

**2025
BUDGET
WORKSHOP**

TAHOE DONNER SM SEPTEMBER 12, 2024



TODAY'S FOCUS –

- **FOLLOW-UP ON SELECT OPERATING DEPARTMENTS: DOWNHILL SKI AND GOLF**
- **20-YEAR CAPITAL PLAN**

NEXT BUDGET WORKSHOP (#3) – SEPTEMBER 23, 2024

- Additional Operating Department Follow-Ups (EQ and F+B)
- 2025 Draft Capital Budgets
- Other Board Guidance/Ask and Response

OBJECTIVES FOR TODAY'S WORKSHOP

- Update on select Operating Fund budget development
- Create a common understanding of Tahoe Donner's long-range planning
- Review the draft 20-Year Capital Plan and updates



OPERATING FUND

- Downhill Ski Consolidated
- Golf Consolidated

CONSOLIDATED DOWNHILL SKI – FROM 8/29 WORKSHOP 1

\$349K Net Operating Result; -\$1.6M over Budget 2024

TOPIC	DRAFT 2025 BUDGET ASSUMPTION	WHY / WHAT DOES THIS MEAN FOR MEMBERS?
Visitation	~30% reduction to visitation	Temp Ops will limit daily skier visitation which impacts service volumes and revenue – no ski lodge Continued high-quality level of service for programs and lessons
Revenue	\$2M reduction in revenue based on visitation and season pass sales assumptions Expecting a modest increase in Revenue for Dec '25	Temp Ops will limit daily skier visitation which impacts all service volumes and revenue – no winter F and B service until Dec 2025 The Downhill Ski Area contributes positively annually to the Annual Assessment. The average positive NOR is approximately \$1.8M or \$277 per property (2022 and 2023)
Expenses	\$350K reduction in expenses during Temp Ops, but still impacted by Payroll expense increases Normalizing expenses for Dec '25	Sunk cost for opening the ski hill, but still positive \$349K NOR (\$54 per property) Downhill Ski will be open and offering services with member priority focus for 24/25 winter season
Temp Ops	Treating like modified COVID impact Expecting opening for Dec 2025 (25/26 season) in new lodge facility	Without the lodge, staff has a temp ops plan for 24/25 season. Members and their guests will still be able to ski/board, take lessons, and enjoy rustic ski hill atmosphere out of their cars and temp facilities



CONSOLIDATED DOWNHILL SKI - UPDATE

\$357K Net Operating Result; -\$1.6M over Budget 2024, \$8K change from Budget Workshop 1

TOPIC	ACTION	CONCLUSION
Revenue	Staff revisited each revenue forecast to discuss opportunities.	As a skier visit driven forecast, it was determined that we do not have the opportunity to push the projections further given the unknown impact that no day lodge will have on skier visits. Ski School revenues are projected as a >30% reduction based on the product changes away from all-day lessons during temp ops.
Labor	Staff revisited each ski area department to discuss the day-to-day details of temporary operations to confirm labor requirements.	Labor savings were identified in the rental and ticket sales operations and adjustments of approximately \$8,000 were incorporated into the corresponding budgets.
Operating Expenses	All expense forecasts were confirmed through accounts payable through validation of 2024 costs versus 2025 temp ops assumptions	Opportunities were identified but were offset by forecast assumptions that fell short of a net zero impact on the budget forecast.

CONSOLIDATED GOLF – FROM 8/29 WORKSHOP 1

(\$492K) Net Operating Result; -\$161K over Budget 2024

TOPIC	DRAFT 2025 BUDGET ASSUMPTION	WHY / WHAT DOES THIS MEAN FOR MEMBERS?
Visitation	Back to historical budget target of 16,500 rounds. Increase to the 2023 season (record winter) and 2024 forecast (cart path project)	Members will continue to have priority access to tee times Continued high-quality level of service for programs and lessons
Revenue	\$33K reduction in revenue based on '23 and '24 visitation and normalizing June expectations considering weather impacts	Member green fee rates and season pass rates flat in this draft
Expenses	\$161K increase in expenses of which 84% is labor related – challenging local labor market, additional Golf Operations resource of a shop manager	Continue with current resource commitment for course conditions and service levels
Other	Expenses will continue to be challenging for this operation, revenue growth is necessary to offset	Staff will develop options to address the need to grow revenues considering the 3 opportunities of tee times, price and conditions/service levels. Analysis is underway to develop recommendations for board consideration.



CONSOLIDATED GOLF – UPDATE

(\$407K) Net Operating Result; -\$76K over Budget 2024, \$86K increase in revenue

TOPIC	DRAFT 2025 BUDGET ASSUMPTION	WHY / WHAT DOES THIS MEAN FOR MEMBERS?
Visitation	Increase rounds target to 16,950 because of consolidating tee sheets to provide all available tee times to the public.	ForeTees booking platform will go away and members will need to book tee times through Golf Now – no tee sheet visibility. Members will continue to have priority access to tee times.
Pricing	Slight increase in unaccompanied guest tee time rates and a larger increase in the season pass rates.	Season pass prices will rise to increase the revenue per round for these individuals (94% members).
Expenses	No change - \$161K increase in expenses of which 84% is labor related – challenging local labor market, additional Golf Operations resource of a shop manager.	Continue with current resource commitment for course conditions and service levels.



GOLF REVENUES - VISITATION

Golf revenues are a function of price and volume. Prices are set annually with consideration for regional rates and to address revenue targets, and volume is dependent on several variables, including season length, course conditions, weather (hot, cold, smoke), etc. Historical information:

Rounds

	2019	2020	2021	2022	2023*
Total Rounds	12,568	Course Closed	18,906	17,214	12,986

The change for 2025 will be the result of a consolidation of the tee time booking platforms used by members and the public. Consolidation will allow the public to see all available tee times once the public booking window opens.

- About 450 more rounds booked for the season at public rates
- Revenue increase estimated at \$60K in year one
- New booking platform for members to learn
- Player visibility on the tee sheet will not be available

* A record winter delayed the opening day in 2023 by one month and affected course conditions through August



GOLF REVENUES - PRICING

Public Rates

- In line with courses in the region and up against the \$200/round threshold
 - Concern related to variability of course conditions and the premium course rate. Public pricing flexibility is an opportunity to increase revenue
 - Low round volume limits the revenue impact of price adjustment
 - Improvement potential with tee sheet consolidation

Guest Rates

- Member feedback is that these rates are too high
 - Staff feels there is a small opportunity to adjust the unaccompanied guest rates for 2025

Member Rates

- Member feedback is that these rates are too high
- Revenue yield per round for member daily green fees has averaged \$24 below the cost per round since 2019
 - Peak season price for 18 holes has been close to the cost per round number historically
- Increases to these rates conflict with member value initiative

Season Pass Rates

- 94% of season passes are purchased by members – member value initiative
- Revenue yield per round for season pass rounds has averaged \$36 below the cost per round since 2019

GOLF REVENUES - PRICING

Revenue Yield Per Round

- Products selected represent approximately 50% of all rounds played in a season

	2019			2020	2021			2022			2023*			2024
Product	Price	Cost per round	Rev Yield per round		Price	Cost per round	Rev Yield per round	Price	Cost per round	Rev Yield per round	Price	Cost per round	Rev Yield per round	Price
Member Green Fee w/cart	\$ 92	\$ (93.95)	\$ 92.00	Course Closed	\$ 107	\$ (76.30)	\$ 107.00	\$ 105	\$ (104.08)	\$ 105	\$ 110.00	\$ (119.62)	\$ 110.00	\$ 110
Guest Green Fee w/cart	\$ 107		\$ 107.00		\$ 137		\$ 137.00	\$ 140		\$ 140	\$ 145.00		\$ 145.00	\$ 150
Public Green Fee w/cart	\$ 145		\$ 145.00		\$ 180		\$ 180.00	\$ 190		\$ 190	\$ 190.00		\$ 190.00	\$ 195
Member 5-day pass	\$ 1,250		\$ 48.58		\$ 1,350		\$ 60.24	\$ 1,450		\$ 63.46	\$ 1,650		\$ 78.15	\$ 1,700
Member 7-day pass	\$ 1,640		\$ 48.58		\$ 1,800		\$ 60.24	\$ 1,900		\$ 63.46	\$ 2,100		\$ 78.15	\$ 2,150

Averages 2019 Through 2023

- Season pass per round yield are \$36 below the cost per round
- Member daily green fees per round yield are \$24 below the cost per round
- Guest daily green fees per round yield are \$20 above the cost per round
- Public daily green fees per round yield are \$50 above the cost per round

* A record winter delayed the opening day in 2023 by one month and affected course conditions through August

GOLF REVENUE - PRICING

Season Passes

- Price increase revenue impacts

	QUANTITY			2024 Price	INCREASE		
	2023	2024	Average		10%	15%	20%
Member Unlimited Pass	17	20	19	\$ 2,150	\$ 215	\$ 323	\$ 430
Member Weekday Plus Pass (5 day)	48	41	45	\$ 1,700	\$ 170	\$ 255	\$ 340
Member Weekday PM Pass	25	38	32	\$ 975	\$ 98	\$ 146	\$ 195
Golf Junior Member Pass	0	5	3	\$ 400	\$ 40	\$ 60	\$ 80
Public Unlimited Pass	2	1	2	\$ 2,900	\$ 290	\$ 435	\$ 580
Public Weekday Plus Pass	0	2	1	\$ 2,350	\$ 235	\$ 353	\$ 470
Public Weekday PM Pass	4	4	4	\$ 1,225	\$ 123	\$ 184	\$ 245
				*Total Revenue Increase	\$ 15,874	\$ 23,811	\$ 31,748
				**Yield Increase	\$ 3.80	\$ 5.70	\$ 7.60

* Calculated at last 2-year pass volume average with no assumed reduction because of the rate increase

** Calculated at last 2-year round volume average

GOLF - EXPENSE

Golf expenses have increase significantly over the past several years. A few examples of the largest increases include:

Labor

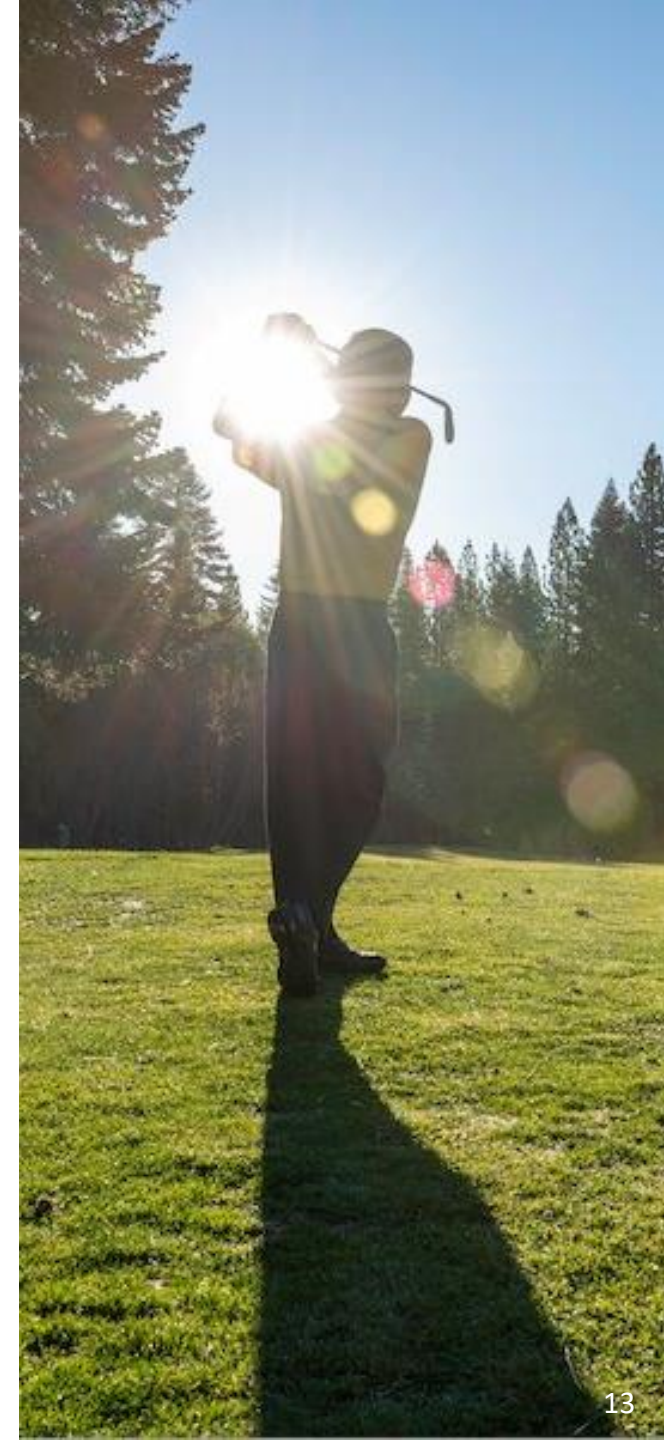
- Highly competitive labor market with more courses in the region and a shrinking labor pool – starting wage for Golf Maintenance and Golf Operations' entry-level positions:
 - Greenskeeper 1: \$ 16.50 /hr in 2019, \$24.00/hr in 2024 (45% increase)
 - Outside Services: \$12.25/hr in 2019, \$17.25/hr in 2024 (41% increase)

Fertilizer

- 52% price increase from 2019 to 2023
- The price increase was coupled Tahoe Donner's increased demand to protect the course improvements that occurred during the 2020 summer season

Equipment repair and replacement

- Manufacturers have passed along cost increases associated with supply chain challenges to their end users where replacement parts for product repairs have more than doubled in price since 2019
- The cost of replacement units has increased 60% - 200% in the same timeframe



GOLF - EXPENSE

	2019	2020*	2021	2022	2023**	2024 B	2025 B
Total Payroll	\$ (848,265)	\$ (340,443)	\$ (915,316)	\$ (1,190,707)	\$ (1,077,725)	\$ (1,288,477)	\$ (1,388,797)
Other Operating Expenses	\$ (332,616)	\$ (275,298)	\$ (527,245)	\$ (600,886)	\$ (475,623)	\$ (589,780)	\$ (588,034)
Total	\$ (1,180,881)	\$ (615,741)	\$ (1,442,561)	\$ (1,791,593)	\$ (1,553,348)	\$ (1,878,257)	\$ (1,976,831)

- **67% increase** in expenses between 2019 and 2024 B
- 2024 B to 2025 B
 - Expenses are flat
 - Payroll increase of 7%
 - 2023 late start labor budget budget miss
 - Proper allocation of Shop Manager position burden

* The course was closed in 2020 for the greens replacement project

** A record winter delayed the opening day in 2023 by one month

CONSOLIDATED GOLF SUMMARY

The summary includes the following changes since the 8/29 Workshop 1 summary sheet:

- Consolidation of the tee time booking platform - \$60,000 positive revenue impact
- No change to member, accompanied guest, and public daily access rates
- A slight increase to the unaccompanied daily green fee rates - \$2,000 positive revenue impact
- A 15% price increase to the season pass prices - \$24,000 positive revenue impact

	2019	2020	2021	2022	2023	2024	2024	2025	2025 Bdg vs 2024 F/cast		2025 Bdg vs 2024 Budget	
	Actual	Actual	Actual	Actual	Actual	Budget	F/cast	Budget	Amount	Pctg	Amount	Pctg
Revenue	706,521	86,618	1,536,980	1,641,042	1,327,568	1,622,103	1,504,601	1,675,011	170,410	11%	52,908	3%
Cogs	(49,814)	(411)	(57,808)	(85,288)	(91,880)	(75,000)	(87,954)	(104,900)	(16,946)	19%	(29,900)	40%
Gross Margin	656,707	86,207	1,479,172	1,555,754	1,235,687	1,547,103	1,416,648	1,570,111	153,463	11%	23,008	1%
Payroll Direct-Salary	(194,326)	(110,003)	(259,973)	(337,647)	(331,086)	(321,302)	(347,245)	(376,224)	(28,979)	-8%	(54,922)	-17%
Payroll Direct-Hourly	(503,151)	(158,749)	(476,686)	(623,731)	(523,321)	(707,042)	(636,752)	(707,324)	(70,572)	-11%	(282)	0%
Payroll Direct-Total	(697,477)	(268,752)	(736,659)	(961,379)	(854,406)	(1,028,344)	(983,997)	(1,083,548)	(99,551)	-10%	(55,204)	-5%
Payroll Burden	(150,788)	(71,691)	(178,656)	(229,329)	(223,319)	(260,134)	(266,592)	(305,249)	(38,656)	-15%	(45,115)	-17%
Payroll	(848,265)	(340,443)	(915,316)	(1,190,707)	(1,077,725)	(1,288,477)	(1,250,589)	(1,388,797)	(138,208)	-11%	(100,319)	-8%
Expenses	(332,616)	(275,298)	(527,245)	(600,886)	(475,623)	(589,780)	(527,121)	(588,034)	(60,913)	-12%	1,746	0%
NORBO	(524,174)	(529,534)	36,612	(235,839)	(317,661)	(331,154)	(361,062)	(406,720)	(45,657)	-13%	(75,565)	-23%
Capital Expense Allocation	(132,189)	-	-	-	-	-	-	-	-	0%	-	0%
NOR	(656,363)	(529,534)	36,612	(235,839)	(317,661)	(331,154)	(361,062)	(406,720)	(45,657)	-13%	(75,565)	-23%
COGS %	-7%	0%	-4%	-5%	-7%	-5%	-6%	-6%				
Payroll Direct %	-99%	-310%	-48%	-59%	-64%	-63%	-65%	-65%				
Payroll Burden % Payroll	-22%	-27%	-24%	-24%	-26%	-25%	-27%	-28%				

CAPITAL FUNDS

- Capital Funds Overview
- Long-Range Planning
- 20-Year Capital Plan

WHAT IS IN THE CAPITAL FUNDS?

NEW EQUIPMENT

- Funding for new items that improve operational efficiency or additional member services
- Ex: Additional treadmill or new software

REPLACEMENT RESERVE

- Funds that plan for maintenance/repair, replacement, and restoration of common area components and facilities
- Ex: Replacing windows, furniture, and trail repair

DEVELOPMENT

- Anticipated Capital large-scale improvements
- Ex: Buildings, additions, and infrastructure improvements

TAHOE DONNER AT A GLANCE

54

AGE OF OLDEST
BUILDING (CLUBHOUSE)

7,300

ACRES

18

BUILDING COMPLEXES

5,080

TDA-OWNED ACRES

23,988

LARGEST FACILITY, IN SQ. FEET
SKI LODGE (COMING SOON)

\$94.6M

IN TOTAL ASSETS

60+
MILES
OF TRAILS

2,300+

TOTAL COMPONENTS



A COMMITMENT TO LONG-RANGE PLANNING

- Strategic Plan Initiative Five: Planning, Development and Infrastructure
- Board to review 20-Year Capital Plan annually per Resolution 2017-3
- Align with Long-Range Planning Committee Charter, directing the committee to “support staff in developing, updating and maintaining long-range planning documents for the Association to complement the Association’s Five-Year Strategic Plan.”

UNDERSTANDING OUR LONG-RANGE CAPITAL PLANS

TDA 20-YEAR PLAN

20-year comprehensive capital project list used as a planning tool for the Association's long-range projects

- Includes all major projects regardless of funding source (Replacement Reserve Fund, Development Fund, grants, TSSA-1, etc.)
- How do projects get on the plan:
 - Generally, needs to be considered a large-scale project (requires planning and permitting)
 - Projects committed in other planning documents (trails master plan, building replacement program, etc.)
 - Recommendations that are in line with the strategic plan initiatives and may come from staff, committees, member feedback, etc.
 - The Board reviews the plan annually and has the final say on any proposed changes to the plan

BUILDING REPLACEMENT SCHEDULE (BRS)

A comprehensive list of all Association owned building illustrating useful life, replacement cost, and replacement/refurbishment date

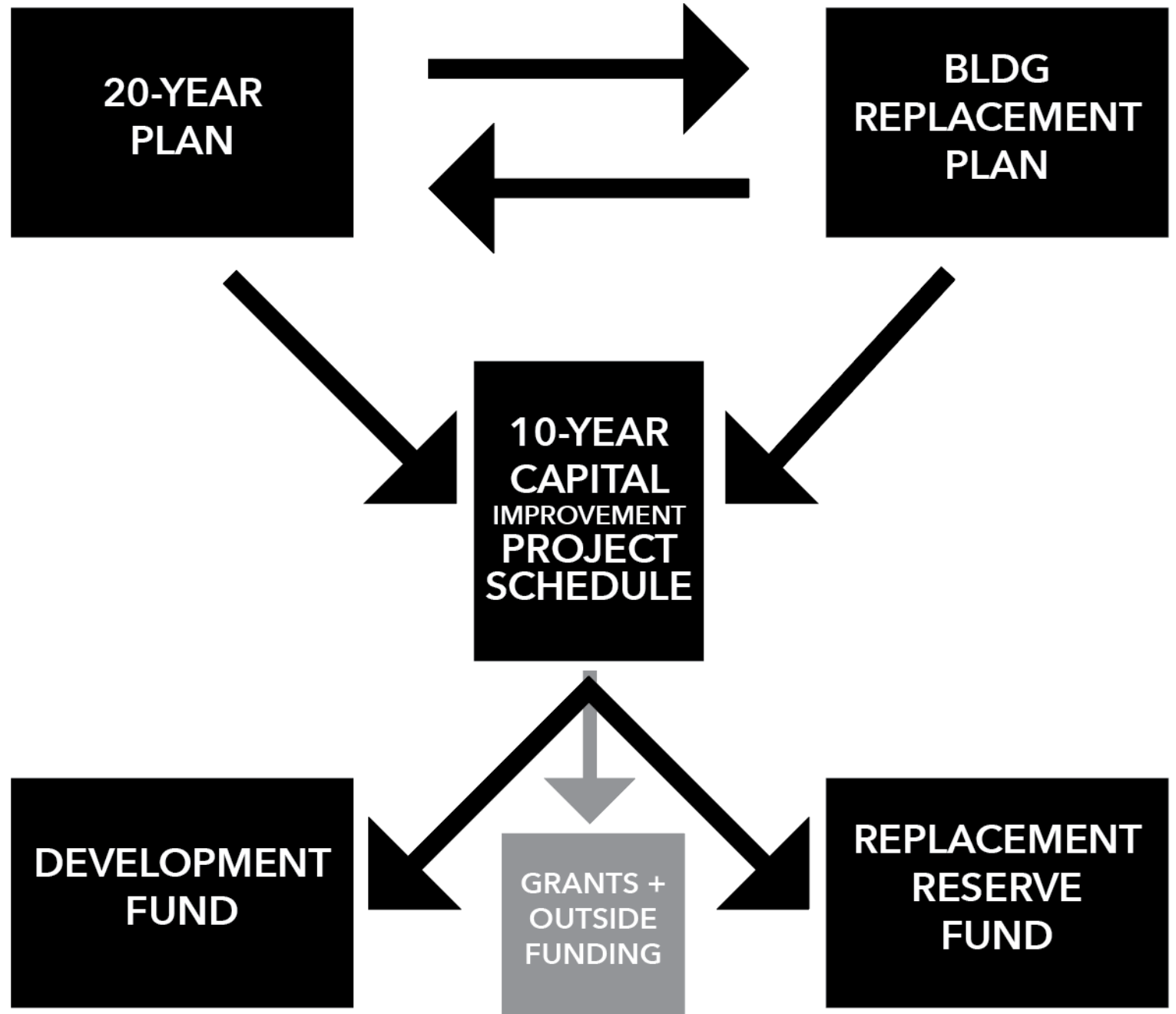
- Includes all 18 buildings the Association owns
- Schedule created because building shells are not included in the TDA Reserves Study. Part of ongoing capital policy update

10-YEAR CAPITAL IMPROVEMENT PLAN (CIP)*

Plan showing all projects from the 20-year plan happening over the next 10 years

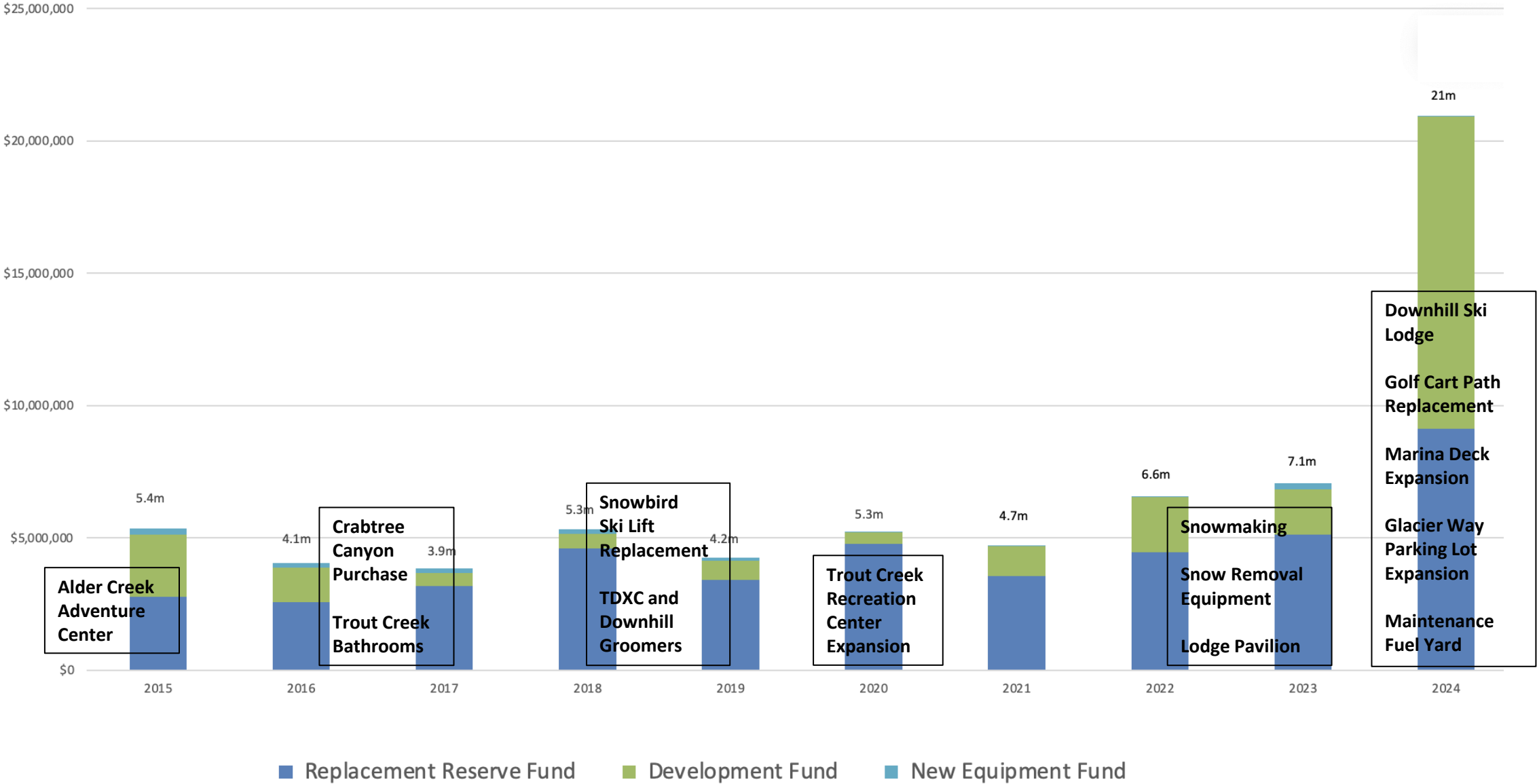
- Plan is reviewed and approved annually by the Board
- Plan changes annually based on available budgets, workload, exterior influences, Board direction

UNDERSTANDING OUR LONG-RANGE CAPITAL PLANS continued



HISTORICAL 10-YEAR CAPITAL FUND INVESTMENTS

Capital Funds Expenditures by Year
10 year Total = \$67.5 Million



LONG-RANGE PLANNING COMMITTEE 2025 BUDGET REVIEW

- Reviewed 20-Year Plan on August 8, 2024
- Discussed and proposed recommendations on the 20-Year Capital Plan list

PROJECT	LRPC RECOMENDATION	STAFF RESPONSE
1. Mobility/Traffic	LRPC recommends that the Board and Staff continue to work with the Town of Truckee to develop traffic calming and traffic safety measures for roadways within Tahoe Donner and that this project be advanced to adopt safety measures as soon as possible. LRPC further recommends that this project be elevated with a near-term completion date as soon as possible.”	This item is a Town CIP item. This is all Town ROW and out of TDA jurisdiction. TDA is not proposing to spend Association dollars on this project. Regardless, this is a high-priority project for staff and staff will continue to work with the Town on this project. Staff proposing to create a Strategic Interagency Project list to track these types of projects and make sure they stay in the forefront.
2. Safety Crossing at Northwoods Clubhouse	Accelerating crossing at Northwoods Clubhouse to Nature Loop Trail. This was a matter of concern for many members during the Northwoods campus outreach effort.	This will be addressed with the Class 1 trail design process. As the process progresses, we may be able to accelerate that component.
3. Class 1 Trail	LRPC continues its recommendation that as a first priority for capital projects that Tahoe Donner, working with the Town of Truckee expeditiously proceed with planning, permitting, and construction of a Class I trail from the existing Trout Creek trail to the Alder Creek Adventure Center as recommended in the Trails and Open Space Master Plan (project C2), and that funds be allocated in the 2025 budget to proceed forward towards realization of this trails project.	This project is currently underway and remains a top priority on the CIP, and there are no plans to change that course. The Town has approved and dedicated TSSA-1 funds toward planning and design.

LONG-RANGE PLANNING COMMITTEE 2025 BUDGET REVIEW cont.

PROJECT	LRPC RECOMENDATION	STAFF RESPONSE
4. Electric Vehicle Charging Stations	Some on the Committee expressed opposition to adding charging stations for public use. A motion to oppose utilizing TD funds to construct public charging stations was proposed, with a vote of 3 to 3, and the issue was not resolved.	Staff has no current plans to add charging stations currently. Recommend leaving on 20-Year Plan. Town code will likely be required in the future with any new parking projects.
5. Tennis/Pickleball Court Improvements	Tennis courts, especially pickleball court improvements, were one of the most highly commented on items in the Committee's Northwoods Campus outreach work this year. How can we start addressing this?	Staff has added a new "Pickleball Court Enhancement" project to the 20-Year Plan with planning to begin in 2025. A scheduled "Tennis Court Enhancement" Project comes up on the RRF in 2027, soft costs will begin on that in 2025.
6. Dog Park	One member mentioned a dog park. This has also been discussed within the TOS Committee.	This comes up frequently on member surveys. Staff has placed this on the 20-Year Plan under the "Parking Lot" section and is open to further discussion.

2024 CAPITAL IMPROVEMENT PROJECT STATUS

Amenity	Project	Status
Association Wide	Workforce Housing Feasibility Study/Project	In progress
Assoc. Wide	Mailboxes Planning	Planning postponed to 2025, construction still planned for 2026
ACAC	North Parking Lot Drainage Improvements Planning	Request for Proposal going out to consultants in September
Downhill Ski Resort	Downhill Ski Lodge Replacement Construction	In progress
Golf	Pedestrian Bridge on 18	Still in permitting, construction pushed to 2025
Golf	Cart Path Replacement	Front nine completed in June, back nine schedule to start Sept. 30
Maintenance	Maintenance Yard Fuel Station Replacement	In permitting, Public Utility Easement will delay construction to 2025
Marina	Deck Expansion and Shade Structure	Started construction September 3
Marina	Boat House/Snack Shack Remodel Planning	Phasing project
Northwoods	Campus Master Plan and Project Planning	Starting in November
The Lodge	Lodge Generator and Bar Shed Planning	Request for proposal going out to consultants in September
Trails and Open Space	Implement Trail/Trailhead Projects in the TMP	In progress
Trails & Open Space	Class-1 Trail from Trout Creek Trailhead to ACAC Planning	Request for proposal in progress
Trails and Open Space	Glacier Way Parking Lot Expansion	In progress
Trails and Open Space	Euer Valley Restoration Phase 1 (Coyote Crossing)	Timing of project being driven by TRWC grant funding shortfall, TRWC optimistic project to move forward 2025
Trails and Open Space	South Euer Valley Road - Improvements	Timing of project being driven by TRWC grant funding shortfall, TRWC optimistic project to move forward 2025
Trails & Open Space	Alder Creek Trail Fjord to Campground Planning	In progress

DRAFT 20-YEAR CAPITAL PLAN



TAHOE DONNERSM

20-YEAR CAPITAL PLAN DRAFT

Amenity	Project	Strategic Plan Initiative	Proposed Year Const.	Funding Source	Notes for 2025
Association Wide	Mailboxes	5	2026	DF, RRF	
	Workforce Housing Project	3, 5	ongoing	DF, RRF	Actual project based on cost benefit analysis solutions may range from construction, renting, or purchase
	Chalet House Remodel - Part of workforce housing effort	5	2027	DF, RRF	New Item. Staff added to Reflect RRF and BRS. Scope TBD
	Fueling Stations for Equipment - Downhill Ski, XC Ski, Golf fueling pads	4	2031	DF	May insall at XC if we move forward with pumphouse paving project
	Traffic Calming/Mobility Master Plan	4	2034+	TOT	This will be removed from 20 year plan. See Interagency Schedule
	Electric Vehicle Charging Stations & E-Bikes (at select amenities as parking lot renovation projects come up on RR)	3, 4, 5	2033+	DF	LRPC voted to remove, did not pass at committee level
	Tahoe Donner Fleet Electric Vehicles and Charging Stations	3, 4, 5	2034+	DF, RRF	
	Solar Opportunities	3, 4	ongoing	DF	
	Bike parking enhancement throughout amenities	4, 5	ongoing	DF, RRF	Lodge is complete, Marina upgrade part of project, NEF Northwoods & TCRC for 2024/2025
	New Storage Facility for Association	5	2034	DF	Moved from Forestry to Association Wide
Alder Creek Adventure Center	North Parking Lot Drainage Improvements	1	2025	DF, RRF	Planning underway
	Snowmaking - Phase 2	5	2032	DF	
	Pave Access Road to Pumphouse and Incorporate Staff Parking.	2, 4, 5	2025		New item. Staff recommends adding and completing with North Parking Lot Drainage Improvements Project
	Air Conditioning	2, 5	?	DF	New item. Staff recommends adding back in 20-year plan
Campground	Bathhouse	5	2030	DF, RRF	Deferring to 2030 based on useful life assesment
	Downhill Ski Lodge Replacement	2, 5	2024	DF, RRF	Under Construction through 2025
Downhill Ski Area	Snowmaking Phase 2 - Eagle Rock	2	2028	DF	Reevaluate timing during budget process
	Conveyor Replacement	2, 5	2030	RRF	Moving back to 2026 in RRF study
	Mile Run Improvements	2	2034+	DF, RRF	
Forestry	New Access Road to Forestry Facility	5	2033	DF	
Golf Course	Pedestrian Bridge on 18	2, 5	2025	RRF	Pushed to 2025
	Golf Cart Charging/Storage Facility	2, 5	2032	DF, RRF	Reevaluate timing during budget process
	Renovate Driving Range - include shade structure and performance stage with power	5	2034+	DF, RRF	
	Bunker Replacement	2, 5	2026,2027	RRF	Adding to reflect RRF study - Not a new project
	Irrigation System-Course Replacement	5	2029, 2030	RRF	Adding to reflect RRF study - Not a new project

Continued on the following slide

KEY

DF - Development Fund

RRF - Replacement Reserve Fund

TSSA-1 - Truckee Special Service Area 1 Funding (Town of Truckee tax dollars)

TOT - Town of Truckee Jurisdiction

2033+ Project not scheduled and not currently on the 10-Year CIP

*Grant – Truckee River Water Shed Council Grants

**Final 20-Year Plan subject to Board approval*

20-YEAR CAPITAL PLAN DRAFT

Amenity	Project	Strategic Plan Initiative	Proposed Year Const.	Funding Source	Notes for 2024
Maintenance	Maintenance Yard Fuel Station Replacement	1, 5	2025	DF, RRF	Defer to spring 2025
Marina	Boat House/Snack Shack Remodel	2, 5	2026	DF, RRF	Reevaluate timing during budget process
	Day Camp Building Replacement	2, 5	2028	DF, RRF	Reevaluate timing during budget process
	Revisit Beach Expansion Project - Expanded seating on hillside	2	2034+	DF	
	Dedicated Aalkway in Parking Lot	2, 5	2034+	DF, RRF	
Northwoods Campus/Tennis	Campus Master Plan and Project	2, 5	2027+	DF, RRF	
	Parking Capacity Expansion				
	Northwoods Clubhouse Remodel/Replace				RRF study currently reflects project in 2027
	Tennis Building Remodel/Replace				
	Tennis Court Enhancements		2027	RRF	Added by staff to match RR schedule
	Pickleball Court Enhancements		2026	RRF/DF	Added by staff based on LRPC outreach
	Pool Renewal				
	Rec Revamp (Playground, Horseshoe, Bocce, Archery, Volleyball, etc.)				
	NW Bridge #1 & #2 Replacement	5	2026, 2027		Adding to reflect RRF study - Not a new project
The Lodge	Lodge Generator and Bar Shed	2, 5	2026	DF	
	Lodge Renewal	2, 5	TBD	DF, RRF	Soft cost planning 2025 to determine scope
Trails and Open Space	Euer Valley Restoration Phase 1 (Coyote Crossing)	2, 4	2025	RRF, Grant*	Shift to 2025
	South Euer Valley Road	2, 4	2025	RRF, Grant*	Shift to 2025
	Alder Creek Trail Fjord to Campground	2, 5	2026+	RR/DF	
	Class-1 Trail from Trout Creek Trailhead to ACAC	2, 4, 5, 6	2026	TSSA-1	
	ACAC West Side Boardwalk	2, 5	2029	DF	
	Equestrian Arena Relocation	2, 4, 5	2029	RRF	
	Teton Way Trailhead Improvements	2, 5	2027	DF,RRF	Moved from parking lot and changed name
	Cook House at Euer Valley with year-round restrooms	2, 5	2034+	DF	Moved from parking lot and changed name
	Implement Trail/Trailhead Projects in the TMP	2, 5	ongoing	DF, RRF	
	ADA Glacier Way Loop Trail		2025	DF, RRF	Reevaluate timing during budget process
	ACAC Family Flow Trails		2026	DF	
	Sunrise Trail				
	Implementation plan in progress with more project callouts coming				

KEY

DF - Development Fund

RRF - Replacement Reserve Fund

TSSA-1 - Truckee Special Service Area 1 Funding (Town of Truckee tax dollars)

TOT - Town of Truckee Jurisdiction

2033+ Project not scheduled and not currently on the 10-Year CIP

*Grant – Truckee River Water Shed Council Grants

**Final 20-Year Plan subject to Board approval*

Continued on the following slide

20-YEAR CAPITAL PLAN DRAFT

Amenity	Project	Strategic Plan Initiative	Proposed Year Const.	Funding Source	Notes for 2024
Trout Creek Recreation Center	Snowplay Building w/ Restroom and Storage	2, 5	2029	DF	Reevaluate timing during budget process
	Parking Lot Expansion and Entrance Reconfiguration - Needed for any future expansion at Trout Creek	5	2029	DF	Prioritize with Snowplay project
	Splash Pad/Basketball Court Revamp	2, 5	2034+	DF, RRF	Discuss accelerating
	Construct Permanent Marco Polo Grill	2, 5	2034+	DF	This would go with splash pad
	Replace Storage Facility	5	2026	DF, RRF	Move to CIP 2026 to match RR
	Paver Pool Deck Replacement with Hydronics	5			Added by staff to match RR schedule
	Pool Pumphouse Refurbishment	3, 5	2025	RRF	Added by staff to match RR schedule
IT	Micro Trench Fiber Via TCRC-Lodge-Golf	5		DF	Coordinate with maintenance cart path replacement
	Fiber Install from TCRC to Snowplay	5	2029	DF	Will match Snowplay Building with restroom and storage
	Fiber from NWCH to TCRC	5	2026	DF	
	Wireless from TCRC to Cell Tower	5	2034+	DF	
	Suddenlink Fiber to Top Shop	5	2034+	DF	
	Network Operations Center Expansion of Golf Maintenance Facility	5	2034+	DF	
	Suddenlink Fiber to Forestry - If/when install new road	5	2033	DF	
Parking Lot	Fiber and Power in all Parking Lots	5	ongoing	DF	
	Shade Structure at Bocce Courts	2, 5	2034+	DF	
	Mini Golf	2	2034+	DF	
	Adventure Park	2	2034+	DF	
	Dog Park	2,6	2034+	DF	

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NEXT MEETING'S FOCUS

- **ADDITIONAL OPERATING DEPARTMENT FOLLOW-UP (EQ AND F+B)**
- **DRAFT REPLACEMENT RESERVE CAPITAL BUDGET**
- **DRAFT DEVELOPMENT FUND CAPITAL BUDGET**
- **DRAFT NEW MACHINERY AND EQUIPMENT CAPITAL BUDGET**

QUESTIONS?

THANK YOU