 7,000 | 7,000 | 7,000 | 7,000 |
| | Member Equity Transfer (Projected) | 1,000,000 | 500,000 | 500,000 | 500,000 | | | | | | | | |
| 20 | <Years: Normalized Contributions > | 335 | 355 | 375 | 395 | 335 | 335 | 335 | 335 | 335 | 335 | 335 | 335 |
| 6473 | Annual Contribution | 2,168,000 | 2,298,000 | 2,427,000 | 2,557,000 | 2,168,000 | 2,168,000 | 2,168,000 | 2,168,000 | 2,168,000 | 2,168,000 | 2,168,000 | 2,168,000 |
| | Beginning | 5,305,000 | 6,292,000 | 7,638,000 | 9,007,000 | 128,000 | 1,260,000 | 2,960,000 | 4,678,000 | 6,416,000 | 8,173,000 | 9,949,000 | 11,746,000 |
| | Ending | 6,292,000 | 7,638,000 | 9,007,000 | 128,000 | 1,260,000 | 2,960,000 | 4,678,000 | 6,416,000 | 8,173,000 | 9,949,000 | 11,746,000 | 13,563,000 |

| Yr 2019 | Yr 2020 | Yr 2021 | Yr 2022 | Yr 2023 | Yr 2024 | Yr 2025 | Yr 2026 | Yr 2027 | Yr 2028 | Yr 2029 | Yr 2030 |
|------------------|-------------------|--------------|--------------|---------------------|---------|---------|---------|---------|---------|---------|---------|
| Project Analysis | Conceptual Design | Final Design | Construction | Post-Project Review | | | | | | | |

Project Stages Color Code
Board Approval required at the following intervals (#)
Planning assumptions (3/28/19)

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Trails 5-year plan update - Rosenfeld

1. Bermgarten Rustic Trailhead improvement project
2. Nature Loop improvement project

Note: Both of these presentations are quite long (19 and 15 pages respectively). Rather than include them in these minutes and since they are available on line, I have included a link to their URL as follows:

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Amenity Master Plan Model

Amenity Master Plan format example.docx

The plans need to tell a story. Who are we and what is our current status? Where do we want to go in the future and how do we recommend getting there?

The Current State needs to be backed by data including usage, financials, facilities assessment, etc. This will be slightly different for each amenity and site. It is helpful if the site/amenity has a brief “tag line” that captures the objective of the facility (e.g. “The best place to begin” or “Family fun with horses”; etc)

The Future State is the hardest to capture since it should be more than simply an increment more than today. The data backing it includes member input from interviews, surveys, etc.; benchmarking to see how others are do it; focus groups or small discussion groups; the ideas from the “Evaluation Team” and the specific criteria that TD uses to measure projects i.e. Safety, Health, Code compliance and asset protection. The Tahoe Donner Vision, Bylaws and strategic plan are a good guide.

Ideas for capital investment or new activities need to be justified by increased member enjoyment and financial prudence.

Here are some of the questions that might be answered.

1. Where are you today?
 - a. What is the reason for this amenity?
 - i. What are your products or services?
 - ii. What is your market?
 - b. Are these services available nearby?
 - i. Why would members choose to come here?
 - c. What are the strengths and weaknesses? (The classic SWOT analysis)

1. Where do you want to go in the future?
 1. What deficiencies need to be corrected?
 2. What opportunities are available
 3. What will it look like when you get there?
 4. How long will it take?
2. What does it take to get there?
 1. Money?
 2. Facilities?
 3. People?
 4. Other?
3. What are the risks?
4. What are the metrics that signal progress?
 1. Member enjoyment or customer satisfaction
 2. Financial return or impact on the Member Annual Assessment
 3. Other (sometimes community standing or home prices might apply)