

2020 OPERATIONS REVIEW

BOARD OF DIRECTORS MEETING DECEMBER 18, 2020



TAHOE DONNERSM

PURPOSE

- Summary of YTD operations
- Lessons learned from COVID impacts

Winter Ops - Downhill, Cross Country, Snowplay

- Abrupt COVID closure on March to end the season
- State and County guidance and internal experience for the upcoming season

Summer Ops

Operations open with modifications

- **Equestrian** - boarding and horse leases only
- **Bikeworks** – no indoor access, no camps
- **Trout Creek Rec Center** – utilization limits by reservation only
- **Beach Club** - utilization limits by reservation and first come, limited services
- **Tennis Center** – restrictions for family and singles play
- **The Lodge** - take out, modified outdoor and indoor dining
- **Alder Creek Cafe** – outdoor dining only, modified indoor dining
- **Summer F and B** – Marco Polo Grill – grab and go only

Operations shut for the year

- Golf Course - remodel
- Day Camps
- Aquatics Lessons
- Northwoods Pool
- Recreation Programs
- Special Events
- Pizza on the Hill
- T-9 Grill

“Normal” Operations

- Campground
- Driving Range

Private Amenity Utilization – Trout Creek Rec Center

Trout Creek Visitation

Month	TL Visits	Mbr V	Mbr V%	Guest V	Guest V%	Guest Mix and %TL and %G					
						W Mbr			on G Card		
Jan-Apr 18	41,597	29,077	70%	6,108	15%	2,455	6%	40%	3,653	9%	60%
Jan-Apr 19	40,171	27,222	68%	6,251	16%	2,531	6%	40%	3,720	9%	60%
JAN-MAR 20 (3/14)	24,935	21,427	86%	3,508	14%	1,498	6%	43%	2,010	8%	57%
May-Oct 18	78,605	54,763	70%	13,585	17%	5,314	7%	39%	8,271	11%	61%
May-Oct 19	78,296	59,013	75%	14,628	19%	7,426	9%	51%	7,202	9%	49%
JUL-OCT 20	35,530	31,785	89%	3,745	11%	2,400	7%	64%	1,345	4%	36%
Nov 18	11,054	8,012	72%	1,239	11%	542	5%	44%	697	6%	56%
Nov 19	7,749	6,533	84%	701	9%	418	5%	60%	283	4%	40%
NOV 20	4,951	4,746	96%	205	4%	118	2%	58%	87	2%	42%
Dec 18	13,553	9,379	69%	2,364	17%	1,043	8%	44%	1,321	10%	56%
Dec 19	10,499	8,274	79%	1,658	16%	766	7%	46%	892	8%	54%
Dec 20 (12/6)	262	258	98%	4	2%	2	1%	50%	2	1%	50%
YTD Dec 18	144,809	101,231	70%	23,296	16%	9,354	6%	40%	13,942	10%	60%
YTD Dec 19	136,715	101,042	74%	22,153	16%	11,141	8%	50%	12,097	9%	55%
YTD Dec 20 (12/6)	65,678	58,216	89%	7,462	11%	4,018	6%	54%	3,444	5%	46%

Private Amenity Utilization – Beach Club

Month	TL Visits	Mbr V	Mbr V%	Guest V	Guest V%	Guest Mix and %TL and %G					
						W Mbr			on G Card		
May 18	781	589	75%	192	25%	170	22%	89%	22	3%	11%
May 19	140	136	97%	4	3%	4	3%	100%	-	0%	0%
May 20	713	693	97%	20	3%	20	3%	100%	-	0%	0%
June 18	6,992	4,823	69%	2,169	31%	1,217	17%	56%	952	14%	44%
June 19	5,471	3,967	73%	1,504	27%	956	17%	64%	548	10%	36%
June 20	6,488	5,432	84%	1,056	16%	704	11%	67%	352	5%	33%
July 18	18,732	11,006	59%	7,726	41%	4,191	22%	54%	3,535	19%	46%
July 19	16,188	9,691	60%	6,497	40%	3,382	21%	52%	3,115	19%	48%
July 20	15,661	12,442	79%	3,219	21%	2,154	14%	67%	1,065	7%	33%
Aug 18	11,197	6,973	62%	4,224	38%	1,939	17%	46%	2,285	20%	54%
Aug 19	11,772	7,575	64%	4,197	36%	2,262	19%	54%	1,935	16%	46%
Aug 20	12,432	9,852	79%	2,580	21%	1,538	12%	60%	1,042	8%	40%
Sept 18	4,065	2,836	70%	1,229	30%	734	18%	60%	495	12%	40%
Sept 19	2,885	2,117	73%	768	27%	501	17%	65%	267	9%	35%
Sept 20	6,090	5,082	83%	1,008	17%	769	13%	76%	239	4%	24%
Oct 18	85	85	100%	-	0%	-	0%	0%	-	0%	0%
Oct 19	158	143	91%	15	9%	15	9%	100%	-	0%	0%
Oct 20	1,202	986	82%	216	18%	150	12%	69%	66	5%	31%
YTD Dec 18	41,852	26,312	63%	15,540	37%	8,251	20%	53%	7,289	17%	47%
YTD Dec 19	36,614	23,629	65%	12,985	35%	7,120	19%	55%	5,865	16%	45%
YTD Dec 20	42,586	34,487	81%	8,099	19%	5,335	13%	66%	2,764	6%	34%

Private Amenity Utilization – Tennis

Month	TL Visits	Mbr V	Mbr V%	Guest V	Guest V%	Guest Mix and %TL and %G					
						W Mbr			on G Card		
May 18	1,428	1,006	70%	422	30%	-	0%	0%	-	0%	0%
May 19	844	598	71%	246	29%	243	29%	99%	3	0%	1%
May 20	775	755	97%	20	3%	20	3%	100%	-	0%	0%
June 18	3,432	3,147	92%	285	8%	234	7%	82%	51	1%	18%
June 19	2,862	2,409	84%	453	16%	418	15%	92%	35	1%	8%
June 20	4,011	3,665	91%	346	9%	342	9%	99%	4	0%	1%
July 18	5,619	4,917	88%	702	12%	590	11%	84%	112	2%	16%
July 19	6,111	5,430	89%	681	11%	574	9%	84%	107	2%	16%
July 20	6,064	5,263	87%	801	13%	800	13%	100%	1	0%	0%
Aug 18	5,008	4,508	90%	500	10%	347	7%	69%	153	3%	31%
Aug 19	7,651	7,097	93%	554	7%	441	6%	80%	113	1%	20%
Aug 20	5,044	4,400	87%	644	13%	644	13%	100%	-	0%	0%
Sept 18	2,640	2,371	90%	269	10%	238	9%	88%	31	1%	12%
Sept 19	3,554	3,340	94%	214	6%	197	6%	92%	17	0%	8%
Sept 20	2,699	2,375	88%	324	12%	324	12%	100%	-	0%	0%
Oct 18	1,404	1,387	99%	17	1%	15	1%	88%	2	0%	12%
Oct 19	1,909	1,894	99%	15	1%	15	1%	100%	-	0%	0%
Oct 20	2,488	2,152	86%	336	14%	336	14%	100%	-	0%	0%
YTD Dec 18	19,531	17,336	89%	2,195	11%	1,424	7%	65%	349	2%	16%
YTD Dec 19	22,931	20,768	91%	2,163	9%	1,888	8%	87%	272	1%	13%
YTD Dec 20	21,081	18,610	88%	2,471	12%	2,466	12%	100%	5	0%	0%

The Lodge Restaurant and Pub

- Open May 1 for take-out only 4 days a week
- Open June 25 for outdoor dining on the pavilion and deck
- Open for limited indoor dining on Oct 5
- Back to take-out only on Nov 18
- Closed Dec 5

Alder Creek Cafe

- Open June 19 for outdoor dining lunch service
- Open Oct 5 for limited indoor dining
- Closed Nov 6
- Reopen with XC operation on Nov 27 – outdoor dining only

Lessons Learned

- Incredible staff team
- Membership appreciation of the variety of services
- Reservations for private amenity access - opportunity
- Utilization limits at the beach and rec pool – experience vs revenue
- Cross training key personnel is vital
- Pavilion has potential for summertime food service
- Take-out is here to stay
- Remote work pros and cons
- Camping, Tennis, cycling and golf are pandemic activities

QUESTIONS?



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