

**Tahoe Donner Long Range Planning Committee
Report On
The Northwoods Campus**

August 8, 2024

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I. Introduction

This report was written and produced by the Tahoe Donner Long Range Planning Committee (LRPC) at the request of the Tahoe Donner Board of Directors. The LRPC was chartered by the Board to provide Association management with a report representing member needs and desires for the Northwoods Campus. It is the result of more than a year's work by the LRPC to gather and analyze Tahoe Donner members' and employees' perceptions and opinions regarding the current state and the desired future state of the Northwoods Campus. This report is intended to provide member perspective as input to the next step of planning for future improvements to the Northwoods Campus.

The Northwoods Campus is made up of several facilities including the Northwoods Clubhouse, the Tennis & Pickleball Center, the Northwoods Pool and a number of ancillary outdoor amenities described in more detail later in this report. These facilities have reached or are near their end of useful life and in many cases are functionally obsolete. As a result, the Tahoe Donner Board is planning to include funds in the Ten-Year Capital Plan for improvements which have yet to be defined.

This report is organized to provide the reader with an understanding of the facilities and current functions of the Northwood Campus, how the LRPC has collected and analyzed member and employee feedback and perspectives, the results of that analysis, and key topics for consideration by the Tahoe Donner management and Board when they begin developing a Northwoods Campus Master Plan. Section II provides descriptions of the Northwood campus, its facilities and uses. Section III provides a summary and analyses of the Tahoe Donner member and staff feedback collected by the LRPC. Section IV contains the opinions and recommendations of the LRPC based on the data collected on what should be areas of focus for the Board and management in the development of the Northwoods Campus Master Plan. It also contains a proposed Vision Statement for the Northwoods Campus that would provide a focusing message to all as to what the Master Plan is to achieve and deliver for the membership and the Association in the long run:

The Northwoods Campus will serve as a gateway to Tahoe Donner functioning as a welcoming gathering place for members, as an administrative hub for staff and management, and a destination that offers attractive spaces for both social and recreational activities.

Section V provides the LRPC's recommended next steps in the planning process.

II. NORTHWOODS CAMPUS OVERVIEW

The Northwoods Campus

The Northwoods Campus comprises an area of approximately 14 acres on Northwoods Blvd. just past the Northwoods/Northwoods intersection. The campus forms a soft L shape fronting the scenic and protected Bennett Flat meadow.

The principal land uses of the Campus are parking, the Tennis Center, the Northwoods Pool, the Northwoods Clubhouse with an ancillary seasonal tent and outdoor functions including a grassy playground area and facilities for bocce ball, archery, horseshoes, disc golf, volleyball and trail access points. Trout Creek flows between the pool and tennis facilities into Bennett Flat meadow. This area and the shaded usable open space between the Clubhouse and meadow provide several partially shaded acres for low intensity uses.

The entrance to the Campus is the first Association facility encountered by most visitors to the Tahoe Donner community. A parking lot with 113 vehicle capacity, three of which are for ADA use, fronts the property. The pool and Clubhouse face the parking lot. The Tennis Center is behind the pool via two paths across Trout Creek through a small green space. It has 5 parking spaces including 1 ADA space.

Across Northwoods Blvd. from the Campus is the entrance to the Tahoe Donner Nature Loop. The Loop is a popular and beautiful meadow walk between the Trout Creek Center and the Northwoods Campus. A neighborhood trail continues from the Campus around the southwestern side of the meadow to Lausanne Avenue.

The Northwoods Clubhouse

The Northwoods Clubhouse was built in 1971. The building is multi-functional, including all general Tahoe Donner administrative functions except the Community Standards office (formally known as the Architectural Standards office), General Facilities and Vehicle Maintenance, and the Forestry Department. Department administrative staff are also located at their respective sites (Ski Hill, Trout Creek, Golf, Marina, Forestry, etc.).

Ground floor: Member Services Office and retail shop, a community lounge, a small multi-purpose meeting room, Pizza on the Hill (POTH) restaurant/bar, staff offices, and restrooms with interior and exterior access. POTH includes a kitchen, bar and restaurant seating and opens onto a grassy area and playground with an outdoor patio for seasonal dining and, in summer, popular music and family events like Bingo.

A tent for summer activities is located behind the Clubhouse. It is used for the annual meetings, music performances when weather requires, recreational programs, day camps and other community activities.

The Second floor includes the Board room and staff offices.

The Northwoods Pool

The Northwoods Pool is a modest-sized recreational pool that is popular for families with young children. Its pumphouse was built in 1990. A recreation hut located on the grounds manages equipment for member use including bocce ball, archery, volleyball and horseshoes, along with facilitating other recreational activities such as youth adventure camps, archery clinics, and geocaching.

The Tennis & Pickleball Center

The Tennis & Pickleball Center facilities were constructed in 1971.

It is located adjacent to Bennett Flat Meadow, northeast of Trout Creek. It has 9 dedicated hard court tennis courts, 2 dedicated pickleball courts, and 2 tennis courts that have been converted to dual use, i.e., 2 tennis/8 pickleball courts. There are also two practice walls, tennis and pickleball ball machines, a shaded view deck, and an outdoor patio area with BBQ and fire pit.

The Center also includes a tennis building and Pro Shop for retail items including clothing, gear and racket stringing, along with a small meeting room and modest amenities including bathrooms and an ice machine.

The Center is used for lessons and leagues, Truckee High School tennis team access and tennis/pickleball related social events.

Low Intensity Outdoor Activities

There is a usable area facing Bennett Flat meadow behind the Clubhouse. The meadow is a sensitive wetlands area protected from development and harmful human activity. A trail connects south to Lausanne Way. Between the meadow and Clubhouse are lightly improved facilities for bocce ball, archery, horseshoes, disc golf and sand volleyball. These facilities are used for adult recreation and children's summer campus.

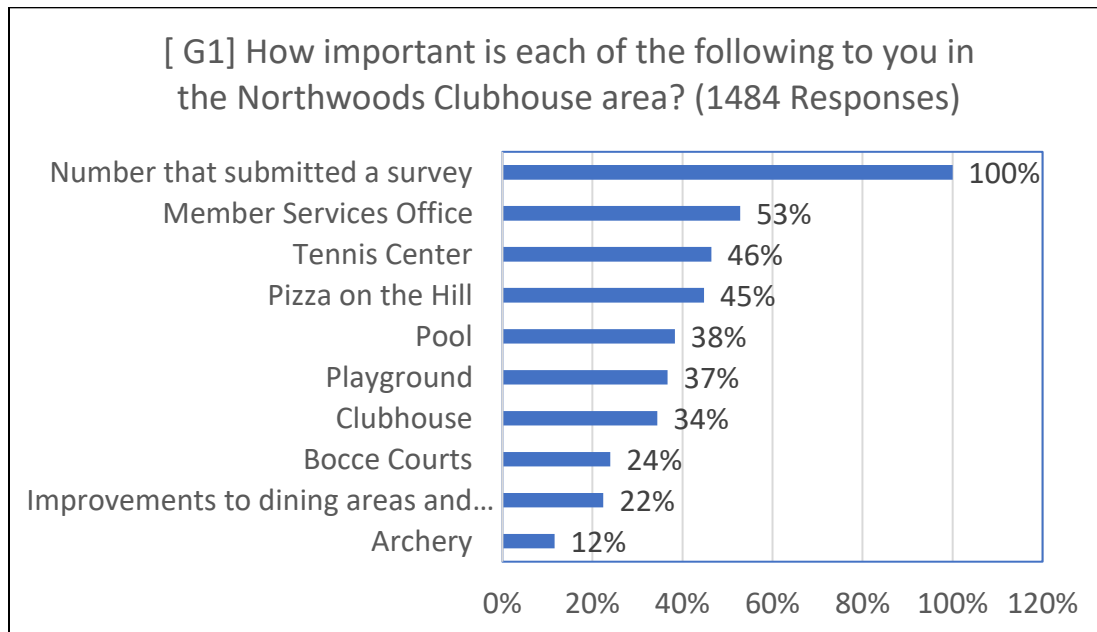
III. MEMBER AND STAFF INPUT

The LRPC gathered extensive information from members including their responses to the 2023 TDA Member Usage and Satisfaction Survey, outreach surveys at several member events,¹ and comments posted on a feed-back form at the TDA Capital Projects website. In addition, early in its work the LRPC members developed their own committee view of important elements for a Northwoods Campus plan. Finally, LRPC members consulted with Staff and Management regarding Staff needs for and current deficiencies of the Campus.

III.A. 2023 Member Usage and Satisfaction Survey Responses

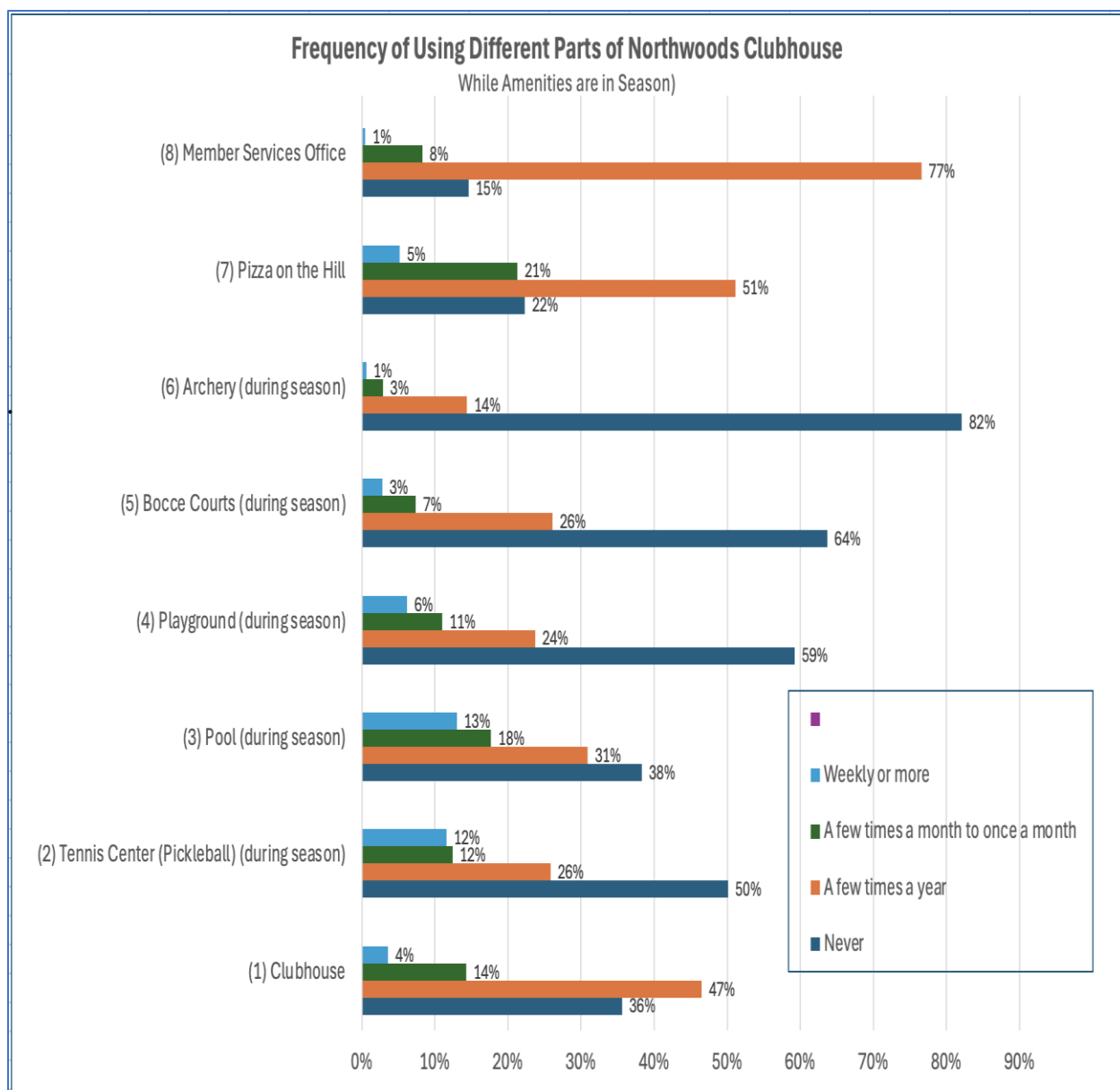
The October 2023 Member Usage and Satisfaction Survey included three questions regarding use of the facilities at the Northwoods Campus area, with 1484 responses shown for permanent residents, second homeowners, and buyers within the last two years. The full results have been previously reported in the F’inn Group’s survey documents which can be found below.

- Question G1 asked how important different aspects of the Northwoods Clubhouse were to members. It is notable that Member Services was only used by most members a few times a year (according to question G2), but it was ranked as the most important part of the Northwoods Clubhouse facilities. For the Northwoods Pool, playground, and Pizza on the Hill families with young (0-4) or school age (5-18) children responded at higher rates than other groups, near 65%.

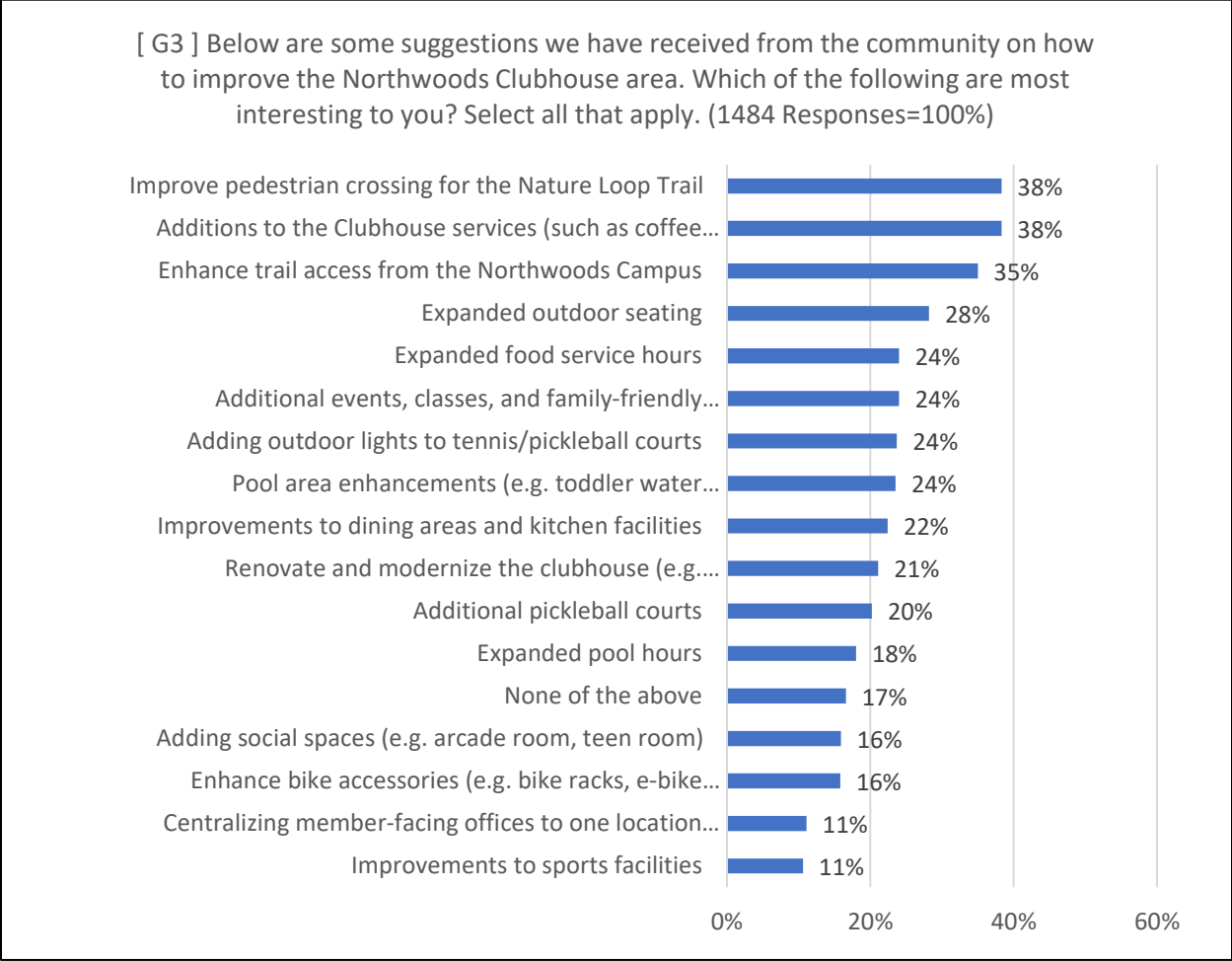


¹ The Annual Member Meeting + BBQ at the NW Clubhouse on 6/25, The Cardboard Regatta at the Marina on 8/5, Music by the Meadow at the NW Clubhouse on 8/19, The TD Ryder Cup at the Golf Course on 8/27, and the Wild West Fest at the ACAC on 9/2. The committee also conducted “informal” outreaches with the Quilt Club, Tennis Center attendees, the Senior Ski Club, and ad hoc Music by the Meadow concerts.

- Question G2 of the 2023 survey asked: “How frequently do you or your household use or enjoy each of the following while visiting the Northwoods Clubhouse, during the seasons that each are available”? The Member Services office was used by nearly 85% of responders at least a few times per year, with Pizza on the Hill, the Clubhouse, and the Northwoods Pool all being used at least several times a year by more than 60% of responders.



- Question G3 asked responders to show their interest in a variety of improvement options. Respondents could choose as many options as they wanted. Almost 40% of responders choose additions to the Clubhouse Services (such as coffee bar, stage for live music, ice cream shop) and improving the pedestrian crossing on Northwoods Blvd. from the Clubhouse to the Nature Loop as most of interest. Around 30% of respondents chose expanded outdoor seating and enhancing trail access from the Northwoods Clubhouse area. Items chosen by more than 20% of responders included adding lights to the tennis/pickleball courts, adding more events and family friendly opportunities, expanding food service hours, renovating the Clubhouse, enhancing bike accessories, enhancing the Pool area, and adding pickleball courts. Permanent residents showed significantly more interest in enhancing bike accessories, having more office, meeting and co-working spaces, and a community daycare facility.



As might be expected based on the results of Questions G1 and G3, families with younger children showed greater use of the Pool and playground compared to other household groups, going to the Pool at least once a month (during season) about twice as frequently as those with no children (43% v. 21%). Similarly, use of the playground at

least once a month was highest among households with children of ages 0-4 (40%) compared to households with children of all ages (26%) or with no children (7%).

The Committee also analyzed the responses to question G4 which was an open-ended question regarding suggestions or comments for the Campus. The full results are in Appendix A.

In the 2023 Member Usage and Satisfaction Survey, in questions regarding the relative importance of Tahoe Donner amenities, Pizza on the Hill and the Tennis Center were both rated about the same in Importance in that approximately 32% of respondents rated them in their top 2 amenities. This Importance rating is lower than a number of other amenities; however, the users of these amenities provided a substantial number of suggested improvements that are addressed later in this report indicating their strong appreciation for and desire to see improvements in these amenities. Both amenities were given higher than average satisfaction ratings (58-69%), and Pizza on the Hill was used by 70% of responders in the previous 12 months.

III.B. Combined Responses to the LRPC Summer Survey and the 2023 Member Survey Open-Ended Questions:

Over the summer of 2023, LRPC conducted face to face interviews with members via a survey that contained three open-ended questions:

Q1 - What Are Your Favorite Things About the Northwoods Campus:

Q2 - How Can We Improve the Northwoods Campus:

Q3 How Can the Northwoods Campus Better Serve Your Family.

These open-ended questions, along with open-ended responses in the 2023 Member Usage and Satisfaction Survey were analyzed using a spreadsheet-based word cloud/key search and a ChatGPT (AI analysis) to identify trends in the LRPC Summer Outreach and Member Usage and Satisfaction Survey open ended responses. Committee members reviewed the AI suggestions to ensure they were consistent with the committee's qualitative review of responses, all of which were remarkably consistent. The full analyses are in Appendices B and C.

In the word count analysis response to question 1, the top five activities/facility listed as favorite things were: 1) Pizza, 2) Tennis, 3) Pool, 4) Pickleball, and 5) Playground. In response to the query for improvements in question 2, the word "Better" was used most often in association with, 1) Pickleball Courts, 2) Tennis Courts, 3) Pizza on the Hill, 4) Pool. In response to question 3 asking how the campus might better serve members the word "More" was used most often in association with, 1) Room, 2) Space, 3) Pickleball, 4) Pizza/Food.

The results from the LRPC Summer Outreach and the 2023 Member Usage and Satisfaction Survey were remarkably similar. Below is a summary of the combined themes (derived from Chat GPT validated by committee analysis and LRPC member input), derived from 459 individual responses.

- **Facility Improvements:** The most frequent member comments related to adding more community-oriented meeting rooms and more attractive indoor and outdoor seating areas and lighting. Also included were suggested improvements such as extending hours at the pool, modernizing and updating the Clubhouse, improving the overall aesthetics of the building, adding gas grill facilities, a hot tub, and strengthening connections to nature through educational signs.
- **Recreational Enhancement:** The most frequent member comments were for providing more opportunities for teen recreation such as arcade/game room/activities, perhaps adjacent to or in Pizza on the Hill. There was also an interest in adding recreational amenities such as bike racks, e-bike chargers, for teens, expanding the pool area, adding water park features, renovating the playground to include options for older kids, indoor tennis and pickleball courts, having an outdoor ice-skating rink, an ice cream/snack shop, an outdoor amphitheater, and outdoor movie nights.
- **Restaurant and Food Service:** The most frequent member comments supported enhancing Pizza on the Hill's menu offerings and having extended hours of operation, and creating a café and coffee-house atmosphere in the morning hours, sharing or extending space with Pizza on the Hill. There was also desire for better food options, improvements to the dining area and kitchen facility, improving the quality and variety of food at Pizza on the Hill, adding a full bar and cocktail options, considering alternative food offerings beyond pizza, and improving pricing to make it more affordable and family friendly.
- **Office and Meeting Spaces:** The most frequent member comments related to adding more conference/ meeting rooms for members and clubs to use with lounges and Wi-Fi. There were also requests for additional office spaces for employees, co-working spaces for remote workers, lighting and ventilation, and quiet areas for work or reading along with potentially relocating staff offices to free up space for member use.
- **Parking and Signage:** There were many member comments requesting more parking spaces and more accessible parking, especially for times when there is high use of the facility for events (e.g., bingo, annual meeting, etc.). Other suggestions included marking designated parking spaces for various activities, improving signage for better navigation and adding pedestrian walkways with safety features.
- **Sports Facilities:** There were many member requests for more pickleball courts (many wanting them independent from tennis courts), and a number of requests for covered or indoor courts and lights. The tennis building was frequently deemed inadequate and in need of replacement or renovation. There were also calls for improved access to sports facilities, a real disc golf

course, a basketball court, diversifying recreational offerings, covering some courts for year-round use, along with adding sound barriers to reduce noise from sports activities.

- **Pool and Water Features:** Member comments focused on improving the infrastructure around the pool and adding a source of warmth for cold shady afternoons such as a hot tub. There were requests for enhancements to the pool area such as water features for toddlers and younger children, adding more seating, and potentially demolishing or reimagining the pool to improve infrastructure to better meet the needs of members.
- **Clubhouse Renovation:** There is an interest in renovating the Clubhouse to create an inviting community space with coffee bars, stages for live music, and better views of the meadow. Many members were also aware that management staff are in need of more and better office space for their permanent and temporary workers. There were also comments to consider a renovation rather than a tear-down, focusing on modest updates and eco-friendly solutions, and potentially repurposing space for community activities, with some opposing major expenditures and preferring to maintain the current state.
- **Community Engagement and Inclusivity:** Many comments centered around developing more of a community presence for members. Suggestions include more events, classes, and social spaces for engaging community members, more family-friendly events, hosting more free concerts for adults, enhancing amenities for young children, organizing social events to connect members with similar interests, improving inclusivity by considering the needs of all residents including those with mobility challenges, and adding community daycare/childcare services.

One other note of importance, from the 2023 Member Usage and Satisfaction Survey, 39 (12%) of 334 respondents to the open-ended G4 question that asked for suggestions and comments stated that they would not be in favor of any alterations to the Clubhouse. 283 (84%) provided constructive suggestions in support of making improvements and 12 (4%) stated that they had “no opinion.” 1150 of 1484 survey respondents provided no input to this question.

Also, the LRPC in conjunction with the TDA Marketing Department analyzed open-ended questions on the Member Usage and Satisfaction Survey that were not part of the four specific NW Campus questions but reference some aspect of the NW Campus (Questions C5, D4, and F6). The findings did not provide anything new compared to what was learned from open-ended questions G3B and G4; however, they do give more supporting data because they come from 917 responses to C5, 498 to D4, and 451 to F6.

III.C. LRPC Committee Input on Ideas and Values for the Campus

In addition to seeking general member input, the LRPC members conducted in-depth discussions and workshops within the Committee to identify and expand on important

values that characterize Tahoe Donner, and the overall priorities of Tahoe Donner members for our community to be included as applicable in the Northwoods Campus planning:

- **Neighborhood and Community**

A significant and valued characteristic of Tahoe Donner is as a place for family, community activities, peace and quiet, and social and recreational activities. To enhance the sense of neighborhood and community, the Committee contemplates the Tahoe Donner entrance and Clubhouse as a gateway for members and visitors to reflect entry into a special community.

The Clubhouse might include an expansion of the popular Pizza on the Hill and/or the members' lounge to function during the day as a coffee house-like environment that would provide member space to promote gathering. The member space could include workspace and robust broadband wireless connection for members. Redesign of the building should include comfortable lighting and connection to the environment and building flow.

Any redesign of the building should include window space that opens the building to the meadow views behind the building with interior and exterior spaces that connect to the environment surrounding the building. The Clubhouse should also include an electronic bulletin board or information center that lists Tahoe Donner activities and other informative member information.

The value of neighborhood and community was affirmed in the broader member outreach results, along with support for these options and other specific ideas for preserving and enhancing the family and community nature of Tahoe Donner.

- **Trails, Open Space and Mobility**

The Committee recognized that access and enjoyment of the unique local mountain environment should be central to consideration of development and management within Tahoe Donner.

The development of the Northwoods Campus Master Plan presents an opportunity to help preserve access to our open space, promote peace and quiet and address with the Town traffic calming and alternative mobility. Discussions with the Town as part of the planning process should include traffic calming features (traffic circle, traffic island and/or pedestrian crosswalks at the entrance). The planning process should also include 2 enhanced trail connections to the proposed Class 1 trail that will connect Trout Creek trail to the Clubhouse and to other Tahoe Donner amenities to encourage pedestrian and cycling access as alternative transportation.

These considerations were affirmed in the broader member outreach along with other suggestions discussed below.

- **Preservation of the Environment**

Preservation of the environment and avoiding adverse environmental impacts is a common value of most Tahoe Donner members. Any remodel or rebuild at the Northwoods Campus should be done in an environmentally sensitive manner and should incorporate fire safety, energy conservation and best “green” practices for the facilities that are likely to serve the community for another 50 years.

It is suggested that any remodel be designed to meet Leed certification requirements which are the recognized standard for healthy, highly efficient, and cost-saving green buildings.

- **Staff Facilities**

As discussed in detail in other parts of this Report, staff facilities that support cost-effective and well-managed association operations, that enhance our responsive and helpful customer service and contribute to recruitment and retention of high-quality staff are a key part of any redesign.

- **Amenities**

The Committee advocates decisions that maintain our amenities and member access to them that accommodate the variety of interests of Tahoe Donner members, and that address problems of overcrowding, maintenance and misuse. While these are community-wide concerns, they should be kept in mind as applicable to the Northwoods Campus Master Plan.

III.D. Summary of Input from TD Staff and Management

LRPC members interviewed senior management, including the current and former General Manager, regarding the needs and deficiencies of the Clubhouse, the other NW Campus facilities and the current service offerings at the Northwoods Campus. Below is a summary of their viewpoints and comments.

- **Northwoods Clubhouse**

The Northwoods Clubhouse includes offices for many staff functions and the views of management are critical in determining its future. In addition, the inadequacy in the office space is one of the critical factors in the needed upgrade.

Tahoe Donner staff has increased over the last 50 years as has the number of developed properties in Tahoe Donner and the number of active users of amenities and member services. The increase in staff over the decades has created cramped and inadequate offices, making for difficult working conditions and obstacles to recruitment

and retention. The offices are unattractive, unprofessional, difficult to work in and overcrowded. General system like the HVAC don't function properly.

Some employees share repurposed closet space without windows or natural light and are forced to work without sufficient space and in an unpleasant environment. Due to this work space deficiency, the Community Standards group is currently working in leased space near Z Market and management is reviewing other ancillary office space as a short-term fix to the existing issues.

Tahoe Donner is competing throughout the region for employees. A poor, unattractive, unprofessional work environment makes it difficult to hire and retain office staff. The space has been built out as needs grew with no overall plan or efficiency.

Management also expressed the need for smaller, private conference rooms to use for confidential meetings such as HR issues and that meeting spaces for members should be on the lower level and separate from the administrative offices on the upper level.

The offices and functions of multiple departments lack adequate storage which contributes to the office space issues.

For operational and other efficiencies, the strong management view is that the administrative functions and employees currently at the Clubhouse should remain under one roof. Management also believes that the location of staff offices with member-facing services on the first floor enhances the ability to provide service to the members and that the presence of staff at the Clubhouse location allows staff to provide support for some of the functions at the Clubhouse and Campus areas.

- **The Tennis and Pickleball Center**

The building at the Center is reaching the end of its useful life from a structural integrity and functionality perspective. The current facility has many limitations including the Pro Shop, staff offices and clubroom space. The entrance area, parking, and access walkways to the Northwoods Clubhouse are no longer sufficient for the current usage. There are other potential enhanced offerings often found at a tennis center complex of a similar nature that a new building could provide, e.g., snack bar, fitness area, meeting rooms, viewing deck, locker rooms, etc. These will need to be evaluated during the planning process.

The court surfaces are in need of major reconstruction in the near future. The courts have been constantly settling and repaired since construction. A geotechnical investigation and planning study will be required in the near future to develop a more permanent solution to mitigate constant crack repair and reduce the need to resurface as often as currently necessary.

Capacity Evaluation

On normal business days the prime usage window is from 8am-noon and from 5pm to close. On holidays and weekends from late June to mid-August most courts are booked throughout the day

Staff feels there are currently enough courts to accommodate most of our members and guest needs. The immediate need going forward is for additional dedicated Pickleball courts to accommodate the increased Pickleball demand from our membership. The popularity of Pickleball has surpassed our current offerings especially for dedicated courts.

Based on current demand staff believes that ten tennis courts, including one blended with Pickleball, and increasing dedicated Pickleball courts to six or seven courts more aligns with the recent use patterns. With more dedicated Pickleball courts the Center can continue to increase the Pickleball program offerings while continuing to maintain our tennis operation.

- **Food and Beverage**

While Pizza on the Hill seating and kitchen are right-sized for current winter operations, they are not adequate and very challenging for summer business volumes. There are currently 50 indoor seats and 100 outdoor patio seats which the current kitchen can handle. Special events in the summer such as music and bingo where guests are seated and eating in the grass areas stress the operation. For the menu variety to increase substantially the facility would need to be remodeled and increase kitchen size and product storage. Management expressed support for bringing in espresso and grab and go food product to Pizza on the Hill and use this space for community gathering and workspace during daytime operations similar to “Starbucks” coffee shops. Improved seating with booths and opening up the wall to the meadow would make a very inviting space. Enhanced mobile outdoor bar offerings and grab and go food products would improve the summer guest experience.

- **The Campus At-Large**

During the Spring of 2023, Staff provided overviews and perspectives of the Northwoods Campus including layout, current state of the facilities, ancillary structures, uses, services, challenges, deficiencies, and opportunities from the TDA Staff’s perspectives. Their interviews highlighted a number of ADA deficiencies with sidewalks, bridges and traffic circulation, some of which are planned to be addressed in the near term.

- **Current State Northwoods Recreation and Programs**

Staff provided some background of how summer family recreation programs started and how they have evolved as facility availability, weather conditions and member demand

has changed over time. Programs and activities at the campus include summer day camps and drop-in activities, tennis, pickleball, pools, horseshoes, bocce, archery, volleyball, yoga, Pizza on the Hill (POTH), music, disk golf, Geocaching, playground, bingo, ping-pong, locker rooms, BBQ at the Tennis and Pickleball Center and firepits.

- **Challenges**

Parking is a challenge, particularly in the summer evenings. It is common to see people parked on the road above the Campus. There is not great access to the bocce courts, volleyball and archery. There are many ADA compliance issues. The tent in the back has uneven pavers but is critical for inclement weather conditions during the summer. When it is smokey, moving the day campers inside the Clubhouse is extremely challenging. A large grassy area, as many members would like to have, is constrained. The Northwoods Pool does not have a hot tub and in the late afternoons the pool deck is shaded and cool so having a hot tub could help warm up pool users. The restrooms are an inconvenience given they are located at the Clubhouse and not directly adjacent to the pool and could be expanded. The Recreation Hut (Rec Hut) is used as a seasonal office, pool check-in and hub for recreation activities. It is inadequate for its current uses. Additional shade at the outdoor seating at POTH, bocce and tennis courts is often requested. The Disc Golf course is limited and is good for beginners but not good for advanced players. Geocaching is very limited.

- **What is Working and What Could be Better**

Bocce works well but increased shade would be better. The slide at the Northwoods Pool is very popular. The deep end of the pool is utilized for Tahoe Donner in-house lifeguard training. The Northwoods Pool is a great alternative for overflow and for other reasons that the Trout Creek Recreation Center pools might not be available.

Music is very popular, so creating an established outdoor stage/amphitheater would be a good improvement from existing conditions. The playground is extremely popular, especially as it is next to the family orientated restaurant POTH. Many activities start at the Rec Hut like archery clinics but a better facility could be used for other indoor, multi-use activities like shuffleboard.

The North Woods Campus is the “center” of TD and people look at it that way. This is our opportunity to redefine it with a specific purpose versus it being “morphed” to what it is today.

- **Trout Creek Recreation Center Functions Related to Northwoods Campus Overlaps**

There are not many overlaps with programs. The pools have the biggest overlap but serve different purposes and help with availability and crowding. There is no suggestion for eliminating the Northwoods Pool. The Pool serves an important function for redundancy, day camps, and small children visitation. At times this pool has been used for member lessons (group and private), depending on the size of the aquatics program

needs. Establishing the Pool as a “warm” pool for lessons could greatly enhance the young children’s swim program, although there are disadvantages to warm pools from a maintenance and cost standpoint.

Trout Creek and the Campus also both have playgrounds but the Campus playground gets significantly more use than the one at Trout Creek.

- **Alder Creek Adventure Center (ACAC) Functions Related to Northwoods Campus Overlaps**

ACAC may be a better place to move some of the Northwoods Campus activities. Disk Golf, Geocaching (Treasure Hunt), Archery, and Adventure Day Programs are top of mind. Adding a ropes course at ACAC and moving the Equestrian Arena somewhere else to accommodate an open grass field are ideas to consider

IV. Improvements to Consider for the Future of the Northwoods Campus

The data collected and presented in Section III from the 2023 Member Usage and Satisfaction Survey, the summer 2023 LRPC member outreach along with LRPC member ideas and staff input were all used to create the following:

- A Proposed Northwoods Campus Vision Statement.
- Planning objectives or guidelines for the NW Campus and the Clubhouse.
- Preliminary improvement ideas for the NW Campus.
- Recommendations for further analysis/studies the results of which will help Tahoe Donner and its consultant(s) further develop the plans for the future NW Campus.

IV.A. Proposed Northwoods Campus Vision

The LRPC proposes a vision statement to define what the NW Campus will mean to our membership and the Association when future improvements are completed. The LRPC used the survey, outreach and staff feedback to create the following proposed NW Campus Vision Statement.

The Northwoods Campus will serve as a gateway to Tahoe Donner functioning as a welcoming gathering place for members, as an administrative hub for staff and management, and a destination that offers attractive spaces for both social and recreational activities.

The final adopted vision statement should be the result of extensive member outreach socialization to attempt to reach a consensus among a majority of members. The draft vision is recommended to be updated through any future membership outreach processes.

IV.B. Planning Objectives/Guidelines for the NW Campus and Clubhouse

This section summarizes the planning objectives/guidelines that represent the feedback received from Tahoe Donner members, LRPC and Staff. These planning objectives/guidelines are categorized into seven focus areas. They are:

1. The NW Campus
2. Clubhouse
3. Existing sports facilities and recreational enhancements
4. Food and beverage
5. Office and meeting space
6. Parking, mobility, trails, and signage
7. Pool and water features.

The recommendations in the seven focus areas were used to create a proposed list of the most desired improvements. This list is provided in Section IV.C.

- **The NW Campus**

1. **Make the NW Campus the “Gateway to Tahoe Donner”:** Evaluate ways to make the NW Campus an attractive gateway to our community, reflecting entry into a special place, with the Clubhouse as the center and the Tahoe Donner member place for social gatherings, committee and club meetings, interaction with staff and spending time with family and friends.
2. **Create a true campus feel:** Consider how to create a campus feel that brings all the Campus activities together in a cohesive plan.
3. **Increase social interaction:** Members like the special events that staff create for members. Develop a list of ideas that can be incorporated into the Campus.

- **The Clubhouse**

1. **Create a central location for members to meet:** Members would like a welcoming environment for socializing with food and beverage that has adequate indoor and outdoor seating. Develop a list of ideas that would define the Clubhouse as the center of the TD community. Include ways to make the Clubhouse inviting for all generations and family friendly. Ideas include more natural light, windows opening to the meadow and higher ceilings to create a more welcoming environment.
2. **Add Amenities:** Evaluate including a coffee shop or coffee cart and ice cream, and family-oriented spaces e.g., theater space, game room, childcare.
3. **Connect members to the environment surrounding the Clubhouse:** Fewer interior walls and more windows would open interior spaces to the meadow views. There should be a good transition between indoor and outdoor seating.
4. **Clearly welcome members and visitors to the building:** An inviting entrance into the building can reinforce the value of Tahoe Donner living.

5. **Locate Member Services next to the main entrance:** It is a vital part of connecting members with Tahoe Donner and should be clearly accessible.
 6. **Enhance member experience:** Design interior and exterior spaces to provide an attractive space for socializing, connecting members with each other and the association.
 7. **Improve environmental impact:** The mechanical systems are old and not energy efficient. Consider using systems and equipment that meet high energy efficient standards.
 8. **Improve outdoor shade and seating:** Each summer a temporary event tent is installed on the back patio for summer use including the Annual Meeting. Consider incorporating permanent shade with additional food and beverage seating, entertainment and other events.
 9. **Consider adding a stage:** The addition of music and other entertainment activities along with long-established ones such as bingo, trivia night, family movie night have been a hit with members and a stage would improve those activities and other potential uses.
- **Existing Sports Facilities and Recreational Enhancements:**
 1. **Improve the existing tennis building:** The Tennis & Pickleball Center building is 50 years old, needs major repairs and is too small to support both tennis and the rapid expansion of pickleball. Look into options for replacing or expanding the existing building to meet future needs.
 2. **Evaluate adding shade at Tennis Center:** Look into portable and permanent ways to add shade.
 3. **Evaluate options for additional pickleball facilities:** The increased popularity of pickle ball has placed a strain on the existing facilities. Options to expand the existing tennis and pickleball facilities need to be explored. The pickleball and tennis court facilities need to be in the same area for numerous reasons.
 4. **Improve the Northwoods Campus playground:** Members have expressed interest in expanding the playground and adjacent seating area, and noted additional seating could also be used for food and beverage services. Consider consolidating with the Trout Creek Recreation Center playground which is minimally used compared with the Northwoods playground.
 5. **Consider Lawn Multi-Use Area:** Adding a lawn next to the Clubhouse could be used for kids to play, evening entertainment and other activities.
 6. **Evaluate Recreation Hut Options:** Consider options of relocating the recreation hut, bocce ball, volleyball, archery and frisbee golf to allow space for other Northwoods Campus amenity expansion or improving the existing recreation hut.
 - **Food and Beverage:**
 1. **Improve Pizza on the Hill:** As a popular food and beverage location, member preferences and options for improvements need to be evaluated.
 2. **Evaluate options to expand Pizza on the Hill kitchen:** The current kitchen is not large enough to serve high volume demand and to provide a wider variety of food choices that members would like.

3. **Improve indoor and outdoor seating at Pizza on the Hill:** Current indoor and outdoor seating is limited. Members have expressed a desire to increase the amount of indoor/outdoor seating with more windows to make sitting inside more desirable.
 4. **Evaluate adding a morning coffee shop:** Currently members go into downtown Truckee for coffee and meeting with friends. Many would prefer to do that at a Tahoe Donner location. Evaluate using Pizza on the Hill for a coffee shop in the morning.
- **Office and Meeting Space:**
 1. **Plan for efficient and functional office space for staff:** Determine with the senior management team the space required for housing and co-locating the administrative functions of the TD Association using industry standards for workplace and work station design.
 2. **Create attractive and flexible workspaces:** Create ways to improve the appearance of administrative spaces while making it efficient and flexible for future changes.
 3. **Expand conference and meeting areas:** Evaluate how much additional space is needed for meetings and interaction between members and staff, committee meetings and club functions. Consider these locations for multiple uses.
 4. **Evaluate second floor meeting room:** Look at options to better utilize the space for either staff or member usage and integrate into the overall Clubhouse plan.
 5. **Evaluate technology:** Consider what can be done now and plan ways to improve staff efficiency through technology that can be used to enhance member – staff interactions.
 6. **Increase storage space:** The past conversion of storage space to offices has limited staff capacity and productivity. Evaluate how much storage space is needed for administration and members.
 7. **Evaluate options for co-locating management and member activities:** As noted in staff comments, improved office space is a critical driver for improving management and staff productivity in the Northwoods Clubhouse. While the LRPC favors approaches that focus on expanding the building as community space, full evaluation requires consideration of the possibility of remodeling, expanding or replacing the existing building to function both as adequate workspace for staff and management and as a member-focused community meeting space.
 8. **Evaluate total space needs:** Consolidate recommended administration and member meeting square footage. Consider options for administrative staff location, which could include consolidating all administration space in the clubhouse, using leased space, expanding the Clubhouse, or building or leasing a separate building.

- **Parking, Mobility, Trails, and Signage:**
 1. **Incorporate trail access into the Northwoods Campus design:** Our trails are the most popular Tahoe Donner amenity and members would like the Northwoods Campus to be an access point to the future class 1 trail that connects other amenities and downtown Truckee. The class 1 trail is currently in the planning stage.
 2. **Improve pedestrian connectivity at the Northwoods Campus:** Northwoods Blvd. is a busy street. A study is needed to determine how best to incorporate trails, crosswalks and traffic calming (with the Town), and improved access to the amenities throughout the Northwoods Campus.
 3. **Consider including a transportation stop at the Clubhouse:** Incorporate a location where members can be dropped off and later picked up to make public transportation and carpooling more feasible.
 4. **Improve pedestrian traffic flow and signage:** Current signage and linkage between the different amenities at the Northwoods Campus is inadequate. Creating a plan of walkways and signage to bring the amenities together is needed.

- **Pool and Water Features:**
 1. **Improve the Northwoods Pool:** The current users of the Northwoods Pool expressed a strong desire to keep the pool and improve its condition.
 2. **Add shade at the Northwoods Pool:** Currently the pool does not have any shade, and portable or permanent shading would improve member enjoyment.
 3. **Add a hot tub near the Northwoods Pool:** Some members have expressed a desire for a hot tub to warm up when the pool deck is cool.
 4. **Improve access to change rooms:** Evaluate ways to have change areas that are more convenient.

IV.C. Preliminary List of Most-Desired Improvements

To create a proposed listing of the most desired improvements, LRPC reviewed membership data on amenity importance and satisfaction, staff input, and the 2023 Member Usage and Satisfaction Survey suggestions for improvement to the amenities. The prioritization and phasing of improvements should be developed and updated throughout the NW Campus Master Plan development process. The evaluation should include considerations such as benefit to members and staff, current condition of the amenity, project cost, schedules, and other factors.

The following are the LRPC's preliminary listing of the most-desired improvements to the NW Campus. These are largely comprised of the planning objectives/guidelines from the previous section that the LRPC considers to be the most developed at this stage in the planning process:

- Make the NW Campus a welcoming access point to Tahoe Donner with connections to the future class 1 trail that could connect other amenities and downtown Truckee.

- Maintain the member-facing administrative functions of the TD Association at the Clubhouse.
- Expand conference and meeting areas at the Clubhouse.
- Expand and improve Pizza on the Hill in terms of increasing kitchen capacity, increasing outdoor seating around dining and the playground, and potentially adding a stage for live entertainment while dining.
- Add amenities to the Clubhouse: Evaluate including a coffee shop or coffee cart and ice cream and family-oriented spaces e.g., theater space, game room, childcare.
- Add shade at the tennis center, pool, and outdoor dining areas.
- Expand the playground area, potentially in combination with a lawn multi-use area.
- Expand or replace the Tennis & Pickleball Center building for tennis and pickleball.
- Increase the number of pickleball courts.
- Improve the pool and water features.

IV.D. Campus Feasibility Evaluation

Before specific improvement ideas can be recommended, a feasibility evaluation of potential changes to the existing Northwoods campus needs to be performed. The evaluation should provide information about the Campus improvement limitations and should be broken down into two segments: the Clubhouse, and all other areas within the Campus. The highlights of what should to be in the feasibility evaluation are listed below:

- **The NW Campus:**
 1. **Evaluate extending hours of operation:** Evaluate options for extending the times of the year and hours the various facilities, including the Tennis & Pickleball Center, are open.
 2. **Site restrictions and opportunities:** Define location of wetlands, setbacks, easements, boundaries and other factors that would limit the areas for improvements. Document areas where improvements can occur.
- **Clubhouse:**
 1. **Perform a functional analysis:** Determine the functions and activities that should be in the Clubhouse using input from members and staff. Include the square footage requirements and which activities could be in shared space.
 2. **Evaluate total space needs:** Consolidate recommended administration and member meeting space square footage. Consider options for administrative staff location which could include consolidating all administration space in the clubhouse, using leased space, expanding the Clubhouse, or building or leasing a separate building.

3. **Evaluate the building for current building code and ADA compliance:** Building codes and ADA requirements have changed over the last 50 years. Remodeling or adding on to the Clubhouse would require the building to be brought up to current building codes.
 4. **Evaluate options:** Perform a building condition assessment for potential remodel. Evaluate whether the existing Clubhouse can be remodeled or expanded to meet member and staff needs and whether a rebuild or additional buildings would provide better cost/benefit. Review the limitations and impacts on Association operations of remodeling the existing Clubhouse while it is partially occupied.
 5. **Evaluate mixed use space:** Determine which spaces could be used for multiple functions based on member and staff input, including the times of the day spaces would be used by members and/or staff.
 6. **Building footprint:** Determine if the clubhouse size can be expanded to meet space requirements, including consideration of expanding the second floor.
- **Outdoor Activities:**
 1. **Recreation:** Evaluate existing outdoor recreation and playground activities that should remain or be relocated and/or expanded. Determine if there is adequate space for all potential improvements. If there is not adequate space for all recreational and building improvements, make suggestions of potential options.
 2. **Tennis & Pickleball Center:** For potential pickleball and tennis expansion and hours extension, consider limitations for lighting, noise and the adjacent wetlands.
 - **Mobility:**
 1. **Mobility:** Define how the trails, parking, and traffic should intersect with the Campus. Develop traffic calming solutions with the Town to improve pedestrian safety.
 2. **Evaluate parking:** With the parking lot full at various times during the summer, create options for either increasing parking or other actions to reduce the need for parking expansion.

V. Next Steps for Northwoods Campus Planning

Tahoe Donner management is tentatively planning to hire a consultant to work with members, management and the Board to develop a Northwoods Campus Master Plan which would outline recommended improvements to the facilities and grounds along with recommended priorities for these improvements.

The LRPC having invested significant time and resources into developing this report, and having developed a deep understanding of the member input and the current issues with the Northwoods Campus, recommends that the TD Board authorize the LRPC to work with Staff to identify a few of its members who might volunteer to serve as a liaison and consulting resource to the Northwoods Campus master planning effort. This group would serve at the direction of the TD General Manager during a transitional period to handoff the acquired knowledge represented in this report to a Campus master planning steering group to assist in the master planning efforts.

Appendices

Appendix A

2023 Member Survey G4 Word Source Analysis

G4. Do you have any other suggestions or comments regarding the Northwoods Clubhouse campus? Please be as specific as possible.

The member responses to question G4 were analyzed using an online website that generates the frequency of occurrence of words in the responses – Word Cloud Generator <https://www.freewordcloudgenerator.com/generatewordcloud>. This program gives a summary of the frequency of words in the survey responses, and it was inherently assumed that the most frequent responses would provide some insights into what responders consider of most importance or value. This is only one of several ways LRPC used to gain insights into what might be the best path forward for the Northwoods Campus as discussions regarding renovation, replacement, or modernization occur within the Tahoe Donner Committee.

Tabulating Responses

The most frequent 20-30 responses for each question were tabulated and sorted to group responses about similar topics together, with responses to the most frequent word grouped first, then to the 2nd most frequent word being grouped, and so on. For example, the most common word in response to question G4 was “pizza”, 39 references to pizza on the Hill. Other keywords with fewer responses are also listed below.

Keywords searched for in the word search (# responses in parentheses).

[pizza](#)(39), [area](#)(37), [space](#)(37), [pool](#)(35), [work](#)(32), [need](#)(31), [member](#)(30), [tennis](#)(29), [play](#)(26), [great](#)(26), [courts](#)(25), [add](#)(24), [kids](#)(21), [place](#)(21), community(21), money(20), lodge(20), nice(20), pickleball(19), center(19), food(19), coffee(18), office(18), building(17), bar(16), love(16), ski(16), creek(14), open(14), better(14), keep(14), [playground](#)(13), [needs](#)(13), think(13), used(13), events(12), trout(12), just(12), seems(12), people(11)

Summary of the variety of contexts of keywords

The words in sections below are the ones most frequently found in the survey responses to question G4. Each word section gives a short highlight of the context of a comment made in a member response. The full text of member responses is too long to be included here. Each of the highlighted words in each section below was related to each set of text between semicolons (;).

[pizza](#) (39)....could be great breakfast area; ...is a must; ...more food than at pizza; ...open more when members use seating areas; ...10 minute pickup limit; ...key go to...nice to stay open to 8:30 on Fridays; ...eliminate; ...would rank higher; ...is too small; ...food needs improvement; ...happy hour needed; ...like it when kids visiting; ...love proximity; ...wouldn't go if

playground gone; ...great...expanded food hours and more options; ...update and expand menu; ...haven't found food quality worth it; ...make it affordable...upgrading but then have to keep it open; ...improving; ...known to be dirty...should sell to outside entities better suited to run dining; ...should break even; ...has been a complete loss since no longer offers Caesar Salad from lodge; years ago was awful, haven't gone back...; ...rebranding away from pizza; ...we enjoy; ...rarely get pizza because bad in past; ...could use update, please don't close; ...better food; ...expanded hours; ...wish was more useful; ...increase service capacity; ...more menu options; get pricing in line; ...haven't used because full or not open; allow take out pizza; ...leave as is but lower the prices;

area (37)...use space as breakfast/brunch area in summer weekends; expand pool area; ...tv in main area; uses outdoor seating area for bookclub; ...improve outdoor seating area; ...have central indoor mailbox area; ...make amazing amenity area and also space for HOA offices; ...protect as low-key environmental area; ...quiet area to work; ...create café area for people to meet, work, etc; ...common work area; ...game area; ...make inviting fireplace area; ...keep sitting areas as non-commercial space; ...improve indoor/expanded area; ...refresh pool area; upgrade service and lounge; turn pool into ice skating rink in winter; ...larger pool area; ...noise barrier between pool and tennis areas; ...kids hangout areas; ...improved co-work area; ...don't spend money upgrading area; larger level area with connection between playground, bocce & etc.; tennis; ...larger outdoor area; outdoor for kids and parents to play; toddler water play area; dog park; ...simplify menu;...we only use lodge, adventure ctr, and beach; ...like it as it is; ...allow use as meeting area without forcing donations to TD charity; ...dedicated meeting area for clubs; ...keep kid & family friendly;

space (39)...many comments similar to "area" that won't be repeated here; ...more parking; ...enhance green space; ...work space; ...glass walls to meadow open space; ...shared office space; ...more communal space; ...public, non-commercial space; use new ski lodge for community space; ...member work space; ...make socializing space; ...community & individual meeting/workspace; ...amazing work space; co-working spaces; ...workshop space for group/club meetings; workspace & wireless connection; ...co-working space; ...more private working space; community-oriented indoor space, office space; space for clubs; ...member use space; ...current spaces not inviting; ...community space; ...community space; ...daycare center; ...lease HOA office space in town; ...inefficient use of; ...more collaborative space; ...

pool (35)... move pool to back; expanded; ...pinball & pool tables; add another pool; ...expand toddler splash zone; ...seems like backyard pool...needs adult only section...hot tubs; ...needs refresh; ...replace or eliminate; ...make larger/more capacity; ...close permanently; ...create noise barrier; ...isn't useful; ...demolished or completely reimagined; ...need to privatize; ...needs significant remodel; ...needs updating; ...hours should be till 9pm; ...keep or enlarge tube slide; ...is crowded/can't get a seat; ...enclose for year-round use of close it; ...pool table; ...ditch the pool; ...should be nicer & better bathrooms; ...if heated would use more; ...is not attractive to us; ...larger; ...make warmer; ...more seating; ...silly to keep when a larger one is at Trout creek; ...better pool would make more attractive;

[work \(32\)](#)...member workspace; ...private member workspace; ...place for people to work, meet; ...common area work spaces; , ...workroom during outages good...need quieter place to work; more space to work; ...member workspace; ...create amazing work space; co-working space; ...co-working space with internet; ...workshop space for painting, sewing, etc; ...co-working space; coffee house environment with work space; ...café space with seating for computer work; ...coffee shop/co-working space; ...private working spaces w/coffee/breakfast options; ...not very workable in present state; ...TD back office staff can work anywhere...from home; ...ensure staff can work efficiently; ...place to gather, work and read; ...private rooms for co-working; fully equipped business office?; ...co-working during the day; ...don't make it bigger; ...indoor coworking spot; ...love coworking idea; ...setup work stations;

[need \(31\)](#)...doesn't need much renovation; ...Pizza needs to expand; ...Pizza needs to expand; ...to modernize/expand; ...update furniture, lighting, flooring; ...cubicles to be used when needed; ...don't need to spend a bunch of money; ...work space needed; ...more community indoor space; ...dedicated club space; ...updating but not for public use; ...more parking; pool needs significant remodel; ...pool hours need to be open later; ...updating; ...dedicated pickleball courts; ...renovated and replaced; ...replaced and upgraded; ...with investment in ski lodge forget other needs; ...no need for clubhouse; ...might need an update but doesn't need a remodel; ...why remodel; ...don't need access at all; ...exterior updating; ...don't need new clubhouse.

[member \(30\)](#)...member services ; ...mail & package delivery center for members only; ...Pizza needs to serve members better; ...make ground zero for member fun & service; protect as low key environment for members; ...work space for members; 24x7 accessible for members with self-serve snack & beverage options; upgrade member services & lounge area; ...have members use Trout Creek; ...meeting area for members; ...open/inviting space for members; ...move member center elsewhere; ...use for more member-facing purposes; ...use for member services; ...smaller member services; ...privatize pool & tennis to members only; ...make a fun place for members; private meeting rooms for members; ...update member services area; ...likes member bbq; ...make members who want certain things pay for them;...offer tours and education for members; ...fears membership pushback if too expensive; ...coffee shop open to public; ...keep member services; ...move offices elsewhere; ...more socializing opportunities for members.

[tennis \(29\)](#)more parking for tennis; ...more courts; ...small café/bar at center; ...expand; ...create noise barrier from tennis; ...lights a terrible idea; ...add pickleball, reduce tennis; ...make members only; ...more mixers or drop ins; ...allow drop in; ...add bubble for winter play; ...lights; ...covers & lights; ...glad no lights; ...add lights; build indoor; cover some; ...convert all courts to tennis and add pickleball...enable food deliveries to tennis center; ...add lights; ...fix men's shower; ...is fabulous; winter facilities.

[play \(26\)](#)...playground is nice to have; ...play tennis/pickleball all year round; ...love playground; ...more connection between playground and other activities;... enjoy outdoor seating for kids

and parents to play; ...larger outdoor play field; ., ..toddler water play area; ...more items for younger kids at playground;... enhance playground; ...playground important; ...add indoor dartboards for play; ...keep playground; ...don't like playground at Trout Creek having a fee; , , , playground nice;

great (25)...would like a great breakfast/lunch area; ...waterpark would be great; ...great if connection to nature could be strengthened; full bar at Pizza; ...Pizza is great with open more often; ...to have adult only space in pool; to have centralized coffee bar; ...quieter place to work; ...need great facility to work; ...meeting/workspace with coffee shop great; ...co-working space great idea; ...co-working space with internet great; ...enhancing Prosser creek would be great; ...to have private rooms; lights for tennis would be great; ...ice cream/café; ...arcade; ...coffee & ice cream shop; ...great amenities now; ...great as it is; ...more family activities; ice cream shop.

Appendix B

Word Source Analysis from LRPC Summer Survey

(Responses collected during Summer, 2023)

Background

During the summer of 2023 the Long Range Planning Committee (LRPC) conducted a survey of members regarding the Northwoods Campus, a set of buildings and amenities that has been identified by the Board as the next potential major capital project involving renovation, replacement, or modernization.

Survey

A three question survey was developed with the help of the TD communications and capital projects staff and LRPC members asked TD members, guests, and the public to provide answers to the questions at a number of venues/events throughout the summer of 2023. Some responders answered questions online, others filled out paper forms that were then transcribed by LRPC members, and in some cases LRPC members summarized electronically conversations with individuals regarding the responders' views. The vast majority of responses were from TD property owners (107), with only 4 from families of property owners, 3 from the public, and 2 from renters. Because of this all the responses were evaluated together since sample sizes for groups other than property owners would be too small to be useful.

Questions

The three questions included in the survey were:

Q1 - What Are Your Favorite Things About The Northwoods Campus

Q2 - How Can We Improve The Northwoods Campus

Q3 How Can The Northwoods Campus Better Serve Your Family

Methods for Obtaining Responses

Some of the responses were submitted online, and others were solicited at specific venues and events throughout the summer. The venues/events where responses were obtained include the Annual Meeting and at the Marina.

Responses

There were 121 responses to the survey questions. As one means of assessing the similarities and differences among the various responses, the text for each of the three questions were

analyzed using an online website that generates the frequency of occurrence of words in the responses – Word Cloud Generator <https://www.freewordcloudgenerator.com/generatwordcloud>. This program gives a summary of the frequency of words in the survey responses, and it is inherently assumed that the most frequent responses will provide some insights into what responders consider of most importance or value. This is only one of several ways LRPC used to gain insights into what might be the best path forward for the Northwoods Campus as discussions regarding renovation, replacement, or modernization occur within the Tahoe Donner Committee. The collective analyses by LRPC will also help to identify some key questions that might be included in a comprehensive survey being conducted by the Communications group later this fall that will include all members.

Tabulating Responses

The most frequent 20-30 responses for each question were tabulated and sorted to group responses about similar topics together, with responses to the most frequent word grouped first, then to the 2nd most frequent word being grouped, and so on. For example, the most common word in response to Q2 was “better”. Twenty two of the 116 responses to this question included some reference to something in the NW Campus that could be “better”.

Summarizing Responses

In addition to this providing an easier way to sift through the responses, each of the most frequent words in the responses was highlighted with a brief context for the responders’ suggestions or comments. For example, for Q2, “better” was associated with “kitchen”, “bocce courts”, “office space”, and many more terms. The summary gives a quick way to identify the variety of responses related to each key words.

Q1 What Are Your Favorite Things About The Northwoods Campus

The words listed below are the ones most frequently found in the survey responses to question Q1. There were 119 responses to Q1. The total number of responses mentioning that word are shown in parentheses and reflect the number of responders who mentioned that word in their response related to favorite things. The full text of member responses is too long to be included here.

Keywords searched for in the word search (# responses in parentheses).

pizza(47), tennis(44), pool(23), pickle(22), playground(22), bocce(19), area(16), music(10), bingo(9), activities(9), staff(8), archery(8), clinic(7), meadow(7), outdoor(7), family(6), restaurant(5), slide(5), clubhouse(5), space(4), access(4), parking(4), open(4), trail(4), yoga(4), picnic(3), camps(3), lesson(3), amenities(3), trivia(2), meeting(2), internet(2), grass(2), golf(1), tent(1), corn(1), a/c(1), hiking(1), shaded(1), bike(1), wetland(1), recreation(1), overflow(1), safety(1), volleyball(0)

Q2 How Can We Improve The Northwoods Campus

Summary of the variety of contexts of keywords

The words in sections below are the ones most frequently found in the survey responses to question Q2. There were 116 responses to Q2. Each word section gives a short highlight of the context of a comment made in a member response. The full text of member responses is too long to be included here. Other keywords searched for are shown below. Each of the highlighted words in each section below was related to each set of text between semicolons (;).

Keywords searched for in the word search (# responses in parentheses).

Better (22), courts(21), pickle(20), Hill(19), Tennis(19), Pool(19), pizza(18), room(18), area(18), space(18), parking(17), buildings(13), need(11), clubhouse(11), office(11), coffee(10), hours(9), modernize(9), indoor(9), options(9), work(9), kitchen(9), music(8), open(7), bar(7), nice(7), bike(7), small(7), shop(6), amenities(6), northwoods(6), meeting(6), hot(6), outdoor(6), larger(6), restaurant(6), community(6), bigger(5), activities(5), bathrooms(5), lights(5), dedicated(5), gathering(5), current(4), entrance(3), yoga(2)

Better (22)....kitchen; ... bocce courts; ...office space; ...use of space; ...kitchen/food center; access to tennis; ...pool slide; maintenance; ...food service training; ...utilization of downstairs space; ...wifi; ...lighting; ...sound system in board room; ...kitchen; ...views of meadows; ...restaurant; ...parking; ...indoor furniture; ...food facility; ...awareness of amenities; ...signage; ...parking; ...more modern buildings; ...buildings; ...windows for view; ... food options;

Courts (21)....not detailed here because the term is typically linked to either pickle or tennis

Pickle (20)....additional courts; ...more courts; ...additional pickleball only courts; ...more courts; ...more courts; ...additional courts and resurface current; ...greater separation of pickle & tennis; ... more courts; ...more permanent pickle courts; ...rename **center** to Tennis/Pickle; ...more dedicated courts designed for pickleball; ...separate area for pickleball; ...more; ...more; ...more; ...more; ...more;

Hill (19)....not detailed here because the term is typically linked to Pizza (on the hill)

Tennis (19)....needs a total rethink; ...improve center; ...more tennis; ...freshen up courts; ...better access to tennis; ...don't "hide" tennis facility back in bushes; ...better accessibility; ...more pro-shop and check-in facilities closer to center entrance; ...greater separation of Pickleball and tennis courts; ...have tennis drop-in times w/ no rez; ...modernized tennis center; ...lights over some courts; ...upgrade; ...lights for evening tennis; ...more tennis; ...repair tennis buildings; ...modernize center, make parking easier; ...update clubhouse; ...replace building; ...expand and remodel.

Pool (19).....we don't use; ...larger pool with hot tubs; ...keep current pool slide or build better one; ...update area; ...bigger; ...more chairs; ...add hot tubs; ...add a kiddie pool; ...closed too soon; ...larger; ...patio seating a jumble; ...is pretty small; ...not a lot of swim/pool options for adult; ...bigger w/diving board; ...is tiny and no towels; ...update; needs bathrooms, towels, snack bar; ...update; ...wants salt water pool; ...need new; ...extend hours; ...is pretty mediocre; ...NW pool too old.

Pizza (18).....kitchen totally insufficient; ...if profitable keep it, if not, include in remodel; ...more access; ...is good but has issues with capacity choices for kids; ...make a better restaurant; ...enlarge; ...add windows; ...open more hours; ...expand hours; ...too crowded; ...have open during pool hours; ...add arcade room; ...has potential-needs better lighting, ...more private booths; ...extend hours, ...doesn't do it for us;

Room (18).....locker rooms inadequate including bathrooms; ...remodel with conference rooms, ...downstairs gathering room; ...need access to community room; ...need a lot of room; ...more meeting rooms; ...meeting room is dark and uninviting; ...need nicer gathering room and small meeting type rooms; ...provide conference room; ...bring back game room; ...have med. Size room (100 people) for rent; ...teens want arcade room; ...modernize locker rooms, ...bathrooms; ...dining room flow is antiquated; ...more convenient bathrooms; ...need gender neutral or family bathrooms; ...update bathrooms; ...need smaller community meeting rooms; ...update board meeting room; ...meeting rooms; ...game room.

Area (18)....update pool area; ...more security in common areas; ...more open space facing marsh area; ...separate area for pickleball; ...shaded picnic areas; ...more friendly-feeling area in big lodge; ...make indoor area more usable; ...expand shower and changing area; ...need new pool and more community engagement; ...make restaurant an attractive dining and bar area; ...outside seating area; ...bring playground equipment from Trout Creek to NW campus; ...enable reservations for in-demand areas; ...reconfigure building and recreation areas; ...larger dining areas; ...may not need gathering area like we have; ...need to do something with tent area; ...indoor recreation area seems odd;

Space (18)....needs decent check-in and retail space and get-together space; ...staff deserves better office space; ...better use of space; ...better utilize space, not many owners use main building space; ...dedicated large meeting space; ...gathering room with work stations or work space; ...maximize event space; ...more open space that faces marsh area; more desk space; ...modernize indoor gathering space; ...lobby is a waste of space; ...need gathering space, inadequacies in employee office space; ...rent/build additional office space; ...remodeled NW clubhouse should have enough space for staff so no need to rent/lease outside space; ...add more co-working space, indoor small event space; ...office space should not be motivating factor to expand NW campus; ...not sure how indoor space is used; ...improve the space and accessibility to clubhouse.

Parking (17)....more; ...better; ...better; ...better; ...more; ...more bike parking; ...bike parking; ...make parking easier; ...more bike parking; ...e-bike parking; ...more; ...more; ...more during summer; ...more; ...more; ...more, ...more accessible parking.

Q3 How Can The Northwoods Campus Better Serve Your Family

Summary of the variety of contexts of keywords

The words in sections below are the ones most frequently found in the survey responses to question Q2. There were 105 responses to Q3. Each word section gives a short highlight of the context of a comment made in a member response. The full text of member responses is too long to be included here. Other keywords searched for are shown below. Each of the highlighted words in each section below was related to each set of text between semicolons (;).

Keywords searched for in the word search (# responses in parentheses).

more(38), room(18), area(16), pickle(16), better(14), courts(13), pizza(12), building(12), tennis(10), space(10), restaurant(10), clubhouse(9), open(9), music(9), pool(8), coffee(8), center(8), office(7), northwoods(6), parking(6), hours(6), modernize(6), bar(5), kitchen(5), seating(5), indoor(5), meeting(5), meeting(5), amenities(5), community(4), bocce(4), bike(4), meadow(3), safety(2), playground(2), recreation(2), bingo(1), wetland(1), café(0), trivia(0), a/c(0), trivia(0), internet(0)

More(38)....if used more by public, should optimize for ownership; ...community rooms, ...make outside seating area more attractive; ...modern tennis building; ...parking; ...indoor amenities; ...family style/oriented bathrooms; ...clinics; ...pickle ball courts; permanent pickleball courts; ...daytime café offerings; ...dedicated pickleball courts; ...pickleball courts; ...pickleball courts; ...pickleball courts; ...pickleball courts; ...bocce, pickleball; ...more pickleball courts & pickleball pro; ...pickleball availability; ...bike paths; ...concerts; ...open pizza on hill more often; ...pizza open more days; ...more private booths; ...A/C, shade in buildings; ...food options in tennis center; ...outside seating; ...amenity facilities; ...family friendly events; ...music; ...friendly amphitheater; ...admin offices more user friendly; ...flexibility re: cancellation fees (have a waiting list); ...inviting and cozy coffee house; ...information and communication; ...walking trails; ...kid activities; ...winter activities.

Room(18)....multiple conference rooms; ...get rid of downstairs gathering room; ...more and smaller conference rooms and updated board meeting room; ...larger more modern locker room, bathrooms in tennis building; ...meeting rooms; ...game room; ...more family style/oriented bathrooms; ...2nd bathroom accessible from back of facility; ...locker rooms and bathrooms inadequate; ...better locker rooms; ...game room; ...indoor family room space; ...teen center or game room; ...conference room for rent; ...meeting room for members to reserve; ...bookable event room; ...

Area(16)...update pool area; ...attractive dining and bar area; ...more attractive outside seating area; ...pool area a little low end; ...more sitting areas and event area for music; ...

Pickle(16)...more courts & better tennis/pickle buildings; ...more permanent; ...more dedicated; ...permanent and proper, current multicourt use and poorly maintained surfaces not to a level of quality expected; ...more; ...more; ...more; ...more; ...more & add pickleball pro; ...more & add pickleball pro; ...more; ...more; ...additional pickle only; ...separate area for pickle; ...year round tennis/pickleball

Better(14)...utilize downstairs gathering rooms; ...tennis/pickleball buildings; ...food choices; communication (for non TD people); ...traffic flow in parking lot; seating area; kitchen & bocce courts & staff space; ...locker rooms at tennis center; ...capacity for large crowds at restaurant; ...flow of area; ...overflow parking;... larger kitchen; ...hours for Pizza on Hill; ...hours for pizza on hill; ...facilities for member employment.

Courts.(13)... not detailed here because the term is typically linked to either pickle or tennis

Pizza.(12)...if Pizza on hill is profitable, keep it, if not include in remodel; ...open more often; ...open more often; ...open more days; ...open more days; ...has so much potential, needs better lighting, private booths; ...kitchen is totally insufficient; ...when Pizza closed, allow TD clubs to have access; ...larger/better kitchen; ...better hours; ...lower prices & better hours; ...add ice cream store open during day;

Building(12)...remodel main; ...more modern tennis; main building a little low end; ...tennis/pickleball too small; ...more A/C; ...newer; ...allow TD clubs access to Pizza on Hill when not open; ...remodel clubhouse; ...ambience of building not inviting, remove admin service and portion building with residential amenities; ...use existing building solely for recreational purposes; ...don't' really utilize it;

Tennis(10)...larger buildings; ...center is great but needs to feel more special; ...more pickleball courts so no lines on tennis courts; ...better building; ...more pickle courts so doesn't encroach on tennis usage; ...modernize & enlarge tennis center/pro shop; ...bigger tennis pro shop & more food options; ...don't co-locate offices with tennis, etc., center needs a rethink; ...better locker rooms; ...year around tennis/pickleball; ...lights; ...

Space(10)...remodel for proper office space; ...develop environmentally sound and forward-looking space, include welcoming community gathering space, address inadequacies of employee office space; decent check-in and retail & get-together space, better office space; ...have spaces for rent or to reserve; ...work/office space for Td members to access; indoor family room space; rent/build additional office spaces; ...new/remodel should include enough office space so don't have to rent external space; ...move admin services offsite to alleviate space problems; ...add workspace; ...

Restaurant(10)...should be redesigned to view meadow, be attractive, larger kitchen; ...nice to provide breakfast, lunch, dinner; ...longer hours, more in daytime; ...needs full menu;

...bigger; ...add another; ...better capacity for large crowds; ...open for lunch on weekends;
...with drive-thru takeout; ...

Open(9)... not detailed here because the term is typically linked to more open hours for Pizza or amenities

Music(9)...better outside seating for; ...add event areas for; ...bring back concerts; ...do NOT have more music; ...have dedicated music area; have music venue of some sort; .mini-ampitheater for music; ...indoor live music; ...happy hours & music for adults

Appendix C

2023 Member Survey G3B Word Source Analysis

G3B. You mentioned you would be interested in improvements to sports facilities. What specifically would you like improved?

Summary of the variety of contexts of keywords

The words below are the ones most frequently found in the survey responses. The same process was used as described earlier for question G4/ Other keywords with fewer responses are also listed below. Each of the words below was related to each set of text between semicolons (;).

Keywords searched for in the word search (# responses in parentheses).

court(31), [tennis](#)(30), ball(30), [pickle](#)(21), use(7), ice(11), [better](#)(10), [winter](#)(8), [play](#)(8), [golf](#)(7), center(7), [basketball](#)(7), [option](#)s(6), [range](#)(6), [area](#)(6), [food](#)(6), great(6), add(6), pool(5), trails(5), archery(5), improved(5), space(5), skating(5), night(5), equipment(5), maybe(5), lights(5), bocce(5), new(5), clubhouse(5), dedicated(4), facilities(4), covered(4), rec(4), people(4), access(4), outdoor(4), lighting(4)

Keywords searched for in the word search (# responses in parentheses).

[tennis](#) (30)....more pickleball but not at expense of tennis; ...a few covered;more courts, better tennis; ...night time and indoor;...bubble for year round; ...outdoor area for after tennis; ...lights; ...more courts;tennis clubhouse; ...more pickleball but don't take away from tennis; ...covered; ...bubbles/lights.; ...lighting for; ...ice skating on courts in winter; ...winter proof tents; ...covered...in winter; ...more social area/covered; ...se courts for skating rink; ...use at night; ...improved; ...nicer; ...nicer; ...update; ...tennis facility; ...platform tennis; ...facilities.

[Pickleball](#) (21)...more dedicated; ...more;night time;bubble for year round; ...area to socialize after; ...more dedicated; ...more; ...more; ...more but don't take away from tennis; ...covered; ...more that are not converted tennis; ...bubbles for; ...lights; ...dedicated; ...more permanent; ...more; ...more and night lighting; ...more; ...more & lights; ...more; more.

Keywords searched for in the word search (# responses in parentheses).

[Better](#) (10)...modernize and better design of shop/office/kitchen/activity space; ...clubhouse for tennis; ...winter golf simulator; access; ...golf driving range; ...connection of POH to bocce; ...basketball hoops and court at trout creek; ...maintained trails; ...driving range; gates at and signs surrounding pool

Keywords searched for in the word search (# responses in parentheses).

Winter (8)...covered tennis & pickleball for winter play; ...indoor tennis/pickleball for winter; ...covered courts; ...ice skating on tennis courts in winter; ...winter proof tents on some courts; ...covered courts; ...better winter golf setup; ...bubble over courts.

Keywords searched for in the word search (# responses in parentheses).

play (8)...tennis & pickle for winter play; ...bubble for courts; ...lights for night play; ...covering for winter play; ...covered; ...golf carts available until sundown for later play;...lights on courts;

Keywords searched for in the word search (# responses in parentheses).

golf (7)... better winter golf setup; ...better driving range; ...golf carts available later; ...disc golf;

Keywords searched for in the word search (# responses in parentheses).

basketball (7)...add basketball court; ...add basketball court with ability to lower rims; ...better basketball hoops at trout creek; add basketball courts; courts would be great; ...add indoor courts (7gym); ...add basketball courts;

Keywords searched for in the word search (# responses in parentheses).

options (6)...more parking options...just more options (basketball court; night tennis; anything to engage teens; more food options; ...more food; ...more; ...for other sports like soccer.

Keywords searched for in the word search (# responses in parentheses).

Other random comments;...should allow dirt bikes on some trails; add soccer field; outdoor area for members to socialize; more food options; more social areas; more outdoor games like bocce, archery; back area of clubhouse could be greatly improved; more and better maintained trails; archery course through the woods; wider range to targets in archery; ice skating rink; bigger pool, lap pool for adults in early morning; upgrade equipment; more modern; obstacle course; turf field