

2019 Q1 Quarterly Update - Development Fund - DRAFT CFP (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				TDA Amenity improvements during this period are defined in this document: <i>Prioritization for Development Funds</i>												
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																	
Downhill Ski Resort	Downhill Ski Lodge	200,000	200,000	TBD	TBD	TBD													
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 5YIP	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
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
Estimated Annual Totals, exclude RRF, Inflation Factor, and direct/allocated overhead		1,936,000	1,105,000	185,000	185,000	110,000	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	2,247,000	1,416,000	496,000	496,000	421,000	421,000	421,000	421,000	421,000	421,000	421,000	421,000						
3.0%	Inflation Factor	0	42,000	30,000	45,000	51,000	63,000	76,000	88,000	101,000	114,000	126,000	139,000						
	Total Including Inflation	2,247,000	1,458,000	526,000	541,000	472,000	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	155,000	206,000	260,000	299,000	338,000	377,000	417,000	458,000	499,000	540,000						
8.0%	Income Tax Expense	8,000	10,000	12,000	16,000	21,000	24,000	27,000	30,000	33,000	37,000	40,000	43,000						
	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	6,317,000	7,766,000	10,303,000	13,002,000	14,930,000	16,882,000	18,857,000	20,856,000	22,879,000	24,926,000	26,999,000						
	Ending	6,317,000	7,766,000	10,303,000	13,002,000	14,930,000	16,882,000	18,857,000	20,856,000	22,879,000	24,926,000	26,999,000	29,097,000						
	Yr 2019	Yr 2020	Yr 2021	Yr 2022	Yr 2023	Yr 2024	Yr 2025	Yr 2026	Yr 2027	Yr 2028	Yr 2029	Yr 2030							

Planning assumptions (4/18/19)

Project Stages Color Code	Project Analysis	Conceptual Design	Final Design	Construction	Post-Project Review
Board Approval required at the following intervals (#)	#	#	#	#	

Sizing scenarios and estimated project budgets for the Downhill Ski Lodge. Current review by Finance Committee, General Plan Committee, Board of Directors	
17,167 SF	\$ 10,300,200
21,000 SF	\$ 12,600,000
24,500 SF	\$ 14,700,000
Totals to left are estimated project costs. Majority of costs to be funded by Development Fund, and a portion from Replacement Reserve Fund.	

ACAC Master Plan: Consider updating IDR (Interim Development Reserve) for Adventure Zone. Estimated \$25K for planning approvals and \$200K for improvements

Five Year Budget - RRF Summary by Location

Replacement Reserve Fund - Tahoe Donner Association

Location	2019	2020	2021	2022	2023	5 Yr Total
Administration	749,173	622,830	595,793	71,306	139,908	2,179,010
Alder Creek Café	7,121	0	9,913	0	8,015	25,049
Bikeworks	18,721	24,172	19,861	20,456	26,413	109,623
Campground	28,549	4,002	11,661	1,326	9,487	55,025
Capital Projects	0	222,091	228,753	235,616	242,685	929,145
Chalet House	24,891	2,661	0	0	0	27,552
Cross Country	92,829	172,833	137,198	133,567	174,917	711,344
Equestrian Center	17,660	38,601	18,752	23,772	34,574	133,359
Food Trailer	0	0	0	0	10,306	10,306
Forestry	382,264	439,150	332,878	323,043	378,122	1,855,457
General Maintenance	28,347	61,136	23,603	19,540	51,691	184,317
Golf Complex	13,675	28,843	324,241	16,642	49,166	432,567
Golf Course	686,958	447,173	369,834	426,569	315,225	2,245,759
Information Technology	418,340	563,375	486,784	502,209	688,565	2,659,273
Maintenance	102,554	48,702	206,464	97,414	46,406	501,540
Marina	103,438	113,846	87,530	93,237	108,073	506,124
No. Woods Pool Bldg	59,134	25,486	19,342	39,872	0	143,834
Northwoods Clubhouse	46,470	397,378	65,083	50,851	189,359	749,141
Pizza	28,799	109,719	5,417	20,572	9,740	174,247
Recreation	23,039	39,618	0	77,462	5,697	145,816
Downhill Ski Resort	350,116	374,690	438,942	5,293,355	414,120	6,871,223
Snowplay	31,303	0	3,684	57,270	16,852	109,109
Tennis Complex	48,882	183,303	160,456	41,706	127,779	562,126
The Lodge	68,292	192,911	186,258	132,160	94,163	673,784
Trails	348,456	672,166	31,365	75,066	72,550	1,199,603
Trout Creek Bldg	869,002	1,428,639	112,914	70,459	194,643	2,675,657
Trout Creek Pool Spa	188,331	26,111	115,942	117,327	73,680	521,391
Grand Total	4,736,344	6,239,436	3,992,668	7,940,797	3,482,136	26,391,381

	2019	2020	2021	2022	2023
Annual Assessment contribution to RRF	\$ 4,659,093	\$ 4,845,457	\$ 5,039,275	\$ 5,240,846	\$ 5,450,480
Percentage Change	16.1%	4.0%	4.0%	4.0%	4.0%

RRF project completion 100%	2019	2020	2021	2022	2023
RRF beginning balance	\$ 10,357,000	\$ 10,469,607	\$ 9,255,444	\$ 10,481,980	\$ 7,950,058
Annual Expenditures @ 100%	\$ 4,736,344	\$ 6,239,436	\$ 3,992,668	\$ 7,940,797	\$ 3,482,136
% Funded Ratio at Beginning of Year	28.46%	28.31%	24.40%	25.64%	19.95%

Trending 80% actual	2019	2020	2021	2022	2023
RRF beginning balance	\$ 10,357,000	\$ 11,416,876	\$ 11,450,600	\$ 13,475,670	\$ 12,531,907
Annual Expenditures @ 80%	\$ 3,789,075	\$ 4,991,549	\$ 3,194,134	\$ 6,352,638	\$ 2,785,709
% Funded Ratio at Beginning of Year	28.46%	30.87%	30.18%	32.96%	31.44%

**Tahoe Donner Association
Annual Assessment - Growth Scenario**

3/28/2019

DRAFT SCENARIO for DISCUSSION PURPOSES ONLY

2014 to 2019		current year		Scenario - Next Five Years										2019 to 2024	
5yr CAGR	FUND	2019	change	2020	change	2021	change	2022	change	2023	change	2024	5yr CAGR		
0.9%	OPF	A 880	26 3%	906	27 3%	933	28 3%	961	28 3%	989	30 3%	1019	3.0%		
8.5%	RRF	B 720	29 4%	749	30 4%	779	31 4%	810	32 4%	842	34 4%	876	4.0%		
6.0%	DVF	C 335	20 6%	355	20 6%	375	20 5%	395	-60 0%	335	0 0%	335	0.0%		
0.0%	NEF	D 30	0 0%	30	0 0%	30	0 0%	30	0 0%	30	0 0%	30	0.0%		
4.2%	AA Total	E 1965	75 3.8%	2040	77 3.8%	2117	79 3.7%	2196	0 0.0%	2196	64 2.9%	2260	2.8%		

- Operating Fund (OPF) A Conservative growth estimated 3%/yr. \$1.00 increase in CA Min Wage next 3yrs (2020/2021/2022) law in place will pressure this. Recession potentially impact.
- Replacement Reserve Fund (RRF) B 4% growth each year, consistent with Reserve Funding plan BOD approved October 2018. (G05, page 6 and Page 5 of 2019 Budget Report).
- Development Fund (DVF) C Growth near term, then back to 2019 level, consistent with current draft of Capital Funds Projection.
- New Equipment Fund (NEF) D Flat at \$30/year sustainable.
- Annual Assessment (AA) Total E Scenario presents an overall 5yr CAGR future of 2.8%

10yr CAGR (2009 to 2019)	
2.4%	OPF
8.0%	RRF
8.7%	DVF
1.8%	NEF
5.1%	AA Total

BLS.CPI-All Urban Consumers - San Francisco-Oakland-Hayward, CA			
Feb-09	222.166	2.7%	10yr CAGR CPI
Feb-14	248.615	3.2%	5yr CAGR CPI
Feb-18	281.308	3.5%	1yr CAGR CPI
Feb-19	291.227		

CPI info somewhat relevant to Operating Fund., much less relevant to capital needs of aging infrastructure and membership needs of the Association.



PRIORITIZATION FOR DEVELOPMENT FUNDS

Sort #	Definitions
1	Needs
2	Wants
3	Operational
4	Not in Vision of Tahoe Donner
5	Already located in Town of Truckee
6	Already located in Tahoe Donner
7	Project Completed
8	Requires further review
9	Not viable at this time

GPC Strategic Review		Project suggestions from all sources		Evaluation Team	Agency Lead	TDA Staff	Board/Committees
Association Wide	New Storage Building at Forestry Facility to replace multiple storage containers	2					
	Undergrounding utility lines	8	TDPUD				
	Member Only Gas Station	5					
	Electric Vehicle Charging Stations at select Amenities	5					
Mailbox -Subcommittee	Prepare Master Plan for Cluster Mailboxes	8	USPS				
Housing -Subcommittee	Consider all options for Seasonal Workforce Employee Housing	8					
	Coordinate with existing community efforts to provide additional Housing opportunities	8					
ACAC -Subcommittee	Prepare ACAC Master Plan	8					
	Snowmaking	1					
	Adventure Zone with archery zone, treehouse, zipline area, bike skills, disk golf	2					
	Consider Phase 4 Equestrian Campus; Trailer Parking, dressage court, and improved boarder pens	2					
	Warming Hut character upgrades at (4) locations (RRF), Staff to provide study/recommendations	2					
	Back-up Power for ACAC, (permanent placement or trailer)	2					
	Additional storage options for snowmobiles, signs, tools	2					
	Upgrades to FIS Standards for International Nordic Races and Events	2					
Northwoods Activity Center -Subcommittee	Parking Capacity Expansion (#1 priority based on numerous member input)	2					
	Trash Enclosure, Storage Room addition, and Drainage improvements	1					
	Rear terrace expansion & leveling, with heated entrance at Pizza	2					
	Expand Recreation Hut	2					
	Shade at Bocce Courts	2					
	Improved lighting in meeting rooms at Northwoods Clubhouse (to be considered during A/V upgrades at Meadow Room)	3					
	Air-conditioning in Tennis pro shop and multi-purpose room	2					
	Prepare Master Plan for Northwoods Activity Center (NAC)	8					
	Reorganization of Administration Offices for improved customer service	8					
	Additional office space at NWCH	8					
	(2) additional meeting spaces for up to 6 participants	8					
	Update Tennis Facility, consider second story for meeting and viewing spaces	8					
	Remodel and/or update look at NWCH	8					
	Additional bocce courts	8					
	Hot Tub near pool	8					
	Enhanced playground with additional swings for children 5-18	8					
	Enhanced adventure zone to include disk golf	6					
	Additional Tennis courts (tennis courts over pickleball, and prioritize parking over pickleball courts)	8					
	Covered, outdoor vending machines	4					
	Indoor tennis courts for winter play; potential high costs with low projected utilization	4					
Seasonal ice skating/roller skating, mini golf; as currently offered elsewhere in Truckee	5						
Downhill Ski Resort - Subcommittee	Prepare DSR Master Plan and Business Plan (currently underway)	8					
	Consider Member versus Public analysis	8					
	New or Remodeled Downhill Ski Lodge	8					
	Snowmaking Equipment at Eagle Rock	8					
	Modify Ski Slopes to improve beginner experience	8					
	Expand Summer Day Camps	8					
	Lift Access to family-friendly gravity bike trails, bike park, beginner progressions (like NorthStar)	8					
	Adventure Zone with archery zone, treehouse, zipline area, bike skills, disk golf	8					
	Replace Eagle Rock Chair	8					
	New Backside Chairlift	8					
	Provide expanded parking at top of Eagle Rock Chair, accessible through green gate at SkiSlope	8					
	Provide Gallery covers for Conveyors C2 and C3 for improved safety, operations, service levels	8					
	(~25) New Ski in/Ski out residential properties, with new chairlift access into Sunrise Bowl	8					
Golf Course -Subcommittee	Update Golf Course Master Plan	8					
	Consider Golf Course improvements to remain regionally competitive	8					
	Water Conservation, 500K gallon water tank/well/pump/case/heads	8					
	Shade structure over Driving Range Tee boxes	8					
Marina -Subcommittee	Update Marina Master Plan	8					
	Expanded Kitchen and terrace seating with shade structure	2					
	Cooperative Agreement with State Park and beach access	9					
	Agreements with TOT/Caltrans for improved on-street Parking	8					
	Peak-pricing variations and recommendations	8				Finance Committee	
	New entrance, signage, improved lighting	8					
	Beach Bar on slab with power	4					
	Consider alternative uses for boat ramp area	8					
Third Dock located south of existing Boat Ramp, for improved loading/unloading	8						



PRIORITIZATION FOR DEVELOPMENT FUNDS

3/29/2019

Sort #	Definitions
1	Needs
2	Wants
3	Operational
4	Not in Vision of Tahoe Donner
5	Already located in Town of Truckee
6	Already located in Tahoe Donner
7	Project Completed
8	Requires further review
9	Not viable at this time

GPC Strategic Review Project suggestions from all sources

Evaluation Team Agency Lead TDA Staff Board/Committees

Subcommittee	Project Description	Sort #	Agency Lead	TDA Staff	Board/Committees
The Lodge -Subcommittee	Prepare Master Plan for The Lodge	8			
	Replace Tent with new Conference Space and Restrooms	8			
	Replace existing ramp with heated staircase and lighting	1			
	Install roof structure over heated staircase	2			
	Recycle and Refuse Improvements	3			
	Back-up Power for Kitchen and Restaurant	2			

Subcommittee	Project Description	Sort #	Agency Lead	TDA Staff	Board/Committees
Trails & Open Space Subcommittee	Update Trails and Open Space Master Plan with consideration of all types of trail users and utilization, management, policies, and funding	8			
	New Land Acquisition policy to be integrated into an updated Trails and Open Space Master Plan	3			
	Update dog leash policy	3			
	Vaulted Toilet in Euer Valley	8			
	Bridges/Puncheons at Coyote Crossing and Cowboy Camp (may integrate perimeter fencing)	8			
	Glacier Way Trailhead Expansion	8			
	Berggarten Trailhead	8			
	Nature Trail/Trout Creek/Snowplay Trailhead & Parking	8			
	New connection trails to future Truckee Donner Land Trust properties	8			
	Dog Park (location currently considered at ACAC, should Equestrian Arena be relocated)	4			
	New TDA trail connector from Basel to the Town's Trout Creek Trail	8			
	Paved, 4 season trail from the Town's Trout Creek Trailhead to ACAC	8			
	Rebuild and maintain iconic Euer Valley barns	8			
	McGlashan Springs Utilization Study	8			
Community garden and composting site	5				

Subcommittee	Project Description	Sort #	Agency Lead	TDA Staff	Board/Committees
TCRC -Subcommittee	Prepare TCRC Master Plan	8			
	Snowmaking at Snowplay	1			
	Permanent flushing restrooms for Snowplay Operations	2			
	Additional Hot Tub and Lap Lanes	2			
	Performance Stage, with sufficient power at Driving Range	5			
	Saline Upgrade	2			
	Expanded Paver Terrace for Food and Beverage	8			
	Indoor playground, day care, mini golf, and climbing wall	8			

Subcommittee	Project Description	Sort #	Agency Lead	TDA Staff	Board/Committees
OTHER	Polo Field	4			
	Community Barn	9			
	Fishing Pond	6			
	Improve Cell reception	8	ATC		
	Improve snow removal on roads	2	Truckee		
	Speedbumps and traffic calming	2	Truckee		
	Provide regular shuttles into Euer Valley	8			
	Ferris Wheel	4			