DOWNHILL SKI LODGE REPLACEMENT PROJECT SIZE + COST COMPARISONS



AGENDA

Staff and consultants are providing a presentation on downhill ski lodge options. Board to provide feedback regarding options.

Order of Presentation

- About Downhill Ski + Usage
- Member Feedback Summary
- Recent Regional Projects
- Definitions
- Scenarios
 - Existing (as baseline for comparable)
 - \$18M All-in Cap
 - Functionally Equivalent + Code Compliant
 - Functionally Equivalent + Code Compliant + Ski School
 - 24,490 sq ft
 - 27,970 sq ft
- Comparisons by Area and Costs
- Replacement Reserve and Annual Assessment 5-Year Estimates



TOTAL SKIER VISITS

	Total Skier Visits	Peak Periods	Weekends	Midweek
Member	30%	28%	31%	36%
Guest	30%	33%	28%	26%
Public	40%	39%	41%	38%

Definitions

Includes: lift tickets and season passes.

- Peak periods all holiday blackout periods (Dec. 17, 2022 Jan. 1, 2023, Jan. 14-16, 2023, Feb. 18-25, 2023)
- Weekends normal weekends throughout the season
- **Midweek** Monday through Friday, non-holiday periods

SKI SCHOOL LESSON UTILIZATION

Ski School lesson utilization 2018/2019

Includes: packages, group and private lessons

- Peak periods all holiday blackout periods (Dec. 17, 2022 Jan. 1, 2023, Jan. 14-16, 2023, Feb. 18-25, 2023)
- Weekends normal weekends throughout the season
- Midweek Monday through Friday, non-holiday periods

	Ski School Lessons	Peak Periods	Peak Periods Weekends	
Member	10%	11%	10%	8%
Guest	53%	54%	56%	49%
Public	31% 32%		33%	27%
Unknown	6%	3%	1%	16%
	Provided in Sept. 2021			

ALL SKI SCHOOL PROGRAMS UTILIZATION

Ski School all programs 2018/2019

Includes: packages, group lessons, private lessons, recreation ski team, race team, speedsters, TD tykes, seniors

- Peak periods all holiday blackout periods (Dec. 17, 2022 Jan. 1, 2023, Jan. 14-16, 2023, Feb. 18-25, 2023)
- Weekends normal weekends throughout the season
- **Midweek** Monday through Friday, non-holiday periods

	All Ski School Programs	Peak Periods	Weekends	Midweek
Member	19%	16%	24%	16%
Guest	49%	54%	45%	44%
Public	29%	29%	29%	31%
Unknown	3%	1%	1%	9%



WHAT THE MEMBERSHIP HAS TOLD US

2020 SKI LODGE FOCUS GROUPS

- 14 FOCUS GROUPS, 90 MEMBERS
- CONDUCTED NOVEMBER AND DECEMBER 2020
- CONDUCTED BY THIRD PARTY CONSULTANT

2020/2021 SKI LODGE SURVEY

- 2,643 MEMBER RESPONSES
- OPEN FROM DECEMEBER 29, 2020 JANUARY 7, 2021
- CONDUCTED BY THIRD PARTY CONSULTANT

2022 SKI LODGE QUESTIONNAIRE

- 3,053 MEMBER RESPONSES
- OPEN FROM JANUARY 11 FEBRUARY 10, 2022
- CONDUCTED BY THIRD PARTY CONSULTANT



2020 FOCUS GROUP THEMES

- 14 FOCUS GROUPS
- 90 MEMBER PARTICIPANTS
- CONDUCTED BY THIRD PARTY CONSULTANTS

No redeeming qualities of the current lodge, except outdoor deck

Continue focus on 'best place to begin'

Highest priority of improvements are:

- 1) food and beverage
- 2) restrooms
- 3) access to the hill from the lodge

Consider multi-use spaces and off-season uses

Concern for cost/funding and transparency are very important to members



WHAT ASPECT OF DECISION-MAKING IS MOST **IMPORTANT** TO YOU?

2020 DOWNHILL SKI LODGE SURVEY

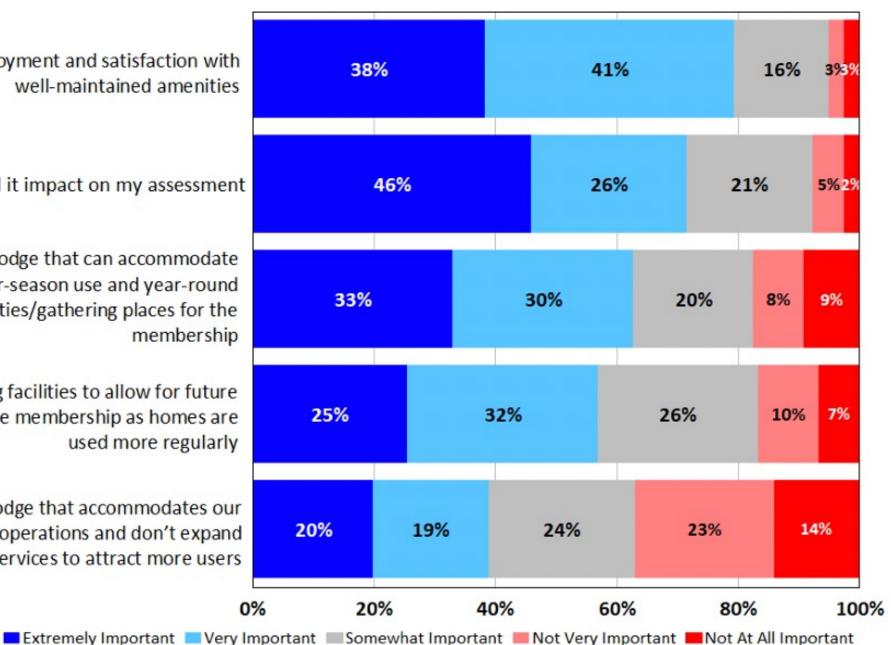
Member enjoyment and satisfaction with well-maintained amenities

Overall cost and it impact on my assessment

Build a Lodge that can accommodate potential four-season use and year-round activities/gathering places for the membership

Updating facilities to allow for future growth of the membership as homes are used more regularly

Build a Lodge that accommodates our current ski operations and don't expand services to attract more users



INDOOR EATING AREA GRILL & FOOD SERVICE AREA BAR AREA BATHROOMS DECK

WHAT AREA SHOULD BE CONSIDERED FOR EXPANSION?

(SELECT ALL THAT APPLY)

2020 DOWNHILL SKI LODGE SURVEY | 2,643 RESPONSES



SHOULD WE PROCEED WITH A 27,990 SQFT BUILDING COSTING \$21.3M + 10% CONTINGENCY?

2022 DOWNHILL SKI LODGE QUESTIONNAIRE | 3,053 RESPONSES







NO OPINION/DEFER TO THE BOARD

UNDERSTANDING THE MEMBERS WHO RESPONDED 'YES' TO PROCEED

WHAT DO YOU LIKE ABOUT THE CURRENT PROPOSAL OR WHAT DO YOU WANT TO SEE CHANGED ABOUT THE CURRENT PROPOSAL, AND WHY? (OPEN ENDED FIELDS)

25%

The lodge needs replacement

5%

Cost/budget should be cheaper

19%

Like that the proposal is more spacious

10%

Like that its based on research

23%

Don't change anything from the proposal

7%

Multi-use and/or year-round use

UNDERSTANDING THE MEMBERS WHO RESPONDED 'NO' TO PROCEED

WHAT DO YOU LIKE ABOUT THE CURRENT PROPOSAL OR WHAT DO YOU WANT TO SEE CHANGED ABOUT THE CURRENT PROPOSAL, AND WHY? (OPEN ENDED FIELDS)

43% Cost/budget should be cheaper

3% Want it larger

16% Building needs to be replaced

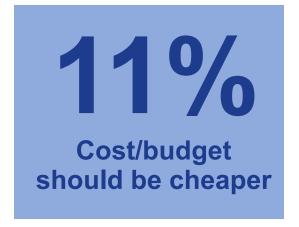
80/0
Do not increase my dues

34% Reduce the size

5%
Multi-use and/or year-round use

UNDERSTANDING THE MEMBERS WHO RESPONDED 'NO OPINION/DEFER TO THE BOARD'

WHAT DO YOU LIKE ABOUT THE CURRENT PROPOSAL OR WHAT DO YOU WANT TO SEE CHANGED ABOUT THE CURRENT PROPOSAL, AND WHY? (OPEN ENDED FIELDS)



4% Want it larger



50/0
Do not increase my dues



70/0
Multi-use and/or year-round use

DEFINITIONS

- Functionally Equivalent: Building to have the same programmatic space it currently has including, but not limited to, same number of bathrooms, same rental space, same dining space, etc.
- Code Compliant: Space required to be added to the existing facility to meet current building codes that the current facility does not meet including, but not limited to, elevator, ADA compliance, updated California Building Codes and improved circulation and fire safety requirements.
- **Projected Budget** "All-in" costs that are compiled from:
 - Soft Costs: Costs necessary for planning, design, permitting, construction management.
 - Construction Costs: Costs to build project including demolition, site prep, construction.
 - Contingency: Money set aside for unforeseen conditions, full contingency may or may not be spent based conditions.
 - Inflation: Construction costs are in today's dollars. Inflation at 4.9% is added to the construction costs for a 2023 construction. For project scenarios being constructed in 2024 an additional 4.5% is added.
- **Net Benefit to Owner**: Members' annual benefit to the Assessment from the net operating result.
- Needs Analysis: Study conducted by third party professionals to evaluate space allocations (needs).

RECENT REGIONAL PROJECTS

TAHOE BEACH CLUB CLUBHOUSE





Total Construction Cost: \$28.19 Million

Total Area (SF): 30,000 SF

Construction Cost Per SF: \$939.66

Year Completed: 2020

Spaces: Commercial Kitchen, Dining, Bar, Fitness, Retail, Circulation, Elevators, Hospitality Suite, Kids Club, Back of House, Mechanical, Storage, Spa (Treatment Rooms, Sauna, Steam Rooms), Pool and Hot Tub

PROJECT DIFFERENCES

- Construction Costs Only
- Tahoe Beach Club had a clear and level site with no existing building to demolish
- Pool and Spa included in Tahoe Beach Club
- Tahoe Beach Club was built in Nevada (lower labor costs)
- Higher quality of interior finishes in Tahoe Beach Club
- Tahoe Beach Club was contracted in 2019 and completed in 2020.

RECENT REGIONAL PROJECTS

CLEAR CREEK TAHOE CLUBHOUSE





Total Construction Cost: \$14.05 Million

Total Area (SF): 18,000 SF

Construction Cost Per SF: \$780

Year Completed: 2021

Spaces: Commercial Kitchen, Dining, Bar, Fitness,

Circulation, Elevators, Mechanical Storage, Spa (Treatment

Rooms, Sauna), Lounges, Outdoor Event Spaces

PROJECT DIFFERENCES

- Construction Costs Only
- Clear Creek Clubhouse had a clear and mostly level site with no existing building to demolish
- Clear Creek Clubhouse was built in Nevada (lower labor costs)
- Clear Creek Clubhouse had lower snow loads which reduced the structural requirements
- Higher quality of interior finishes in the Clear Creek Clubhouse
- Clear Creek Clubhouse was contracted in 2020 and completed in 2021



BUILDING SCENARIOS

TAHOE DONNER DOWNHILL SKI LODGE



LEGEND

GUEST SERVICES AND RETAIL

RENTALS AND LOCKERS

SKI SCHOOL

FOOD AND BEVERAGE

RESTROOMS

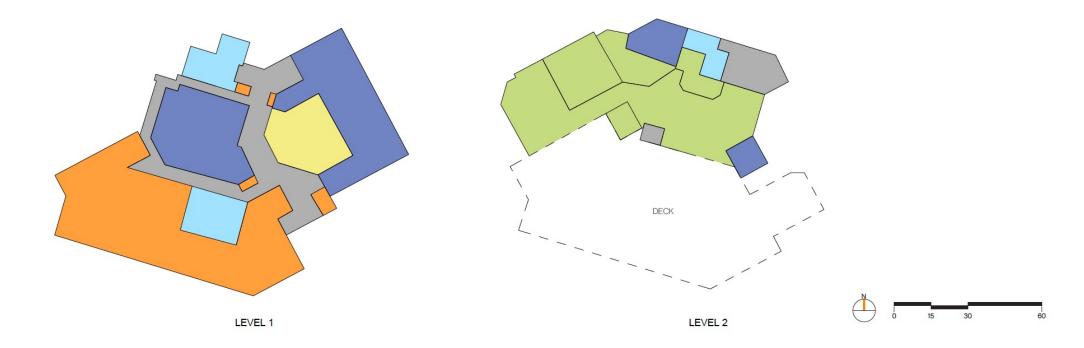
OPERATIONAL SPACE

CIRCULATION & MECHANICAL SPACE

DECK

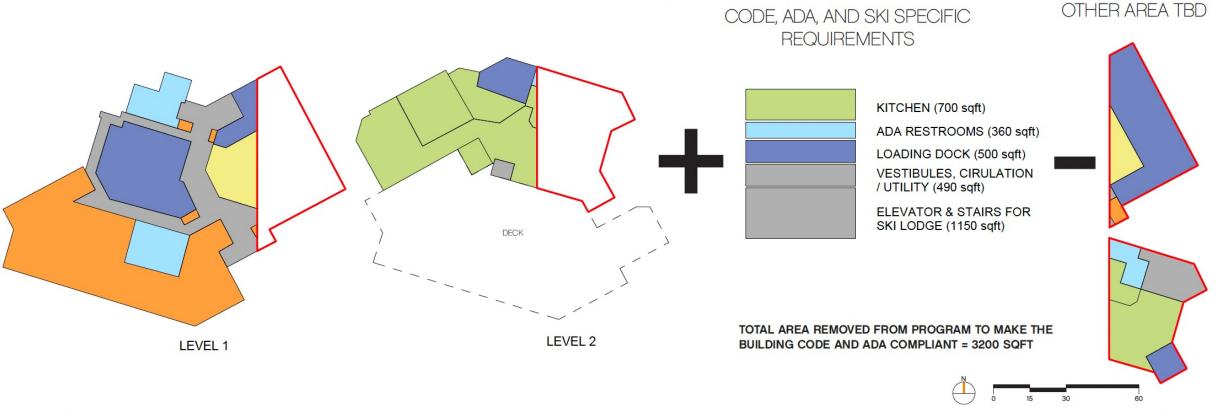


EXISTING SKI LODGE



AREA AND PROGRAM SUMMARY							
CATEGORY / LEGEND	AREA (sqft)	CHANGE FROM CURRENT LODGE	COUNT	PROGRAM NOTES / COMMENTS			
GUEST SERVICES AND RETAIL	856						
RENTALS AND LOCKERS	3220		11 Ski/Snowboard Racks, 22 Boot Racks, 5 Helmet Poles				
SKI SCHOOL	0			- DOES NOT MEET ADA OR CURRENT CODE.			
FOOD AND BEVERAGE	4229		130 Dining seats	- NON SKIER FRIENDLY STAIRS.			
RESTROOMS	995		21 Total Water Closets and Urinals	- REMOTE SKI SCHOOL CROWDED, INEFFICIENT DINING.			
OPERATIONAL SPACE	3548			- SMALL DECK.			
CIRCULATION & MECHANICAL SPACE	2280			- LONG CLIMB TO LIFTS.			
DECK	5065						
TOTAL BUILDING AREA (EXCL. DECK)	15,128	0					

LODGE SCENARIO A: \$18 MILLION ALL-IN CAP

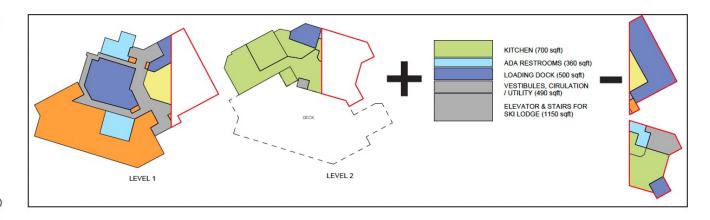


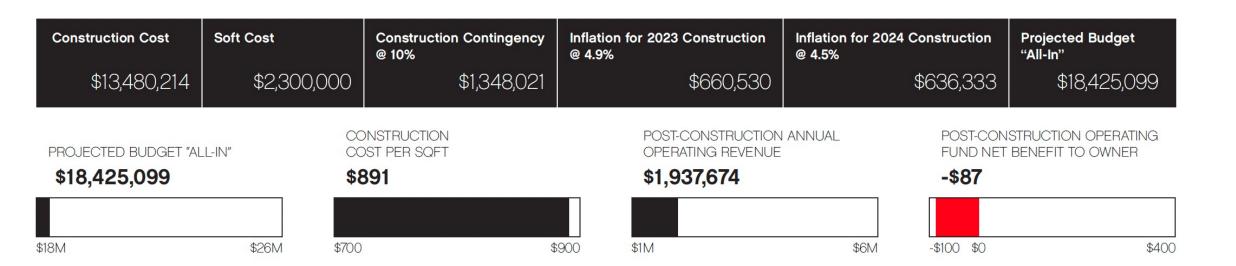
AREA AND PROGRAM SUMMARY							
CATEGORY / LEGEND	AREA (sqft)	CHANGE FROM CURRENT LODGE*	COUNT	PROGRAM NOTES / COMMENTS			
GUEST SERVICES AND RETAIL	TBD	Reduction TBD					
RENTALS AND LOCKERS	TBD	Reduction TBD	TBD				
SKI SCHOOL	0	Reduction TBD					
FOOD AND BEVERAGE	4,929	Reduction TBD	TBD	- BUILDING WOULD MEET CODE AND ADA.			
RESTROOMS	1,355	Reduction TBD	TBD	- REQUIRES +/- 3200 SQFT REDUCTIONS OF OTHER SPACES, TBD.			
OPERATIONAL SPACE	4,048	Reduction TBD		- NO NET INCREASE IN SQFT.			
CIRCULATION & MECHANICAL SPACE	3,920	Reduction TBD					
DECK	TBD	Reduction TBD					
TOTAL BUILDING AREA (EXCL. DECK)	15,128	0					

LODGE SCENARIO A FINANCIALS: \$18 MILLION ALL-IN CAP

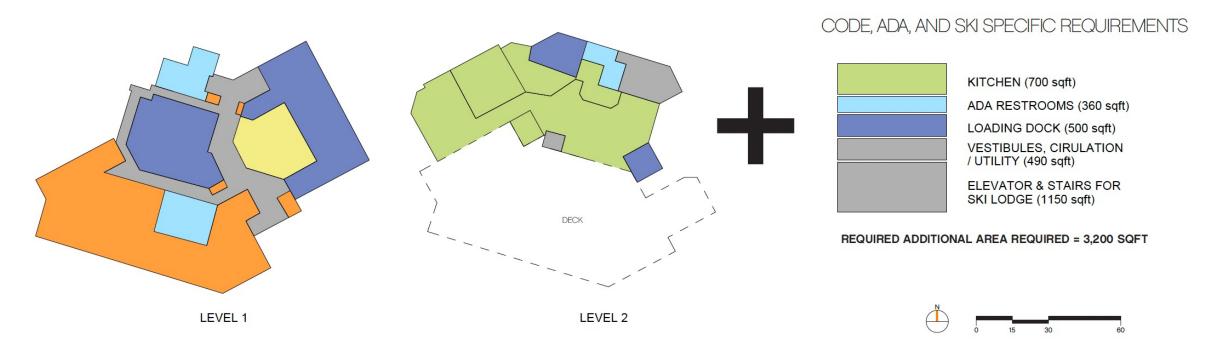
CHANGES FROM CURRENT LODGE

- Removing 3,200 sqft of functional space from current lodge to accommodate required building compliance space
- Reproportioning of spaces would reduce functional space in most areas
- Due to significant reduction in program spaces including food and beverage, rentals, ski school, and guest services the swing in the net benefit to owner would be \$-346/year from current operation





LODGE SCENARIO B: FUNCTIONALLY EQUIVALENT + CODE COMPLIANT

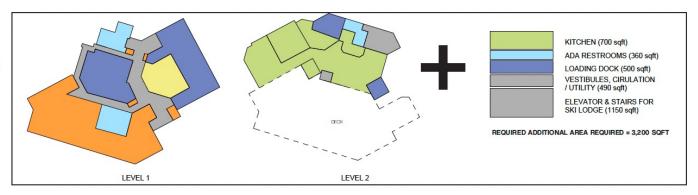


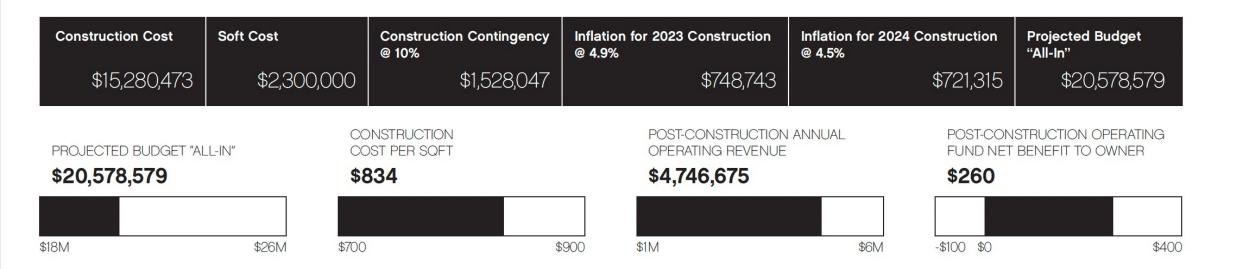
AREA AND PROGRAM SUMMARY							
CATEGORY / LEGEND	AREA (sqft) CHANGE FROM CURRENT LODGE		UNIT	PROGRAM NOTES / COMMENTS			
GUEST SERVICES AND RETAIL	856						
RENTALS AND LOCKERS	3220		11 Ski/Snowboard Racks, 22 Boot Racks, 5 Helmet Poles				
SKI SCHOOL	0						
FOOD AND BEVERAGE	4929	700	130 Dining seats				
RESTROOMS	1355	360	23 Total Water Closets and Urinals	- NO NET INCREASE IN PROGRAMMED SPACES.			
OPERATIONAL SPACE	4048	500					
CIRCULATION & MECHANICAL SPACE	3920	1640					
DECK	5065						
TOTAL BUILDING AREA (EXCL. DECK)	18,328	3,200					

LODGE SCENARIO B FINANCIALS: FUNCTIONALLY EQUIVALENT + CODE COMPLIANT

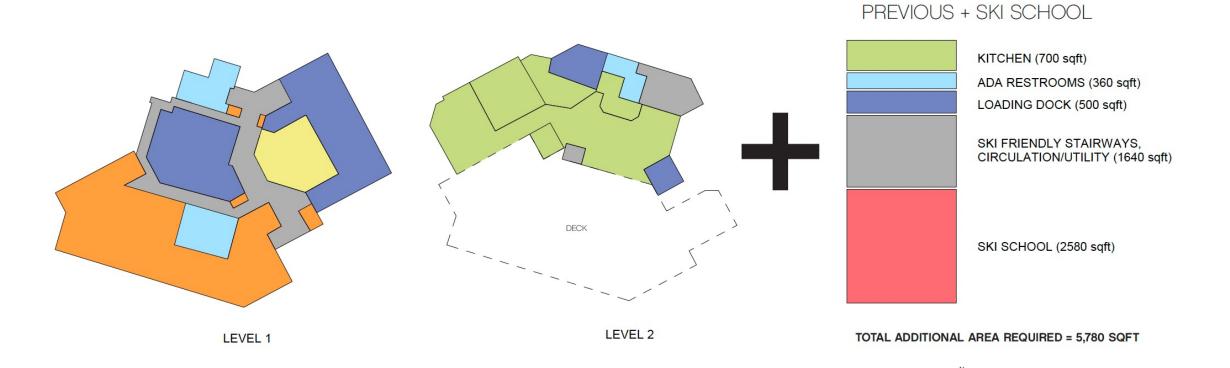
CHANGES FROM CURRENT LODGE

- Improves circulation
- Does not change existing program space inadequacies including food and beverage, rentals, ski school, tickets and operational space





LODGE SCENARIO C: FUNCTIONALLY EQUIVALENT + CODE COMPLIANT + SKI SCHOOL

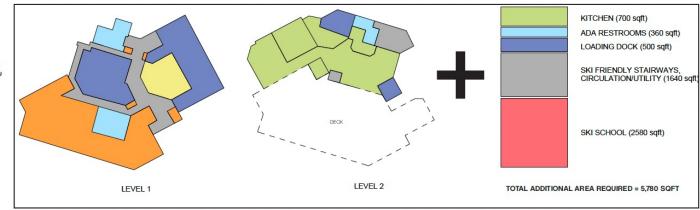


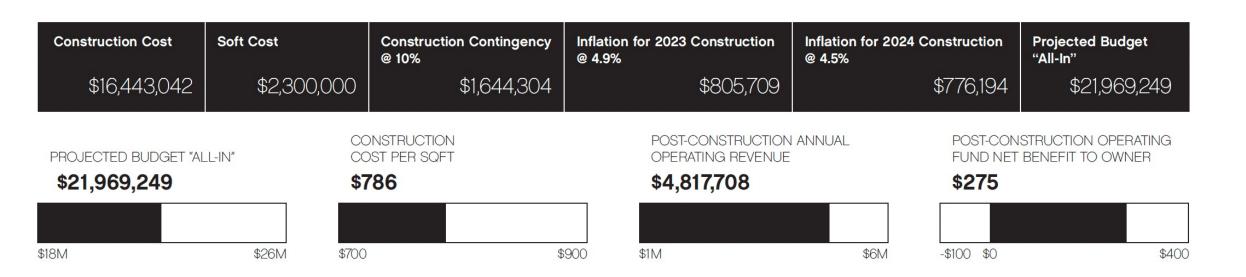
AREA AND PROGRAM SUMMARY								
CATEGORY / LEGEND	GORY / LEGEND AREA (sqft) CHANG		UNIT	PROGRAM NOTES / COMMENTS				
GUEST SERVICES AND RETAIL	856							
RENTALS AND LOCKERS	3220		13 Ski/Snowboard Racks, 24 Boot Racks, 11 Helmet Poles					
SKI SCHOOL	2580	2580	30 Dining seats					
FOOD AND BEVERAGE	4929	700	130 Dining seats					
RESTROOMS	1355	360	23 Total Water Closets and Urinals	- ADDS SKI SCHOOL FUNCTIONS TO LODGE.				
OPERATIONAL SPACE	4048	500		- OTHER PROGRAMMED SPACE REMAINS THE SAME AS EXISTING.				
CIRCULATION & MECHANICAL SPACE	3920	1640						
DECK	5065							
TOTAL BUILDING AREA (EXCL. DECK)	20,908	5,780						

LODGE SCENARIO C FINANCIALS: FUNCTIONALLY EQUIVALENT + CODE COMPLIANT + SKI SCHOOL

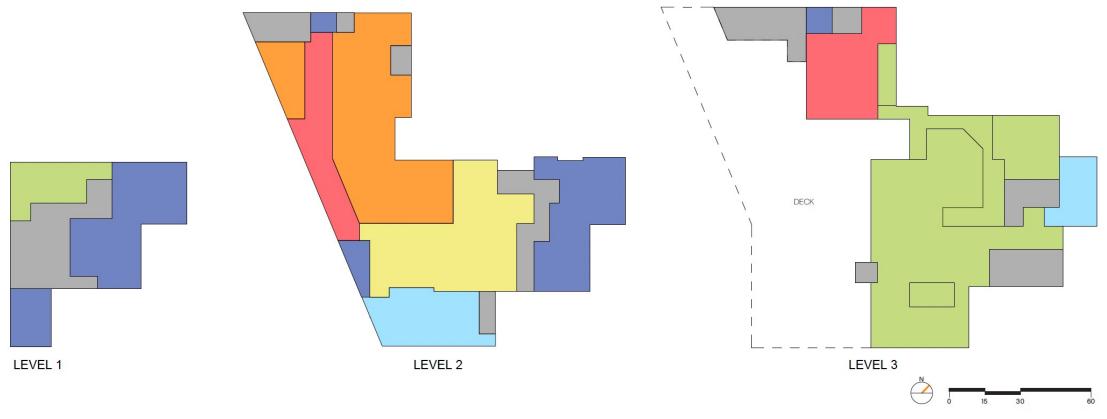
CHANGES FROM CURRENT LODGE

- Improves circulation
- Does not change existing program space inadequacies including food and beverage, rentals, tickets and operational space
- Brings ski school space inside which provides a safe, permanent conditioned ski school facility with direct access to food and beverage, restrooms, rentals





LODGE SCENARIO D: 24,490 SQFT

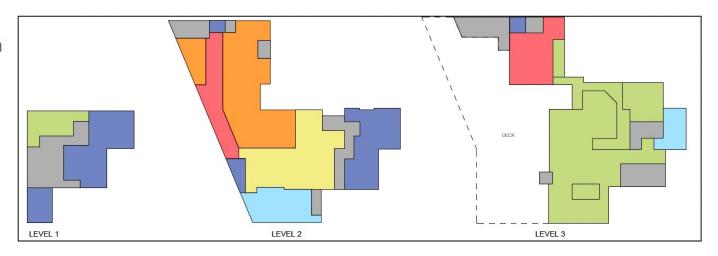


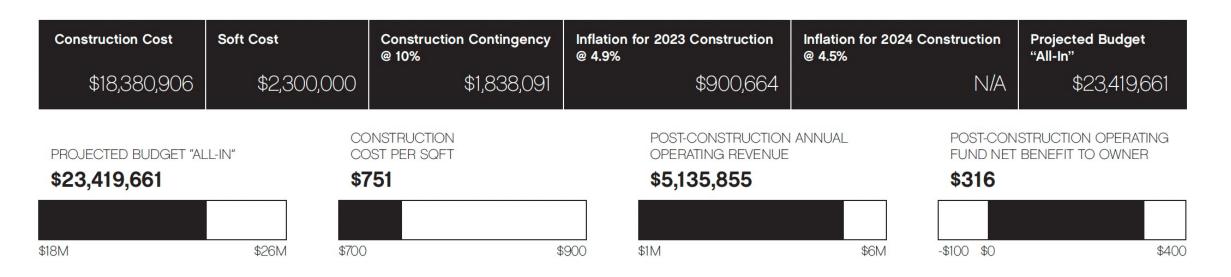
AREA AND PROGRAM SUMMARY							
CATEGORY / LEGEND AREA (sqft) CHANGE FROM CURRENT LODGE UNIT		UNIT	PROGRAM NOTES / COMMENTS				
GUEST SERVICES AND RETAIL	2310	1454					
RENTALS AND LOCKERS	3381	161	13 Ski/Snowboard Racks, 24 Boot Racks, 11 Helmet Poles				
SKI SCHOOL	2580	2580	2 Ski/Snowboard Racks, 14 Dining seats				
FOOD AND BEVERAGE	6656	2427	198 Dining seats	- SEATING INCREASED BY 68 SEATS.			
RESTROOMS	1610	615	27 Total Water Closets and Urinals	- IMPROVED RENTAL FLOW.			
OPERATIONAL SPACE	4007	459		- NO MEANINGFUL INCREASE IN EXISTING OPERATION SPACE.			
CIRCULATION & MECHANICAL SPACE	3946	1666					
DECK	6700	1035					
TOTAL BUILDING AREA (EXCL. DECK)	24,490	9,362					

LODGE SCENARIO D FINANCIALS: 24,490 SQFT

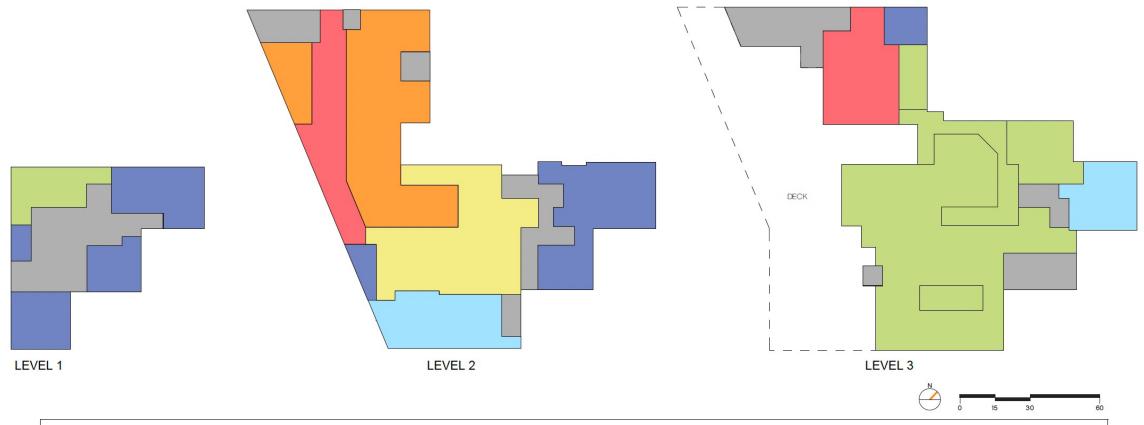
CHANGES FROM CURRENT LODGE

- Brings ski school space inside which provides a safe, permanent conditioned ski school facility with direct access to food and beverage, restrooms, and rentals
- Increases food and beverage capacity from 130 to 198 seats
- Improves member experience for food and beverage
- · Three story building with deck at lift elevation





LODGE SCENARIO E: 27,970 SQFT

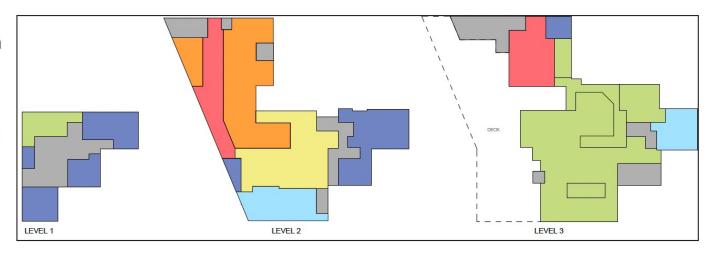


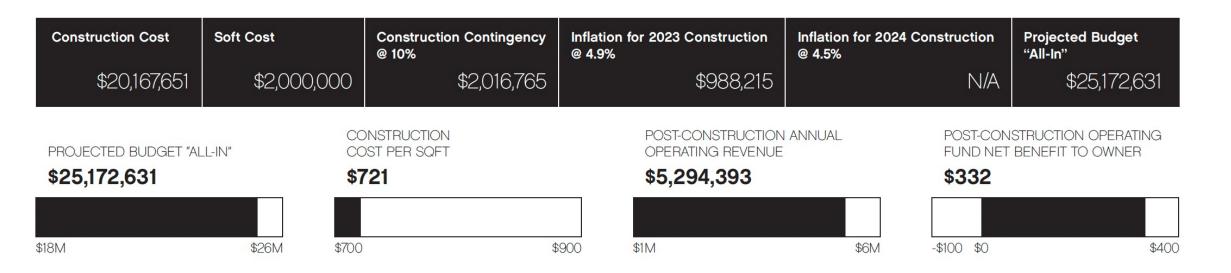
AREA AND PROGRAM SUMMARY								
CATEGORY / LEGEND	AREA (sqft)	CHANGE FROM CURRENT LODGE	UNIT	PROGRAM NOTES / COMMENTS				
GUEST SERVICES AND RETAIL	2708	1852						
RENTALS AND LOCKERS	3504	284	13 Ski/Snowboard Racks, 24 Boot Racks, 11 Helmet Poles					
SKI SCHOOL	2580	2580	2 Ski/Snowboard Racks, 30 Dining seats					
FOOD AND BEVERAGE	8076	3847	266 Dining seats	- OPTIMIZED DESIGN TO MEET CAPACITY OF 900.				
RESTROOMS	2233	1238	35 Total Water Closets and Urinals	- SEATING INCREASED BY 136 SEATS.				
OPERATIONAL SPACE	4399	851		- IMPROVED GUEST SERVICES, RETAIL, AND OPERATION SPACE.				
CIRCULATION & MECHANICAL SPACE	4470	2190						
DECK	6100	1035						
TOTAL BUILDING AREA (EXCL. DECK)	27,970	12,842						

LODGE SCENARIO E FINANCIALS: 27,970 SQFT

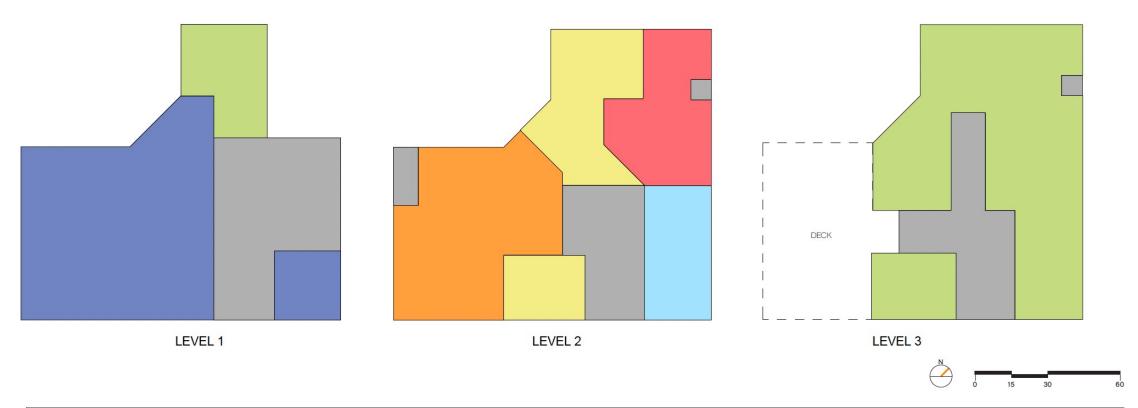
CHANGES FROM CURRENT LODGE

- Brings ski school space inside which provides a safe, permanent conditioned ski school facility with direct access to food and beverage, restrooms, and rentals
- Increases food and beverage capacity from 130 to 266 seats
- Improves member experience and meets needs analysis for most spaces
- Three story building with deck at lift elevation





LODGE SCENARIO F: NEEDS ANALYSIS, 35,751 SQFT BOARD REJECTED



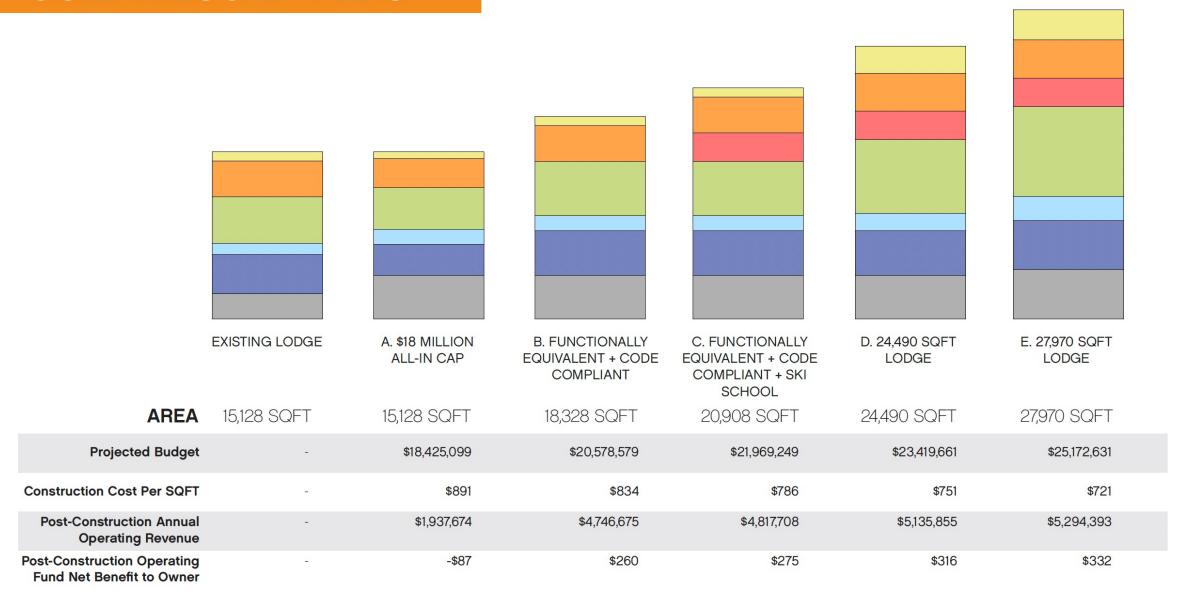
AREA AND PROGRAM SUMMARY								
CATEGORY / LEGEND	GEND AREA (sqft) CHANGE F		UNIT	PROGRAM NOTES / COMMENTS				
GUEST SERVICES AND RETAIL	2315	1459						
RENTALS AND LOCKERS	4736	1516	13 Ski/Snowboard Racks, 24 Boot Racks, 11 Helmet Poles					
SKI SCHOOL	2580	2580	30 Dining seats					
FOOD AND BEVERAGE	8900	4671	300 Dining seats	- RECOMMENDATIONS FROM PREVIOUS NEEDS STUDY.				
RESTROOMS	1600	605	27 Total Water Closets and Urinals	- AREAS CAN BE REDUCED BY INDUSTRY BEST PRACTICES.				
OPERATIONAL SPACE	8470	4922		- APPROXIMATELY 8,000 SQFT LARGER THAN SCENARIO E, +/- 33%				
CIRCULATION & MECHANICAL SPACE	7150	4870						
DECK	3648	-1417						
TOTAL BUILDING AREA (EXCL. DECK)	35,751	20,623						

COMPARISONS

COMPARISON: AREAS

Downhill Ski Lodge Program	Existing Lodge (sqft)	A. \$18 M All-in Cap	B. Functionally Equivalent + Code Compliant	C. Functionally Equivalent + Code Compliant + Ski School	D. 24,490 Lodge Program (sqft)	E. 27,970 Lodge Program (sqft)	F. Needs Analysis (sqft)
GUEST SERVICES AND RETAIL	865	TBD	856	856	2,310	2,708	2,315
RENTALS AND LOCKERS	3,220	TBD	3,220	3,220	3,381	3,504	4,736
SKI SCHOOL	0	0	0	2,580	2,580	2,580	2,580
FOOD AND BEVERAGE	4,229	4,929	4,929	4,929	6,656	8,076	8,900
RESTROOMS	995	1,355	1,355	1,355	1,610	2,233	1,600
OPERATIONAL SPACE	3,548	4,048	4,048	4,048	4,007	4,399	8,470
CIRCULATION & MECHANICAL SPACE	2,280	3,920	3,920	3,920	3,946	4,470	7,150
DECK	5,056	TBD	5,056	5,056	6,700	6,100	3,648
TOTAL BUILDING AREA (EXCL. DECK)	15,128	15,128	18,328	20,908	24,490	27,970	35,751

COMPARISON: AREAS









RENTALS











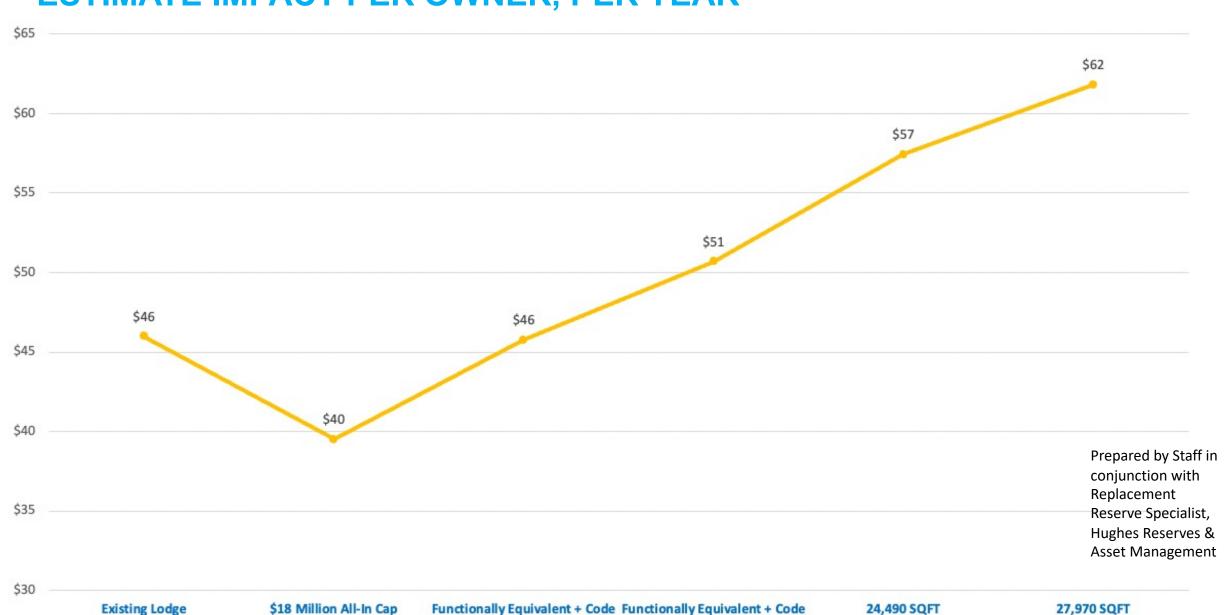








SKI LODGE REPLACEMENT RESERVE FUND (LODGE ONLY) **ESTIMATE IMPACT PER OWNER, PER YEAR**



TOTAL ANNUAL ASSESSMENT ESTIMATE BY LODGE SCENARIO

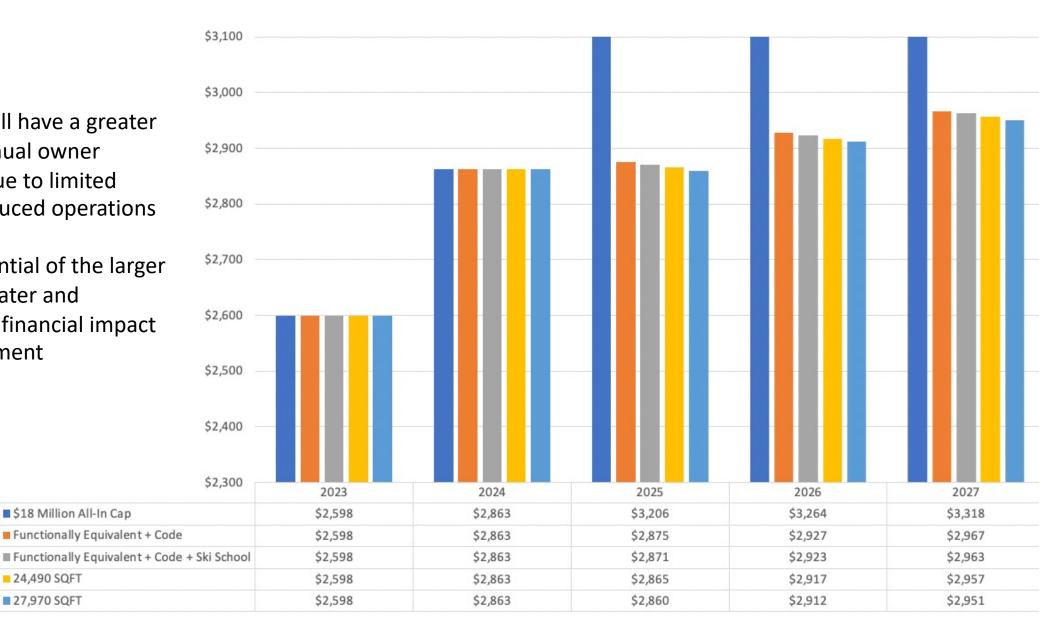
Key Takeaways

- \$18M all-in will have a greater impact on annual owner assessment due to limited space and reduced operations
- Revenue potential of the larger building is greater and therefore less financial impact on the assessment

■\$18 Million All-In Cap

= 24,490 SQFT

27,970 SQFT



PROJECT OPPORTUNITIES + NEEDS

	Reduced Size From 27,900	Reduced Cost From \$23.5 Mil	Increase Operational Space	Integrated Ski School Operation	Expanded Seating, Dining & Bar	Additional Restrooms	Meets Capacity of 900	At-Grade Accessibility to the Lift	Expanded Deck
\$18M All-in CAP									
Functionally Equivalent + Code Compliant									
Functionally Equivalent + Code+ Ski School									
24,490ft ²			•				•		
27,970ft ²									





Fully addresses the issue or meets need



Mostly addresses the issue or meets need





Partially addresses the issue or meets need



Does not address the issue or meet need

QUESTIONS?

Board to provide feedback regarding options.

Saturday, April 23 Regular Board Meeting | Downhill Ski Lodge on the Agenda