



# 2026 BUDGET ADOPTION

TAHOE DONNER<sup>SM</sup>

OCTOBER 14, 2025







# AGENDA + PROCESS

1. Outcome for today
2. Follow up on Operating Fund and Capital Reserves from the 9/26 board meeting
3. Review of proposed 2026 Annual Budget
4. Review of proposed 2026 Annual Assessment
5. Finance Committee comments and recommendations
6. Board questions
7. Member comment
8. Board consideration to adopt Budget Resolution 2025-1, Board Adoption of the 2026 Annual Budget



# OUTCOMES

The Board will consider adopting Budget Resolution 2025-1, Board Adoption of the 2026 Annual Budget, which resolves to:

1. Approve the proposed 2026 Amenity Access Operating Plan (Exhibit M)
2. Adopt the proposed Annual Budget for 2026 (Exhibit A – L)
  - a. Establishes the 2026 Operating Fund Minimum Balance
3. Adopt the 2026 Annual Assessment
4. Directs the General Manager to implement the budget

# 2026 BUDGET TIMELINE

STAKEHOLDER GROUPS	MAY	JUNE	JULY	AUGUST	SEPTEMBER	OCTOBER	NOVEMBER
<b>Staff</b>	Leadership team – Strategic Budget Drivers	Budget kickoff meetings	Budget development activities	Budget development activities	Budget refinement	Budget refinement until adoption + Budget Report	Budget Report & AA invoices postmarked 11/15
<b>Finance Committee</b>		Working group	Working group + 7/25 Reg BOD Mtg	Working group + FC+ Session #1 invite	Working group + FC+ Session #2 invite	Session #3 invite	Post budget wrap-up wDOFA
<b>Long-Range Planning Committee</b>			7/10 10-YR & 20-YR Capital Plans Discussion	Session #1 invite	Session #2 invite	Session #3 invite	Post budget wrap-up wDOCPF
<b>Trails + Open Space Committee</b>			TOS Budget discussions	Budget discussion if needed Session #1 invite	Session #2 invite	Session #3 invite	Post budget wrap-up wDOLM
<b>Board of Directors</b>	5/23 Reg BOD Mtg Strategic Drivers	Complete Capital and Financial Policies Update Initiative	7/25 Reg BOD Mtg 10-YR & 20-YR Capital Plans Discussion	8/29 Reg BOD Mtg Session #1 Draft Op Fund Budget	9/26 Reg BOD mtg Session #2 Draft Cap Reserves + Op Fund (Consolidated)	10/14 Special BOD Mtg Session #3 Consolidated + Budget Approval  If needed, Session #4 no later than October 17	Review updated capital and financial policies (Nov or Dec)



# ACCOMPLISHMENTS OF THE 2026 ANNUAL BUDGET DEVELOPMENT PROCESS

- Adoption of the capital and financial policies updates (6/27) and implementation with the 2026 Annual Budget Development Process
- Strategic budget drivers accepted by the Board (6/27)
- Management planning and review sessions (June-October)
- Long Range Planning Committee and Trails and Open Space Committee discussions relating to their respective areas and the Annual Budget Development Process
- Finance Committee strengthened role and engagement to rigorously review the draft budget, conduct critical inquiry into underlying assumptions, take part and collaborate with staff in substantive dialogue on fiscal challenges and opportunities, and align with long-term fiscal goals
  - Finance Committee Budget Working Group –weekly sessions reviewing and discussing draft budgets (July-October)
  - Finance Committee – review and recommendation
- Adherence and consistency with adopted capital and financial policies

# KEY ACCOMPLISHMENTS OF THE 2026 ANNUAL BUDGET

- ✓ **Member Value and Benefits:** Enhance the member benefit package
  - Member private amenity access included in the Annual Assessment
  - 4 Member ID Cards included with the Annual Assessment, and now up to 10 Member ID Cardholders
  - Continuation of member-loved community building activities such as the music series at the F&B venues, bingo and movie nights, Wild West Fest, Summer Concert on the Green, Fall Festival, quarterly member happy hours and member ski free days
  - Prioritized member use of private amenities in the 2026 Amenity Access Operating Plan
- ✓ **Employer Reputation and Competitiveness:** Tahoe Donner continues to strengthen its high level of employer reputation and competitiveness
  - Continue employee development and training
  - Continue recruitment, retention, and recognition programs, including competitive wages and benefits
  - Relocating staff workspaces from closets used as offices into suitable workspaces
- ✓ **Revenue:** Modest rate increases for programs and services
- ✓ **Expenses:** Refined and controlled costs where possible
- ✓ **Capital Reserve Funding:** Implementing capital reserve funding plans for a strong financial position, ensuring long-range and annual strategic goals



# FEEDBACK + REQUESTS FROM PRIOR SEPT. 26 BUDGET SESSION #2

## **OPERATING FUND FOLLOW UP**

- Follow-ups and reviews
  - Health insurance
  - TDA liability insurance renewal

## **CAPITAL RESERVES FOLLOW UP**

- 10-Year Significant Capital Projects Fund specific projects
- New Equipment Fund assessment allocation

# OPERATING FUND





# OPERATING FUND FOLLOW-UP

## OPERATING FUND FOLLOW-UP FROM 9/26 BUDGET SESSION #2

- Health insurance aligned to actual Open Enrollment selections
- Liability insurance renewal rates applied
  - Added “New” Downhill Ski Lodge coverage
- Workers Comp renewal rates applied + audited assessment of position and rate code alignment
- F+B review of budget per strategic initiatives (operating days, shoulder season staffing levels, banquet/buyout sales momentum)

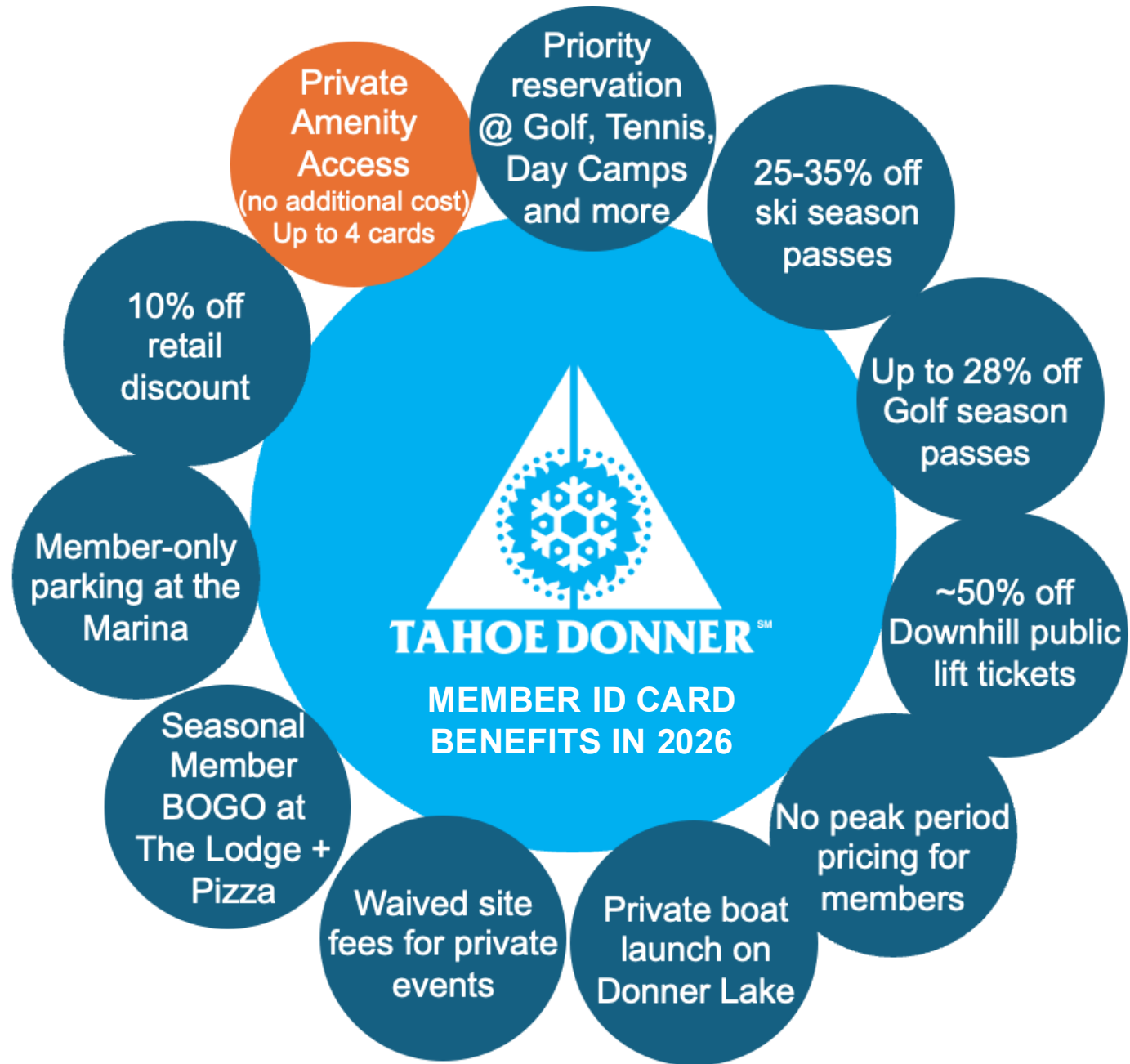
# MEMBER ID CARD BENEFITS IN 2026

## NOTABLE ID CARD BENEFIT CHANGES:

- **All active member ID cards provide access to the private amenities** (Marina, Trout Creek, Pools, and Tennis). No daily access fees or Rec Fee.
- Up to 4 cards are included with the payment of the Annual Assessment, with the option to purchase up to **6** more.
- 10% off retail discount

## OTHER HIGHLIGHTED OWNER BENEFITS

- Fire safety and forest health management
- Trails and facility management
- Community standards and compliance
- Community building, clubs, and events
- Amenities and the mountain lifestyle



# KEY DRIVERS – OPERATING FUND

## EXPENSE DRIVERS [+\$2.5M YoY]

+\$1.1M Utilities  
(Gas, Water, Electric, Sewer)

+\$278k Employee Benefits  
(Medical, Dental and Vision coverage)

+\$362k Property Casual + Workers Comp Insurance  
(increased 3% YoY)

+\$418k Winter Operations Payroll  
(Staffing ramp with fully operational DHS Lodge & Winter Ops)

+\$298k F+B Payroll  
(Staffing ramp for added days at POTH, hot menu return at ACAC, staffing adjustment for Lodge shoulder season)

## REVENUE DRIVERS [\$1.3M YoY]

+\$2.5M Consolidated Downhill Ski Ops revenue  
(DHS lodge opening)

-\$1.8M Rec Fee + Member Daily Private Amenity Access  
(Private Amenity Access included in Assessments beginning in 2026)

+\$158k Golf revenue  
(Increased usage from new booking system possessing more transparency of availability)

+\$512k F+B revenue  
(Banquet business returning to Lodge and ACAC; ACC returning hot menu “year-round”; POTH added day in shoulder season)

+\$35k HOA support service revenue  
(regulatory impacts, direct costs for member service, forestry grant)





# AMENITY ACCESS - OPERATING PLAN PROPOSED

## OPERATING PLAN

As is required by the updated Amenity Access Rule, with board approval, staff will publish an,

***“Amenity Access Operating Plan...detailing the fees, conditions and restrictions applicable to implementing, administering and managing the rule generally;...to the various categories and subcategories of Private Amenity users defined in this rule.”***

The proposed 2026 Operating Plan is included in the budget materials as Exhibit M. Operating Plan fees and the user category restrictions are summarized in the following slides.

# AMENITY ACCESS - OPERATING PLAN FEES PROPOSED

Daily Access Fee Products	2025 Rate	2026 Rate	Variance
Member Daily Access –per person	\$12	FREE	(\$12)
Personal Gst Daily Access – per person ages 7+	\$15	\$15	\$0
Personal Gst Daily Access – per person ages 3-6	\$5	\$5	\$0
STR Tenant – per person ages 7+	\$24	\$30	\$6
STR Tenant – per person ages 3-6	\$10	\$10	\$0
Infants ages 0 - 2 (All User Categories)	FREE	FREE	FREE
Administrative Fee Products			
Member Photo ID Card Reassignment (Feb-Dec)	\$25	\$25	\$0
Member Photo ID Card Exception Process	\$25	\$40	\$15
Resident Tenant Owner Relinquishment Process	\$75	\$90	\$15
STR ID Card Administration	\$75	\$90	\$15
Extra Member Photo ID Card - ages 7+	\$155	\$175	\$20
Extra Member Photo ID Card - ages 0-6	FREE	FREE	FREE

# AMENITY ACCESS - OPERATING PLAN

## ACCESS RESTRICTIONS FOR 2026

The 2026 Operating Plan identifies user group access restrictions to the Private Amenities for the calendar year. The beginning of the following calendar year will be included moving forward, as it falls within a holiday period, and access restriction will be in place during holiday periods in 2026.

- STR Tenant access is restricted during all holiday periods
  - Jan 17-19 (MLK Day), Feb 14-16 (President's Day), May 23-25 (Memorial Day), July 1-5 (July 4<sup>th</sup>), Sept 5-7 (Labor Day), Nov 26-29 (Thanksgiving Day) and Dec 24 – Jan 3, 2027 (Christmas/New Year's holiday)
- Member and Personal Guest access to the Beach Club Marina and the Recreation Pool at the Trout Creek Recreation Center will be by reservation only from July 1-5, 2026
  - Members will have a priority reservation window





# OPERATIONS BUDGET CONSOLIDATED - SUMMARY

2026 Operating Budget Draft: (\$10.469M). Net Operating Result: -\$1.213M vs Budget 2025

Tahoe Donner Association  
Operating Fund  
2026 Budget

Consolidated	2020	2021	2022	2023	2024	2025	2025	2026	2026 Bdg vs 2025 F/cast		2026 Bdg vs 2025 Budget	
	Actual	Actual	Actual	Actual	Actual	Budget	Forecast	Budget	Amount	Pctg	Amount	Pctg
Operating Revenue	9,500,559	13,085,043	17,431,992	17,471,924	17,337,162	17,017,518	17,278,615	18,190,673	912,057	5%	1,173,155	7%
COGS	(1,063,170)	(1,373,045)	(1,890,968)	(1,913,475)	(1,998,170)	(1,658,799)	(1,920,452)	(1,919,323)	1,128	0%	(260,525)	-16%
Gross Margin	8,437,389	11,711,998	15,541,025	15,558,449	15,338,992	15,358,719	15,358,164	16,271,349	913,185	6%	912,630	6%
Payroll Direct-Salary	(3,306,127)	(5,187,993)	(5,861,933)	(6,356,868)	(6,763,722)	(5,957,571)	(7,421,704)	(6,788,535)	633,169	9%	(830,965)	-14%
Payroll Direct-Hourly	(4,096,676)	(4,985,061)	(6,516,383)	(6,148,058)	(6,647,121)	(7,922,008)	(7,298,903)	(8,448,632)	(1,149,729)	-16%	(526,624)	-7%
Payroll Direct-Total	(7,402,803)	(10,173,055)	(12,378,316)	(12,504,926)	(13,410,843)	(13,879,579)	(14,720,607)	(15,237,167)	(516,560)	-4%	(1,357,588)	-10%
Payroll Burden	(2,227,551)	(2,991,620)	(3,621,484)	(3,966,323)	(4,231,158)	(3,992,137)	(4,791,320)	(4,436,291)	355,030	7%	(444,153)	-11%
Payroll	(9,630,354)	(13,164,675)	(15,999,800)	(16,471,249)	(17,642,001)	(17,871,716)	(19,511,927)	(19,673,457)	(161,530)	-1%	(1,801,741)	-10%
Expenses	(4,550,771)	(5,072,168)	(6,621,353)	(6,724,710)	(4,318,828)	(7,989,116)	(5,220,749)	(8,404,578)	(3,183,828)	-61%	(415,461)	-5%
NORBCA	(5,743,736)	(6,524,844)	(7,080,128)	(7,637,510)	(6,621,836)	(10,502,113)	(9,374,513)	(11,806,686)	(2,432,173)	-26%	(1,304,572)	-12%
Capital Expense Allocation	946,668	529,181	335,319	30,300	899,146	1,194,823	840,376	1,338,105	497,729	59%	143,282	12%
NOR	(4,797,068)	(5,995,664)	(6,744,809)	(7,607,210)	(5,722,690)	(9,307,290)	(8,534,137)	(10,468,581)	(1,934,444)	-23%	(1,161,291)	-12%

COGS: Cost of Goods Sold  
NORBCA: Net Operating Result Before Capital Allocation  
NOR: Net Operating Result

# OPERATING FUND MINIMUM BALANCE

	2021	2022	2023	2024	2025 *	2026 *
Starting Balance	2,938,986	3,092,665	2,858,823	2,515,860	1,459,883	1,932,441
Ending Balance	3,092,665	2,858,823	2,515,860	1,459,883	1,932,441	1,932,441
Target Balance	2,000,000	2,500,000	2,500,000	2,500,000	2,500,000	4,483,591

Per 2025-11 Operating Fund Policy,

“The Board shall establish the annual Operating Fund Minimum Balance as part of the Annual Budget Development Process. As a goal, the Operating Fund Minimum Balance should be no less than 15% of the Association’s annual operating expenses.”

***RECOMMENDATION:*** Staff recommends that the Board establish the annual Operating Fund Minimum Balance as \$1,900,000.

\* Forecast finish (flat through the remainder of 2025, assuming winter operations fully open with sufficient snow coverage, and 2026 flat to budget)

“When surpluses occur in the Operating Fund at the end of the fiscal year following payment of all operating expenses, those surplus monies shall be held in the Operating Fund until the Operating Fund Minimum Balance equals no less than 15% of the Association’s annual operating expenses.”



# OPERATING FUND

	2025 Operating Fund Assessment	2026 Operating Fund Assessment	\$ Increase from Previous Year	% Increase from Previous Year
Operating Fund	\$1,438	\$1,618	\$180	13%

The total Operating Fund assessment increase is \$180 per property. When broken out by key influences:

- Amenity Access Rule (shift from Operating to Assessment) = + \$278
- DHS Lodge Opening = - \$262
- Liability Insurance + Workers Comp = + \$56
- Employee Benefits = + \$43
- Utilities Increase = + \$165
- All other Operating Fund = - \$100

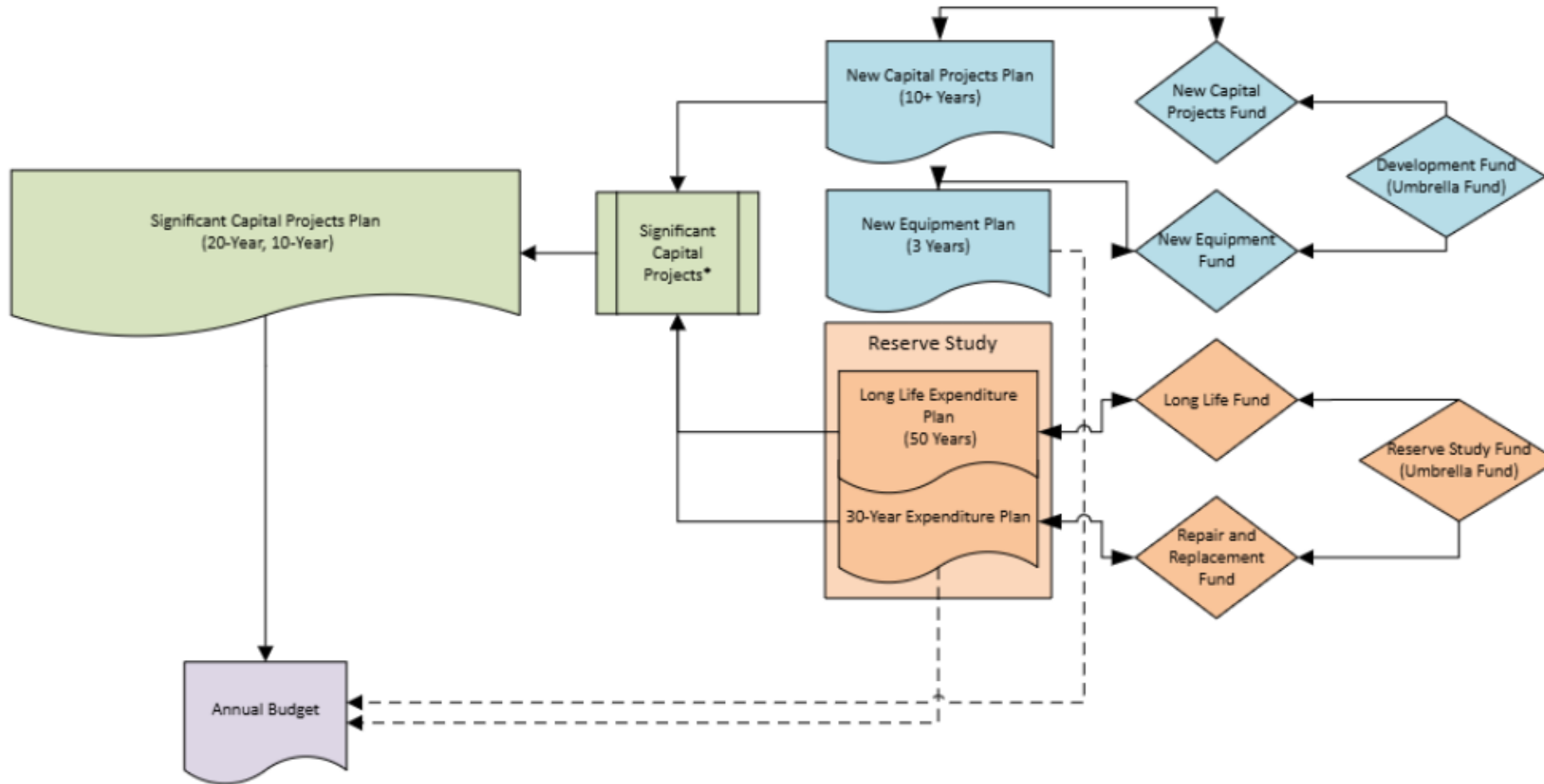


# CAPITAL RESERVES

## CAPITAL PLANNING & BUDGETING

## CAPITAL RESERVE FUNDS

# BOARD APPROVED 6/27/25 CAPITAL FUND+ FINANCIAL POLICIES UPDATE



\*"At the discretion of the Board and as recommended by management, other Capital Projects may be designated Significant Capital Projects if those projects significantly affect member experience or involve significant financial costs (e.g. Capital Projects funded by RRF that significantly remodel facilities)."

# 10-YEAR SIGNIFICANT CAPITAL PROJECTS PLAN



A person with a backpack is hiking through a field of purple flowers, with a dog on a leash. The background shows a forest with tall trees.

# 10-YEAR SIGNIFICANT CAPITAL PROJECTS PLAN FOLLOW-UP FROM 9/26 BUDGET SESSION

- Consolidated three Alder Creek Adventure Center projects into one overarching Improvement Project
- Balance planning spend for Tennis and Pickleball Center Building Replacement Project to ensure planning is moving as efficiently as possible

# 10-YEAR SIGNIFICANT CAPITAL PROJECTS PLAN

Showing projects using all funds, grants and TSSA-1 funds

Amenity	Project	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035	Changes from 2025
Assoc. Wide	Workforce Housing Implementation Plan	130,123	3,016,000	-	-	2,320,000	-	-	-	-	-	Name change. Linked to 3 -year implementation plan.
Assoc. Wide	Tahoe Donner Community Plan	52,531	161,534	-	-	-	-	-	-	-	-	2026 annual strategic objective
Assoc. Wide	Mailboxes	425,142	451,496	-	-	-	-	-	-	-	-	Spread over two-year construction
Assoc. Wide	New Storage Facility for Association											Integrating expanded storage into facility redevelopment projects
ACAC	ACAC Improvements	181,000	788,722	-	-	-	-	-	-	-	-	Name change, consolidated to one overarching ACAC Improvement Project
AGAG	Snowmaking Phase 2 – XG											Deferred planning and construction beyond 10-year
ACAC	North Parking Lot Drainage Improvements	487,647	-	-	-	-	-	-	-	-	-	Re-evaluated cost estimate and deferred to 2026
ACAC	Pave Access Road to Pumphouse and Add Staff Parking	-	-	-	-	-	-	-	-	-	-	2025 construction pending permits
AGAG	Adventure Zone Development											New project for discussion with Board
AGAG	Equestrian Refurbishment/Arena Relocate											Accelerated – planning in 2026, construction in 2027
Campground	Campground Bathhouse	-	-	-	75,000	731,000	-	-	-	-	-	No change to scheduling
Campground	Utility Infrastructure Upgrade/Replacement	-	-	-	70,000	826,832	-	-	-	-	-	New project from reserve study - preventative maintenance
Downhill Ski	Downhill Ski Lodge Replacement	1,462,667	-	-	-	-	-	-	-	-	-	No change to scheduling
Downhill Ski	Snowmaking Phase 2 - Eagle Rock	-	108,000	2,208,000	-	-	-	-	-	-	-	Deferred one year
Downhill Ski	Conveyor Replacement	-	84,008	1,572,726	-	-	-	-	-	-	-	Deferred one year, aligned with lift maintenance building
Downhill Ski	Lift Maintenance Building Relocation and Replacement	-	108,000	1,081,115	-	-	-	-	-	-	-	Accelerated from LLF for discussion with Board
Forestry-	New Access Road with Utilities											Deferred planning and construction beyond 10-year
Forestry	Continued Association-Wide Land Corrective Maintenance	372,847	354,830	384,178	389,853	512,388	576,672	448,311	423,685	458,732	465,505	Significant existing RRF projects
Golf	Golf Cart Charging/Storage Facility	-	-	-	-	-	-	512,000	-	4,728,923	-	Deferred planning and construction, re-evaluated cost estimate
Golf	Pedestrian Bridge on 18	76,014	-	-	-	-	-	-	-	-	-	Deferred construction to 2026
Golf	Tee Box Replacement	-	-	-	-	-	-	72,845	373,899	385,108	-	Significant existing RRF project
Golf	Driving Range Renovation	-	-	-	-	-	-	-	125,000	-	1,313,000	Added construction budget to 2035
Golf	Bunker Replacement	-	-	-	-	-	-	87,339	373,476	383,181	-	Added planning dollars, deferred two years to align with Tee Box project
Golf	Irrigation System-Course Replacement	-	-	-	-	-	-	-	173,248	869,815	895,891	Deferred to align with other golf projects
IT	Upgrade Point Of Sale System	-	-	-	55,309	512,706	-	-	-	-	-	Significant existing RRF project
Marina	Day Camp Building Replacement	-	-	-	-	-	-	-	-	-	47,431	Aligned with Main Building renovation
Marina	Main Building	-	-	-	-	-	-	-	-	-	368,000	Name change, deferred to align with Day Camp Building Replacement
Marina	Marina Hillside	-	-	55,191	-	-	-	-	-	-	-	New project for discussion with Board
Northwoods	Campus Master Plan - Clubhouse Building	263,000	539,000	552,000	849,000	580,000	9,655,000	9,679,444	9,894,803	-	-	Updated projected planning spend
Northwoods	Campus Master Plan - Ancillary Facilities	53,000	54,000	149,000	153,000	157,000	-	-	-	4,894,440	-	Added initial planning \$ to coincide with Clubhouse Building planning
Snowplay	Snowplay Building with Restrooms and Storage	-	-	-	-	-	-	-	-	129,000	1,605,625	Aligned with Parking Lot Expansion and Driving Range projects
Tennis	Tennis + Pickleball Court Improvement Project	1,064,963	707,918	1,109,365	-	-	-	-	-	-	-	No change to scheduling, combined RRF projects
Tennis	Tennis + Pickleball Center Building Replacement	106,000	128,000	131,000	3,699,634	-	-	-	-	-	-	Deferred construction one year, reevaluated cost estimate. Moved planning \$ to 2026
Tennis	Dedicated Tennis + Pickleball Center Parking	-	54,000	56,000	1,126,898	-	-	-	-	-	-	Added distinct from Tennis Building Replacement Project
The Lodge	Lodge Generator and Bar Shed	53,000	836,000	-	-	-	-	-	-	-	-	Revised prioritization and deferred project start by one year
Trails & Open Space	Implement Trail/Trailhead Projects in the TMP	57,000	111,000	118,000	120,000	71,000	197,000	55,000	125,000	129,000	66,000	Linked to Trail Implementation Plan, based on specific projects
Trails & Open Space	Class-1 Trail from Trout Creek Trailhead Through Tahoe Donner	250,000	5,350,000	5,000,000	-	-	-	-	-	-	-	Matched Town updated TSSA-1 plan. Added construction \$
Trails & Open Space	Glacier Way Interpretive Loop Trail	247,000	-	-	-	-	-	-	-	-	-	Deferred construction one year, re-evaluated cost estimate
Trout Creek	Parking Lot Expansion and Entrance Reconfiguration	-	-	-	-	-	-	-	-	257,000	2,625,000	Aligned with Snowplay and Driving Range projects
Trout Creek	Storage Building	31,381	243,070	-	-	-	-	-	-	-	-	Deferred planning and construction one year
Trout Creek	Rec Pool Pavers and Hydronics	-	52,369	512,461	-	-	-	-	-	-	-	Significant existing RRF project
Trout Creek	Backyard Recreation Area Revamp	-	-	-	-	-	-	-	-	129,000	-	Name change
Trout Creek	Cold Plunge/Spa Addition	-	-	-	-	-	-	-	-	64,004	-	New project for discussion with Board
Annual Project Total		\$ 5,313,315	\$ 13,147,946	\$ 12,929,035	\$ 6,538,694	\$ 5,710,926	\$ 10,428,672	\$ 10,854,940	\$ 11,489,112	\$ 12,364,199	\$ 7,386,452	
Repair and Replacement Reserve CIP Total		1,637,117	1,263,413	2,227,845	1,389,694	1,984,926	576,672	1,599,940	2,342,112	3,299,199	1,487,452	
Replacement Reserve General Asset Expenditure		6,410,741	6,978,135	6,915,076	6,479,760	7,283,218	6,338,214	5,538,344	8,018,548	5,882,645	8,634,638	
Total Capital Annual Spend		11,724,056	20,126,082	19,844,112	13,018,454	12,994,144	16,766,886	16,393,284	19,507,660	18,246,844	16,021,090	
Other outside funding (TTSA1 & Grant - Watershed Council)		250,000	5,350,000	5,000,000	-	-	-	-	-	-	-	
Total Annual TDA Spend		11,474,056	14,776,082	14,844,112	13,018,454	12,994,144	16,766,886	16,393,284	19,507,660	18,246,844	16,021,090	

KEY  
Planning  
Construction  
BOD Recommended changes since 9/26/25 Budget Meeting

Project costs are for estimation purposes only; actual costs will adjust based on bid prices.

\*Final 10-Year Significant Capital Projects Plan (SCPP) subject to Board approval



# 2026 CAPITAL PROJECTS

## ACAC IMPROVEMENTS

Amenity:	Alder Creek Adventure Center
Project Description:	Update and implement enhanced summertime use at ACAC, including but not limited to, increasing member gathering space opportunities and enhancing/relocating recreation opportunities. Project will be phased as follows but subject to change as planning develops; (1) Planning effort to establish improvements, (2) Existing EQ arena conversion to member gathering space and construct new EQ arena elsewhere, (3) Interior and exterior facility improvements, (4) Enhance/relocate recreation activities.
Strategic Plan Initiative:	1, 2, 4, 5
Cost Estimate Basis:	<ul style="list-style-type: none"> <li>Earmark soft cost planning dollars to define project scope</li> <li>Preliminary estimates for EQ arena conversion and construction of new EQ arena in new location. Assumptions: New boundary fence is rope and pole @ \$27/LF, preliminary contractor bid for arena relocate</li> <li>Budget does not include facility enhancements at this time, will be updated as project is developed through planning effort. Currently only includes minimum scope for air conditioning.</li> </ul>



		Budget										Total
	Phase	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035	
Project Costs	Professional Services	175,000										
	Construction		750,000									
	<b>Total</b>	<b>\$ 175,000</b>	<b>\$ 750,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 925,000</b>
Funding Source	NCPF (New Capital Project Fund)	100,000	491,278									
	RRF (Repair and Replacement Fund)	75,000	258,722									
	LLF (Long Life Fund)											
	Other											
	<b>Total</b>	<b>\$ 175,000</b>	<b>\$ 750,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 925,000</b>
Projected Spend per Year	NCPF (New Capital Project Fund)	106,000	530,000	-	-	-	-	-	-	-	-	636,000
	RRF (Repair and Replacement Fund)	75,000	258,722	-	-	-	-	-	-	-	-	333,722
	LLF (Long Life Fund)	-	-	-	-	-	-	-	-	-	-	-
	Other	-	-	-	-	-	-	-	-	-	-	-
<b>Total Projected Spend per Year</b>		<b>181,000</b>	<b>788,722</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>969,722</b>



# 2026 CAPITAL PROJECTS

## TENNIS + PICKLEBALL CENTER BUILDING REPLACEMENT

Amenity:	Tennis
Project Description:	Replace/Enhance the Tennis Clubhouse. The Tennis Building was built in 1971 and has reached the end of its useful life and is in need of replacement/enhancement. The exact project will be identified as we go through the planning/design process
Strategic Plan Initiative:	2, 5
Cost Estimate Basis:	<ul style="list-style-type: none"> <li>Assumes \$1,000/sqft @2,000 sqft</li> <li>Assumes 40% enhancement to increase size based on current needs</li> <li>Assumes 20% contingency</li> <li>Project has not started, cost to be refined as design plans develop</li> <li>Planning 10% project costs</li> </ul>



	Phase	Budget										Total
		2026	2027	2028	2029	2030	2031	2032	2033	2034	2035	
Project Costs	Professional Services	100,000	118,000	118,000								
	Construction				3,360,000							
	<b>Total</b>	<b>\$ 100,000</b>	<b>\$ 118,000</b>	<b>\$ 118,000</b>	<b>\$ 3,360,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 3,696,000</b>
Funding Source	NCPF (New Capital Project Fund)				800,000							
	RRF (Repair and Replacement Fund)	-	-	-	784,634	-	-	-	-	-	-	
	LLF (Long Life Fund)	100,000	118,000	118,000	1,775,366	-	-	-	-	-	-	
	Other											
	<b>Total</b>	<b>\$ 100,000</b>	<b>\$ 118,000</b>	<b>\$ 118,000</b>	<b>\$ 3,360,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 3,696,000</b>
Projected Spend per Year	NCPF (New Capital Project Fund)	-	-	-	906,000	-	-	-	-	-	-	906,000
	RRF (Repair and Replacement Fund)	-	-	-	784,634	-	-	-	-	-	-	784,634
	LLF (Long Life Fund)	106,000	128,000	131,000	2,009,000	-	-	-	-	-	-	2,374,000
	Other	-	-	-	-	-	-	-	-	-	-	-
<b>Total Projected Spend per Year</b>		<b>106,000</b>	<b>128,000</b>	<b>131,000</b>	<b>3,699,634</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>4,064,634</b>



# RESERVE STUDY FUND (Umbrella Fund)

- Repair and Replacement Fund (RRF)
- Long Life Fund (LLF)

# REPAIR + REPLACEMENT FUND

# 30-YEAR CASH FLOW/REPAIR AND REPLACEMENT FUND

10% INCREASE FOR 5 YEARS | Funding scenario consistent with prior 2025 budget workshops

Year	Annual Percent Change to Capital / Reserve Assessment	Capital / Reserve Account Beginning Balance	Expired Useful Life of Components Expressed in Dollars aka "Fully Funded"	Percent Ratio of Fully Funded Value to Capital / Reserve Balance	Annual Dollar Change to Capital / Reserve Assessments	Annual Member Capital / Reserve Assessment	Annual Avg. Capital / Reserve Assessment / Members	Change in Avg. Annual Capital / Reserve Assessment / Members	Monthly Avg. Capital / Reserve Assessment / Members	Change in Avg. Monthly Capital / Reserve Assessment / Members	Estimated Interest, Net of Tax	Annual Expenditures	Ending Balance	RRF Policy Balance Target (10%)
1/1/2026	10.00%	8,450,576	43,114,688	19.60%	608,461	6,693,067	1,034.00	94.00	86.17	7.83	340,193	(8,165,971)	7,317,865	15.07%
1/1/2027	10.00%	7,317,865	45,746,709	16.00%	669,307	7,362,373	1,137.40	103.40	94.78	8.62	303,332	(8,241,548)	6,742,022	13.48%
1/1/2028	10.00%	6,742,022	48,144,626	14.00%	736,237	8,098,611	1,251.14	113.74	104.26	9.48	274,296	(9,142,921)	5,972,008	11.59%
1/1/2029	10.00%	5,972,008	49,877,792	11.97%	809,861	8,908,472	1,376.25	125.11	114.69	10.43	286,276	(7,869,454)	7,297,302	13.75%
1/1/2030	10.00%	7,297,302	52,987,099	13.77%	890,847	9,799,319	1,513.88	137.63	126.16	11.47	333,523	(9,268,144)	8,162,000	14.93%
1/1/2031	5.00%	8,162,000	55,311,106	14.76%	489,966	10,289,285	1,589.57	75.69	132.46	6.31	434,350	(6,914,886)	11,970,748	21.26%
1/1/2032	5.00%	11,970,748	59,822,047	20.01%	514,464	10,803,749	1,669.05	79.48	139.09	6.62	608,734	(7,138,284)	16,244,947	28.02%
1/1/2033	5.00%	16,244,947	64,339,092	25.25%	540,187	11,343,936	1,752.50	83.45	146.04	6.95	738,083	(10,360,660)	17,966,307	30.08%
1/1/2034	5.00%	17,966,307	66,362,499	27.07%	567,197	11,911,133	1,840.13	87.63	153.34	7.30	852,495	(9,181,844)	21,548,091	35.03%
1/1/2035	5.00%	21,548,091	69,773,281	30.88%	595,557	12,506,690	1,932.13	92.01	161.01	7.67	1,004,062	(10,067,162)	24,991,681	39.44%
1/1/2036	5.00%	24,991,681	72,413,400	34.51%	625,334	13,132,024	2,028.74	96.61	169.06	8.05	1,221,052	(7,738,868)	31,605,890	48.43%
1/1/2037	4.00%	31,605,890	77,570,042	40.74%	525,281	13,657,305	2,109.89	81.15	175.82	6.76	1,443,691	(11,395,554)	35,311,333	52.53%
1/1/2038	4.00%	35,311,333	79,528,614	44.40%	546,292	14,203,598	2,194.28	84.40	182.86	7.03	1,691,210	(8,127,400)	43,078,741	62.22%
1/1/2039	4.00%	43,078,741	84,993,219	50.68%	568,144	14,771,742	2,282.05	87.77	190.17	7.31	2,041,318	(8,352,426)	51,539,375	72.27%
1/1/2040	4.00%	51,539,375	90,529,472	56.93%	590,870	15,362,611	2,373.34	91.28	197.78	7.61	2,351,215	(11,810,293)	57,442,908	78.21%
1/1/2041	4.00%	57,442,908	93,063,760	61.72%	614,504	15,977,116	2,468.27	94.93	205.69	7.91	2,589,544	(13,423,292)	62,586,276	82.73%
1/1/2042	4.00%	62,586,276	94,370,135	66.32%	639,085	16,616,200	2,567.00	98.73	213.92	8.23	2,916,470	(9,522,558)	72,596,388	93.16%
1/1/2043	4.00%	72,596,388	99,948,373	72.63%	664,648	17,280,848	2,669.68	102.68	222.47	8.56	3,300,812	(12,776,944)	80,401,103	100.17%
1/1/2044	4.00%	80,401,103	102,752,736	78.25%	691,234	17,972,082	2,776.47	106.79	231.37	8.90	3,703,490	(10,815,550)	91,261,126	110.39%
1/1/2045	4.00%	91,261,126	107,825,853	84.64%	718,883	18,690,965	2,887.53	111.06	240.63	9.25	4,041,694	(17,916,449)	96,077,336	112.83%
1/1/2046	4.00%	96,077,336	106,472,776	90.24%	747,639	19,438,604	3,003.03	115.50	250.25	9.63	4,354,706	(14,100,931)	105,769,715	120.60%
1/1/2047	2.00%	105,769,715	109,299,072	96.77%	388,772	19,827,376	3,063.09	60.06	255.26	5.01	4,817,944	(12,865,924)	117,549,112	130.13%
1/1/2048	2.00%	117,549,112	113,891,839	103.21%	396,548	20,223,924	3,124.35	61.26	260.36	5.11	5,217,750	(18,689,495)	124,301,290	133.59%
1/1/2049	2.00%	124,301,290	113,412,966	109.60%	404,478	20,628,402	3,186.84	62.49	265.57	5.21	5,511,410	(19,280,415)	131,160,688	136.86%
1/1/2050	2.00%	131,160,688	113,027,234	116.04%	412,568	21,040,970	3,250.57	63.74	270.88	5.31	5,868,529	(17,215,908)	140,854,279	142.69%
1/1/2051	2.00%	140,854,279	115,344,074	122.12%	420,819	21,461,790	3,315.59	65.01	276.30	5.42	6,397,435	(13,037,225)	155,676,280	153.11%
1/1/2052	2.00%	155,676,280	122,237,552	127.36%	429,236	21,891,025	3,381.90	66.31	281.82	5.53	7,078,090	(12,241,756)	172,403,640	164.63%
1/1/2053	2.00%	172,403,640	130,328,269	132.28%	437,821	22,328,846	3,449.54	67.64	287.46	5.64	7,627,795	(21,204,386)	181,155,894	167.95%
1/1/2054	2.00%	181,155,894	130,245,504	139.09%	446,577	22,775,423	3,518.53	68.99	293.21	5.75	8,211,205	(12,696,981)	199,445,541	179.52%
1/1/2055	2.00%	199,445,541	139,077,313	143.41%	455,508	23,230,931	3,588.90	70.37	299.07	5.86	8,710,561	(27,085,235)	204,301,798	178.53%

Repair and Replacement Fund subject to Board approval

# REPAIR + REPLACEMENT FUND

Consistent with the 2025 forecast, the proposed 2026 RRF Budget funding recommendation is a 10% increase from 2025 (a RRF total of \$1,034/owner in 2026)

REPAIR + REPLACEMENT FUND (RRF)	Forecast 2025	Budget 2026
<b>Beginning Balance</b>	<b>19,095,051</b>	<b>8,450,576</b>
Operating Surplus Applied	-	-
Assessment Funds	6,084,620	6,693,082
Interest Income	755,390	347,768
Expenditures		
Consulting	(16,500)	(16,500)
(Investment) Income Tax	(15,108)	(7,590)
Overhead / Payroll Allocations	(430,180)	(418,869)
Capital Additions / Expenditures	(17,022,697)	(7,730,602)
<b>Estimated Ending Balance</b>	<b>8,450,576</b>	<b>7,317,865</b>



# LONG LIFE FUND

# 20-YEAR LONG LIFE EXPENDITURE PLAN - YEARS 2026 - 2035

Amenity	Project	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035	Changes from 2025
Campground	Campground Bathhouse	-	-	-	24,000	598,000	-	-	-	-	-	- No change to scheduling
Downhill Ski	Lift Maintenance Building Relocation and Replacement	-	108,000	899,000	-	-	-	-	-	-	-	- Accelerated from LLF for discussion with Board
Downhill Ski	Top Shop	-	-	-	-	-	-	-	-	-	-	- Capital policy update - within 20 year replacement window
Forestry	Forestry Building	-	-	-	-	-	-	-	-	-	-	- Capital policy update - within 20 year replacement window
Golf	Golf Cart Charging/Storage Facility	-	-	-	-	-	-	512,000	-	4,334,000	-	- Deferred planning and construction, re-evaluated cost estimate
Maintenance	Maintenance Department Building	-	-	-	-	-	-	-	-	-	-	- Capital policy update - within 20 year replacement window
Marina	Day Camp Building Replacement	-	-	-	-	-	-	-	-	-	35,000	Aligned with Main Building renovation
Marina	Main Building	-	-	-	-	-	-	-	-	-	368,000	Name change, deferred to align with Day Camp Building Replacement
Northwoods	Campus Master Plan - Clubhouse Building	263,000	539,000	552,000	849,000	580,000	5,211,000	8,688,000	8,897,000	-	-	- Updated projected planning spend
Tennis	Tennis + Pickleball Center Building Replacement	106,000	128,000	131,000	2,009,000	-	-	-	-	-	-	- Deferred construction one year, reevaluated cost estimate. Moved planning \$ to 2026
Estimated Annual Totals, exclude RRF, Inflation Factor, and		2026	2027	2028	2029	2030	2031	2032	2033	2034	2035	
Projects Costs		369,000	775,000	1,582,000	2,882,000	1,178,000	5,211,000	9,200,000	8,897,000	4,334,000	403,000	
Direct and Allocated Overhead												
EXPENDITURES TOTAL		369,000	775,000	1,582,000	2,882,000	1,178,000	5,211,000	9,200,000	8,897,000	4,334,000	403,000	
Operating Fund Surplus Transfer												
Projected Long Life Fund Portion of Annual Assessment		187	195	355	529	660	744	834	1,054	580	402	
Annual Contribution		1,210,451	1,262,235	2,297,915	3,424,217	4,272,180	4,815,912	5,398,482	6,822,542	3,754,340	2,602,146	
NET Indirect Earnings (Investments)		35,587	62,895	109,517	166,898	212,677	325,884	340,977	281,104	138,175	91,320	
REVENUE TOTAL		1,246,038	1,325,130	2,407,432	3,591,115	4,484,857	5,141,796	5,739,459	7,103,646	3,892,515	2,693,466	
Beginning		-	877,038	1,427,168	2,252,600	2,961,716	6,268,572	6,199,368	2,738,827	945,473	503,988	
Ending		877,038	1,427,168	2,252,600	2,961,716	6,268,572	6,199,368	2,738,827	945,473	503,988	2,794,454	
		Yr 2026	Yr 2027	Yr 2028	Yr 2029	Yr 2030	Yr 2031	Yr 2032	Yr 2033	Yr 2034	Yr 2035	

KEY  
Planning  
Construction  
BOD Recommended changes since 9/26/25 Budget Meeting

Project costs are for estimation purposes only; actual costs will adjust based on bid prices.

Years 2036 – 2045  
Continued on the following slide

Final 20-Year Long Life Expenditure Plan (2026) subject to Board approval

# 20-YEAR LONG LIFE EXPENDITURE PLAN - YEARS 2036 - 2045

Amenity	Project	2036	2037	2038	2039	2040	2041	2042	2043	2044	2045	Changes from 2025
Campground	Campground Bathhouse	-	-	-	-	-	-	-	-	-	-	- No change to scheduling
Downhill Ski	Lift Maintenance Building Relocation and Replacement	-	-	-	-	-	-	-	-	-	-	- Accelerated from LLF for discussion with Board
Downhill Ski	Top Shop	-	-	-	-	-	-	718,691	-	-	5,890,629	- Capital policy update - within 20 year replacement window
Forestry	Forestry Building	-	-	1,668,439	-	-	13,675,088	-	-	-	-	- Capital policy update - within 20 year replacement window
Golf	Golf Cart Charging/Storage Facility	-	-	-	-	-	-	-	-	-	-	- Deferred planning and construction, re-evaluated cost estimate
Maintenance	Maintenance Department Building	-	-	-	-	1,067,063	-	8,221,273	-	-	-	- Capital policy update - within 20 year replacement window
Marina	Day Camp Building Replacement	52,289	786,082	-	-	-	-	-	-	-	-	- Aligned with Main Building renovation
Marina	Main Building	376,569	5,875,343	-	-	-	-	-	-	-	-	- Name change, deferred to align with Day Camp Building Replacement
Northwoods	Campus Master Plan - Clubhouse Building	-	-	-	-	-	-	-	-	-	-	- Updated projected planning spend
Tennis	Tennis + Pickleball Center Building Replacement	-	-	-	-	-	-	-	-	-	-	- Deferred construction one year, reevaluated cost estimate. Moved planning \$ to 2026
Estimated Annual Totals, exclude RRF, Inflation Factor, and		2036	2037	2038	2039	2040	2041	2042	2043	2044	2045	
Projects Costs		428,858	6,661,425	1,668,439	-	1,067,063	13,675,088	8,939,964	-	-	5,890,629	
Direct and Allocated Overhead												
EXPENDITURES TOTAL		428,858	6,661,425	1,668,439	-	1,067,063	13,675,088	8,939,964	-	-	5,890,629	
Operating Fund Surplus Transfer												
Projected Long Life Fund Portion of Annual Assessment		698	726	755	785	816	849	883	918	955	993	
Annual Contribution		4,517,118	4,697,803	4,885,715	5,081,144	5,284,390	5,495,765	5,715,596	5,944,220	6,181,988	6,429,268	
NET Indirect Earnings (Investments)		214,960	346,787	304,777	414,071	581,605	728,908	516,329	443,434	638,222	846,006	
REVENUE TOTAL		4,732,079	5,044,590	5,190,492	5,495,214	5,865,995	6,224,674	6,231,925	6,387,654	6,820,210	7,275,274	
Beginning		2,794,454	7,097,674	5,480,840	9,002,892	14,498,107	19,297,039	11,846,625	9,138,586	15,526,240	22,346,450	
Ending		7,097,674	5,480,840	9,002,892	14,498,107	19,297,039	11,846,625	9,138,586	15,526,240	22,346,450	23,731,095	
Yr 2036		Yr 2037	Yr 2038	Yr 2039	Yr 2040	Yr 2041	Yr 2042	Yr 2043	Yr 2044	Yr 2045		

KEY  
Planning  
Construction  
BOD Recommended changes since 9/26/25 Budget Meeting

Project costs are for estimation purposes only; actual costs will adjust based on bid prices.  
Final Draft 20-Year Long Life Expenditure Plan (2026) subject to Board approval

# LONG LIFE FUND

This is a new Capital Reserve Sub-Fund split from previous years' Development Fund. The proposed 2026 LLF Budget funding recommendation is \$187/owner.

LONG LIFE FUND (LLF)	Forecast 2025	Budget 2026
<b>Beginning Balance</b>	-	-
Operating Surplus Applied	-	-
Assessment Funds	-	1,210,451
Interest Income	-	36,314
Expenditures		
(Investment) Income Tax	-	(726)
Capital Additions / Expenditures	-	(369,000)
<b>Estimated Ending Balance</b>	-	<b>877,038</b>

\* There is no "minimum balance" specified in the Policy, but rather a requirement to meet 10-year cash flow demands while considering longer horizon funding needs. The current year's funding level must consider the LLF's future years' balances and cash flow requirements to mitigate year-to-year variability in Capital Reserve allocation. Slide 29 illustrates the 10-year cashflow needs. 2% of the Total Estimated Replacement Cost of the Capital Projects designated in the Long Life Expenditure Plan, which sets a long-term annual funding objective beyond the immediate 10-year cash flow need, is currently \$2,340,358.



# DEVELOPMENT FUND

## (Umbrella Fund)

- New Capital Projects Fund (NCPF)
- New Equipment Fund (NEF)

# NEW CAPITAL PROJECTS FUND

# 10-YEAR NEW CAPITAL PROJECTS PLAN

Amenity	Project	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035	Changes from 2025
Assoc. Wide	Workforce Housing Implementation Plan	-	3,016,000	-	-	1,740,000	-	-	-	-	-	- Name change. Linked to 3 -year implementation plan.
Assoc. Wide	Community plan	161,534	-	-	-	-	-	-	-	-	-	- 2026 annual strategic objective
Assoc. Wide	Mailboxes	201,000	290,000	-	-	-	-	-	-	-	-	- Spread over two-year construction
Assoc. Wide	New Storage Facility for Association											- Integrating expanded storage into facility redevelopment projects
ACAC	ACAC Improvements	106,000	530,000	-	-	-	-	-	-	-	-	- Name change, consolidated to one overarching ACAC Improvement Project
ACAG	Snowmaking Phase 2 – XC											- Deferred planning and construction beyond 10-year
ACAC	North Parking Lot Drainage Improvements	63,000	-	-	-	-	-	-	-	-	-	- Re-evaluated cost estimate and deferred to 2026
ACAC	Pave Access Road to Pumphouse and Add Staff Parking	-	-	-	-	-	-	-	-	-	-	- 2025 construction pending permits
ACAG	Adventure Zone Development											- New project for discussion with Board
ACAG	Equestrian Refurbishment/Arena Relocate											- Accelerated – planning in 2026, construction in 2027
Downhill Ski	Downhill Ski Lodge Replacement	1,462,667	-	-	-	-	-	-	-	-	-	- No change to scheduling
Downhill Ski	Snowmaking Phase 2 - Eagle Rock	-	108,000	2,208,000	-	-	-	-	-	-	-	- Deferred one year
Downhill Ski	Conveyor Replacement	-	-	648,000	-	-	-	-	-	-	-	- Deferred one year, aligned with lift maintenance building
Downhill Ski	Lift Maintenance Building Relocation and Replacement	-	-	166,000	-	-	-	-	-	-	-	- Accelerated from LLF for discussion with Board
Forestry	New Access Road with Utilities											- Deferred planning and construction beyond 10-year
Golf	Driving Range Renovation	-	-	-	-	-	-	-	125,000	-	1,313,000	- Added construction budget to 2035
Marina	Marina Hillside	-	-	55,191	-	-	-	-	-	-	-	- New project for Discussion with Board
Northwoods	Campus Master Plan - Clubhouse Building	-	-	-	-	-	4,444,000	-	-	-	-	- Updated projected planning spend
Northwoods	Campus Master Plan - Ancillary Facilities	53,000	54,000	149,000	153,000	157,000	-	-	-	4,087,000	-	- Added initial planning \$ to coincide with Clubhouse Building planning
Snowplay	Snowplay Building with Restrooms and Storage	-	-	-	-	-	-	-	-	129,000	1,492,000	- Aligned with Parking Lot Expansion and Driving Range projects
Tennis	Tennis + Pickleball Court Improvement Project	762,000	424,000	719,000	-	-	-	-	-	-	-	- No change to scheduling, combined RRF projects
Tennis	Tennis + Pickleball Center Building Replacement	-	-	-	906,000	-	-	-	-	-	-	- Deferred construction one year, reevaluated cost estimate
Tennis	Dedicated Tennis + Pickleball Center Parking	-	54,000	56,000	1,088,000	-	-	-	-	-	-	- Added distinct from Tennis Building Replacement Project
The Lodge	Lodge Generator and Bar Shed	53,000	836,000	-	-	-	-	-	-	-	-	- Revised prioritization and deferred project start by one year
Trails & Open Space	Implement trail/trailhead projects in the TMP	57,000	111,000	118,000	120,000	71,000	197,000	55,000	125,000	129,000	66,000	- Linked to Trail Implementation Plan, based on specific projects
Trails & Open Space	Glacier Way Interpretive Loop Trail	247,000	-	-	-	-	-	-	-	-	-	- Deferred construction one year, re-evaluated cost estimate
Trout Creek	Parking Lot Expansion and Entrance Reconfiguration	-	-	-	-	-	-	-	-	257,000	2,625,000	- Aligned with Snowplay and Driving Range projects
Trout Creek	Storage Building	-	175,000	-	-	-	-	-	-	-	-	- Deferred planning and construction one year
Trout Creek	Backyard Recreation Area Revamp	-	-	-	-	-	-	-	-	129,000	-	- Name change
Trout Creek	Cold Plunge/Spa Addition	-	-	-	-	-	-	-	-	64,004	-	- New project for discussion with Board

## KEY

Planning

Construction

BOD Recommended changes since 9/26/25 Budget Meeting

*Project costs are for estimation purposes only; actual costs will adjust based on bid prices.*

Continued on the following slide

*Final 20-Year Long Life Expenditure Plan (2026) subject to Board approval*

# 10-YEAR NEW CAPITAL PROJECTS PLAN

Estimated Annual Totals, exclude RRF, Inflation Factor, and direct/allocated overhead		2026	2027	2028	2029	2030	2031	2032	2033	2034	2035
Projects Costs		3,166,201	5,598,000	4,119,191	2,267,000	1,968,000	4,641,000	55,000	250,000	4,795,004	5,496,000
Direct and Allocated Overhead		392,731	408,440	424,778	441,769	459,440	477,817	496,930	516,807	537,479	558,979
	<b>EXPENDITURES TOTAL</b>	<b>3,558,932</b>	<b>6,006,440</b>	<b>4,543,968</b>	<b>2,708,769</b>	<b>2,427,440</b>	<b>5,118,817</b>	<b>551,930</b>	<b>766,807</b>	<b>5,332,484</b>	<b>6,054,979</b>
Operating Fund Surplus Transfer											
Projected New Capital Project Fund Portion of Annual Assessment		752	782	662	529	441	402	358	186	710	940
Annual Contribution		4,867,696	5,061,886	4,285,126	3,424,217	2,854,593	2,602,146	2,317,334	1,203,978	4,595,830	6,084,620
NET Indirect Earnings (Investments)		167,559	216,672	172,435	144,584	153,122	162,760	85,182	106,856	222,571	251,228
	<b>REVENUE TOTAL</b>	<b>5,035,255</b>	<b>5,278,558</b>	<b>4,457,561</b>	<b>3,568,801</b>	<b>3,007,715</b>	<b>2,764,906</b>	<b>2,402,516</b>	<b>1,310,834</b>	<b>4,818,401</b>	<b>6,335,848</b>
	<b>Beginning</b>	831,580	2,307,903	1,580,020	1,493,613	2,353,646	2,933,921	580,010	2,430,596	2,974,624	2,460,541
	<b>Ending</b>	<b>2,307,903</b>	<b>1,580,020</b>	<b>1,493,613</b>	<b>2,353,646</b>	<b>2,933,921</b>	<b>580,010</b>	<b>2,430,596</b>	<b>2,974,624</b>	<b>2,460,541</b>	<b>2,741,411</b>
		Yr 2026	Yr 2027	Yr 2028	Yr 2029	Yr 2030	Yr 2031	Yr 2032	Yr 2033	Yr 2034	Yr 2035

## KEY

Planning

Construction

BOD Recommended changes since 9/26/25 Budget Meeting

*Project costs are for estimation purposes only; actual costs will adjust based on bid prices.*

*Final 20-Year Long Life Expenditure Plan (2026) subject to Board approval*



# NEW CAPITAL PROJECTS FUND

This is a new Capital Reserve Sub-Fund split from previous years' Development Fund.

The proposed 2026 NCPF Budget funding recommendation is \$752/owner.

The remaining balance of the 2025 Development Fund is used as the beginning balance for NCPF (\$831,850).

NEW CAPITAL PROJECT FUND	Forecast 2025	Budget 2026
<b>Beginning Balance</b>	-	<b>831,580</b>
Operating Surplus Applied	-	-
Assessment Funds	-	4,867,696
Interest Income	-	170,978
Expenditures		
(Investment) Income Tax	-	(3,420)
Overhead / Payroll Allocations	-	(392,731)
Capital Expenditures	-	(3,166,201)
<b>Estimated Ending Balance</b>	-	<b>2,307,903</b>

\* 2026 Minimum Balance policy = \$ 2,413,593 (2.5% x \$ 96,543,705). A minimum balance that equates to 2.5% of the Association's Total Property and Equipment, as documented in the prior year's Independent Audit.

# NEW EQUIPMENT FUND

# 3-YEAR NEW EQUIPMENT FUND PLAN

Dept	Project	2026	2027	2028
Administration	New Channel 1 FCC License		\$ 1,600.00	
Administration	Add new channel to radios - Channel 4		\$ 12,200.00	
Forestry	Crew Vehicle for Inspections	\$ 45,000.00		
Forestry	Ford F-150 Work Truck		\$ 60,000.00	
Forestry/Equestrian	Ford F-250 Work Truck			\$ 75,000.00
Forestry/Equestrian	Ford F-350 Work Truck			\$ 90,000.00
Maintenance	Telehandler Forklift			\$ 125,000.00
Maintenance	Ford F-150 Work Truck		\$ 60,000.00	
Marina	Retractable Awning	\$ 12,520.00		
Mtn Ops	Hit-track Equipment & Rigging Gear	\$ 30,000.00		
Mtn Ops	Bobcat 443		\$ 95,155.73	
Mtn Ops	Ford F-150 Work Truck		\$ 60,000.00	
Tennis	Pickleball Machine	\$ 4,100.00		
Tennis	Vaptr Pro-Roller (2)	\$ 4,100.00	\$ 4,100.00	
Trails	CanyCom - Large Tracked Wheelbarrow		\$ 20,000.00	
Trout Creek	Dumbbells		\$ 22,000.00	
Trout Creek/Marina	Ford F-150 Work Truck			\$ 60,000.00

*Project costs are for estimation purposes only; actual costs will adjust based on bid prices.*

Continued on the following slide

*\*Final 3-Year New Equipment Fund Plan (2026) subject to Board approval*

# 3-YEAR NEW EQUIPMENT FUND PLAN

CONTINUED

Estimated Annual Totals		2026	2027	2028
Projects Costs		95,720	335,056	350,000
Direct and Allocated Overhead		-	-	-
	<b>EXPENDITURES TOTAL</b>	<b>95,720</b>	<b>335,056</b>	<b>350,000</b>
Operating Fund Surplus Transfer		-	-	-
Projected New Equipment Fund Portion of Annual Assessment		30	50	50
Annual Contribution		194,190	323,650	323,650
NET Indirect Earnings (Investments)		3,742	5,645	8,650
	<b>REVENUE TOTAL</b>	<b>197,932</b>	<b>329,295</b>	<b>332,300</b>
		<b>Beginning</b>		
		30,171	132,383	126,622
		<b>Ending</b>	<b>126,622</b>	<b>108,921</b>
		Yr 2026	Yr 2027	Yr 2028

*Project costs are for estimation purposes only; actual costs will adjust based on bid prices.*

*\*Final 3-Year New Equipment Fund Plan (2026) subject to Board approval*



## NEW EQUIPMENT FUND

Funding is recommended for 2026 at \$30 per property

NEW EQUIPMENT FUND (NEF)	Forecast 2025	Budget 2026
<b>Beginning Balance</b>	<b>47,119</b>	<b>30,171</b>
Operating Surplus Applied	-	-
Assessment Funds	129,460	194,190
Interest Income	5,297	3,818
Expenditures		
(Investment) Income Tax	(106)	(76)
Capital Additions / Expenditures	(151,599)	(95,720)
<b>Estimated Ending Balance</b>	<b>30,171</b>	<b>132,383</b>

\* 2025 Minimum Balance policy = \$ 25,000

\* 2026 Minimum Balance policy = \$ 96,544 (0.1% x \$ 96,543,705)

A minimum balance that equates to 0.1% of the Association's Total Property and Equipment, as documented in the prior year's Independent Audit.



# CAPITAL RESERVES CONSOLIDATED

# CAPITAL RESERVE POLICY TRANSITION

DEV FUND	Forecast 2025	Budget 2026
<b>Beginning Balance</b>	<b>12,358,913</b>	<b>831,580</b>
Operating Surplus Applied	-	-
Assessment Funds	5,838,646	6,078,147
Interest Income	370,767	207,292
Expenditures		
(Investment) Income Tax	(7,415)	(4,146)
Overhead / Payroll Allocations	(264,844)	(392,731)
Capital Expenditures	(17,464,487)	(3,535,201)
<b>Estimated Ending Balance</b>	<b>831,580</b>	<b>3,184,941</b>

The prior year's DEV Fund assessment allocation is being split to become the future NCPF and LLF, as per the recent policy updates.

NEW CAPITAL PROJECT FUND (NCPF)	Forecast 2025	Budget 2026
<b>Beginning Balance</b>	-	<b>831,580</b>
Operating Surplus Applied	-	-
Assessment Funds	-	4,867,696
Interest Income	-	170,978
Expenditures		
(Investment) Income Tax	-	(3,420)
Overhead / Payroll Allocations	-	(392,731)
Capital Expenditures	-	(3,166,201)
<b>Estimated Ending Balance</b>	-	<b>2,307,903</b>

LONG LIFE FUND (LLF)	Forecast 2025	Budget 2026
<b>Beginning Balance</b>	-	-
Operating Surplus Applied	-	-
Assessment Funds	-	1,210,451
Interest Income	-	36,314
Expenditures		
(Investment) Income Tax	-	(726)
Capital Additions / Expenditures	-	(369,000)
<b>Estimated Ending Balance</b>	-	<b>877,038</b>

# USING STAFF'S BUDGET ASSUMPTIONS, THE IMPACTS TO THE CAPITAL RESERVE ACCOUNTS ARE:

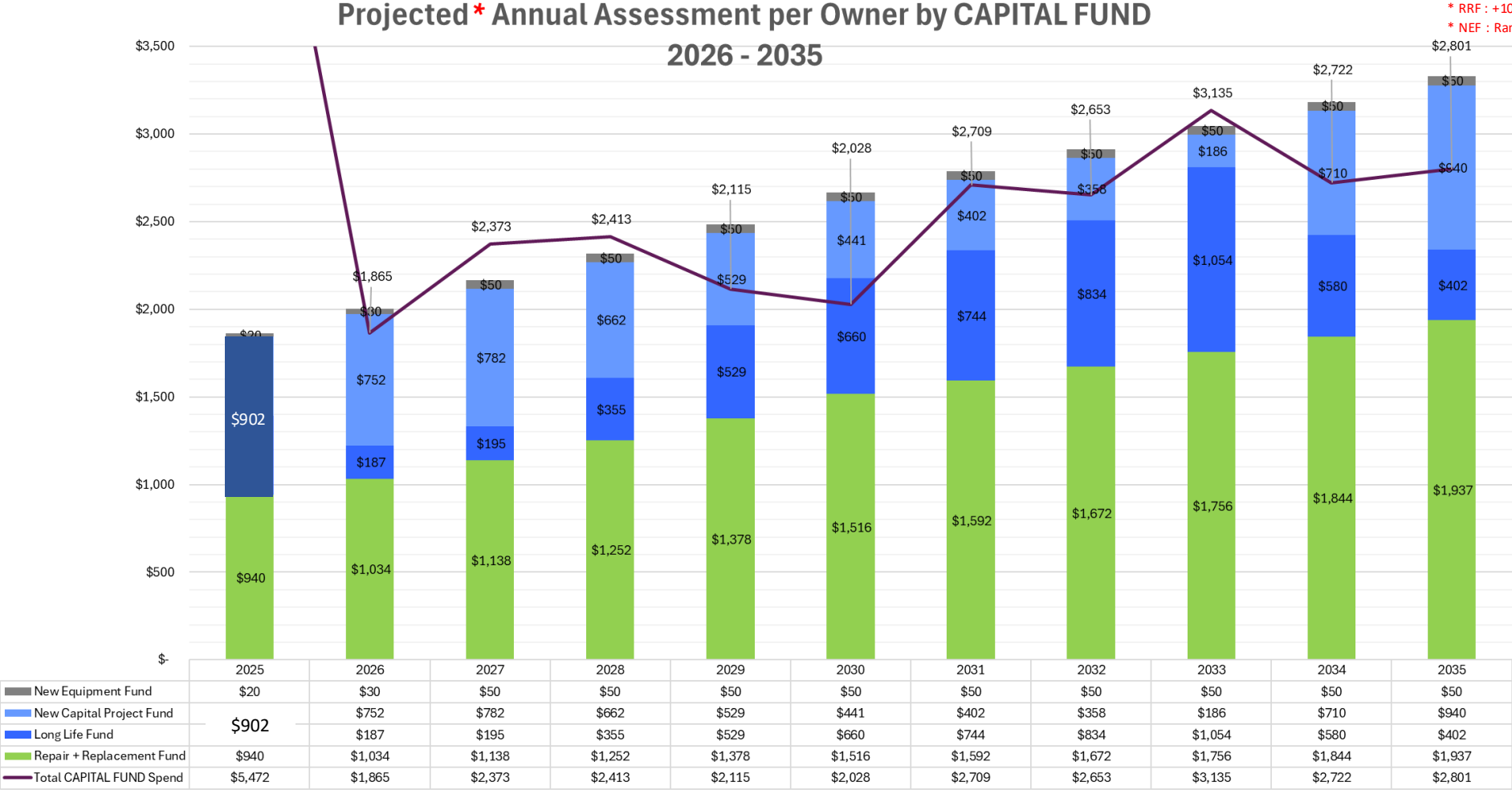
Capital Reserve Accounts	2026 Budget
Repair + Replacement Fund	\$ 1,034
Long Life Fund	\$ 187
New Capital Project Fund	\$ 752
New Equipment Fund	\$ 30
<b>TOTAL RESERVE ASSESSMENT</b>	<b>\$ 2,003</b>

2025 Capital Reserve Assessment	2026 Capital Reserve Assessment	YoY Variance (\$\$\$)	YoY Variance (%)
\$ 1,862	\$ 2,003	\$ 141	7.6%

# CAPITAL RESERVES ASSESSMENT FORECAST

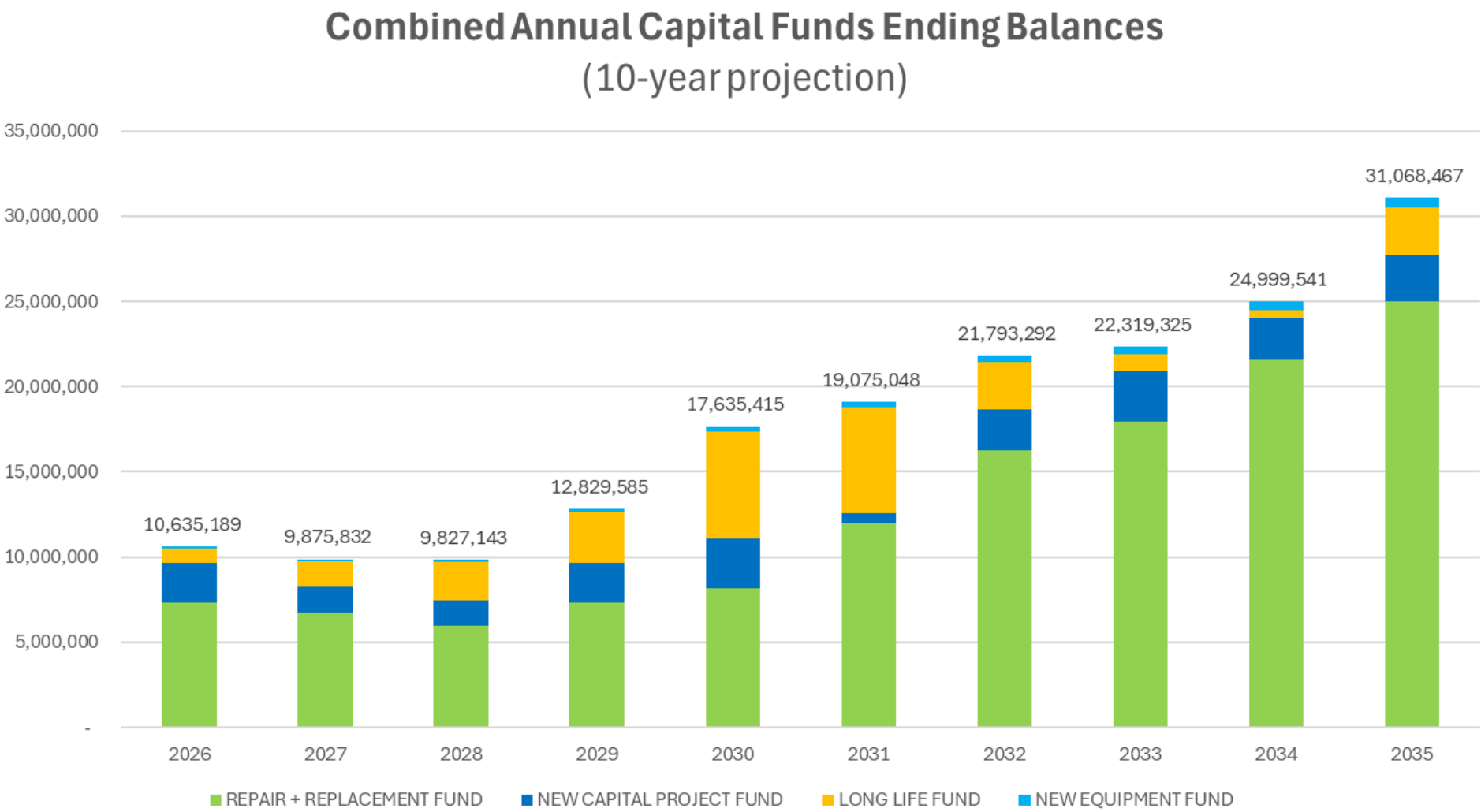
## Consolidated, 10-Year View

\* "Projected" uses the following current YoY increase assumption:  
\* (NCPF+LLF) : +4%/year  
\* RRF : +10% (2026-30) & 5% (2031-35)  
\* NEF : Ramp to \$50 then flat YoY



YoY Percent Increase (Total Capital Funds Assessment)		7.6%	8.1%	7.1%	7.2%	7.3%	4.5%	4.5%	4.5%	4.5%	4.6%
PER PROPERTY ASSESSMENT	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035
"Old World" Development	\$ 902	\$ 939	\$ 977	\$ 1,017	\$ 1,058	\$ 1,101	\$ 1,146	\$ 1,192	\$ 1,240	\$ 1,290	\$ 1,342
"NEW WORLD" - Long Life Fund	\$ 451	\$ 187	\$ 195	\$ 355	\$ 529	\$ 660	\$ 744	\$ 834	\$ 1,054	\$ 580	\$ 402
"NEW WORLD" - New Capital Project Fund	\$ 451	\$ 752	\$ 782	\$ 662	\$ 529	\$ 441	\$ 402	\$ 358	\$ 186	\$ 710	\$ 940
Variance Test: DEV vs "LLF + NCPF"	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

# PROJECTED 10-YEAR CAPITAL RESERVES COMBINED ENDING BALANCES



Current Annual  
Assessment allocation  
for capital reserves  
totals \$13m

Combined funds ending  
balances do not drop  
below \$9.8m



# TOTAL 2026 ANNUAL ASSESSMENT



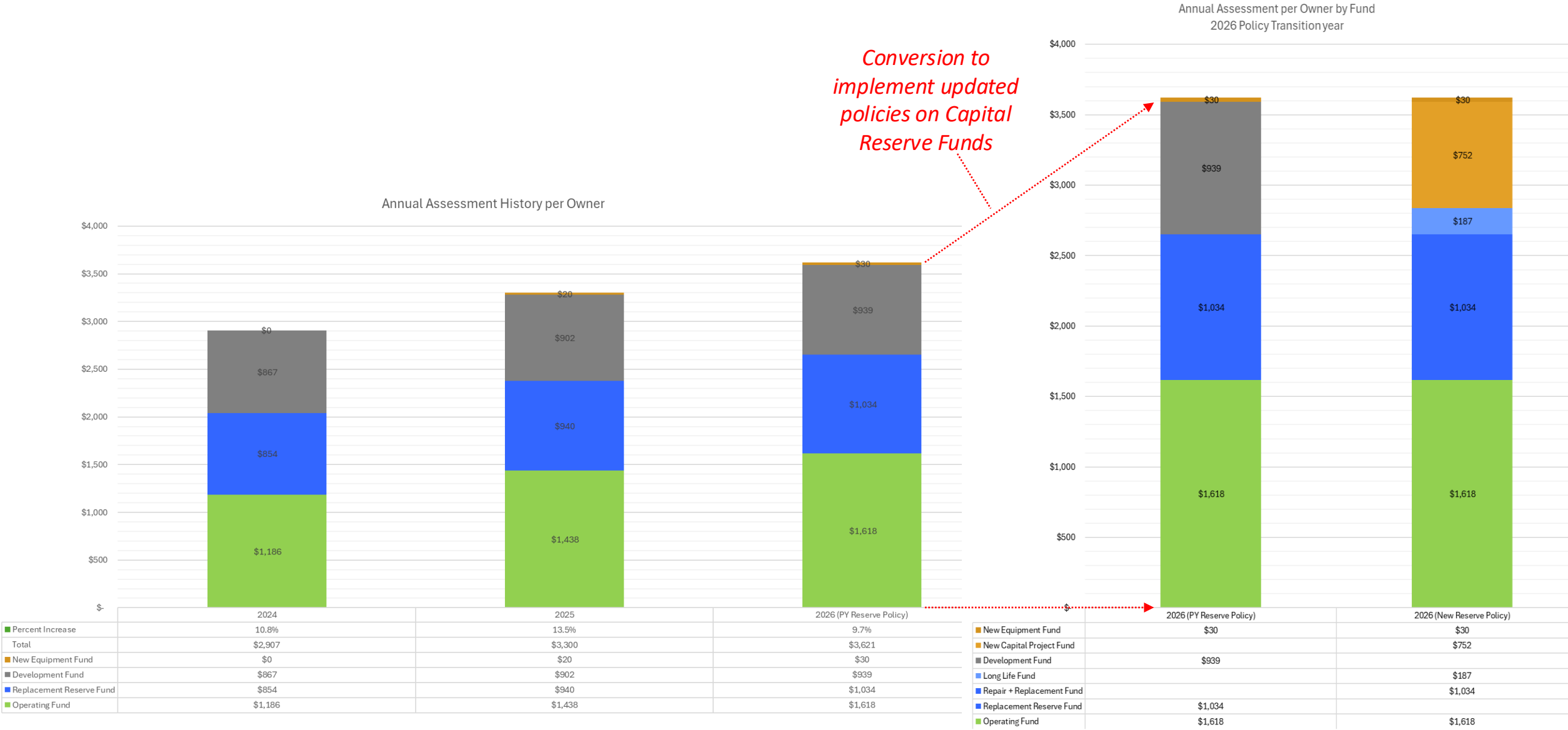
# USING STAFF'S CURRENT BUDGET ASSUMPTIONS, THE IMPACT TO THE:

	2025 Assessment	2026 Assessment	\$ increase from prior year	% increase from prior year
Repair + Replacement Fund	\$940	\$1,034	\$94	10%
Long Life Fund	\$902	\$187	\$37	4%
New Capital Projects Fund		\$752		
New Equipment Fund	\$20	\$30	\$10	50%
Operating Fund	\$1,438	\$1,618	\$180	13%
<b>Total Annual Assessment</b>	<b>\$3,300</b>	<b>\$3,621</b>	<b>\$321</b>	<b>9.73%</b>

Total Operating Fund Assessment Increase = + \$180

- Amenity Access Rule (shift from Operating to Assessment) = + \$278
- Insurance and Workers Compensation = + \$56
- Employee Benefits = + \$43
- Utilities Increase = + \$165
- All Other Operating Fund Changes = - \$362

# TOTAL ANNUAL ASSESSMENT FUND DETAIL



# OVERALL ASSESSMENT SUMMARY

As part of the 2025 budget cycle, Capital Reserves (formerly RRF and DEV) were recommended for 10% and 4% increases, respectively. These are reflected in the 2026 strategic budget drivers as part of the Annual Budget Development Process.

	2025 Assessment	2026 Assessment	\$ increase from prior year	% increase from prior year
Repair + Replacement Fund (RRF)	\$940	\$1,034	\$94	10%
Long Life Fund (LLF)	\$902	\$187	\$37	4%
New Capital Projects Fund (NCPF)		\$752		
New Equipment Fund (NEF)	\$20	\$30	\$10	50%
Operating Fund	\$1,438	\$1,618	\$180	13%
<b>Total Annual Assessment</b>	<b>\$3,300</b>	<b>\$3,621</b>	<b>\$321</b>	<b>9.73%</b>

Historically, 50-60% of the properties purchased the Rec Fee, and in 2025, 59% of the properties purchased the Rec Fee (33% 4-person, 26% 2-person).

## TOTAL MEMBER COST COMPARISON

2025 Rec Fee	2025 Member Rec Fee/Daily Cost	2025 Assessment	2025 Total Member Cost	2026 Assessment (Incl Amenity Access)	Total Member Cost Difference	Total Member Cost % Change
4-Person	\$500	\$3,300	\$3,800	\$3,621	-\$179	-4.71%
2-Person	\$305	\$3,300	\$3,605	\$3,621	\$16	0.44%
Daily Fee	\$30*	\$3,300	\$3,330	\$3,621	\$291	8.74%

\* \$30 is the simple average daily access fee \$\$ spent by properties that did not buy the Rec Fee in 2025 (\$79,741 / 2,654 properties).





# RECOMMENDED BOARD ACTION

By Motion:

The Board of Directors adopts Budget Resolution 2025-1, which:

1. Approves the proposed 2026 Amenity Access Operating Plan (Exhibit M),
2. Adopts the proposed Annual Budget for 2026 (Exhibit A – Ending L),
  - a. Establishes the 2026 Operating Fund Minimum Balance at \$1,900,000,
3. Adopts the 2026 Annual Assessment as follows:
  - a. Operating Fund – \$1,618
  - b. Reserve Study Fund
    - i. Repair and Replacement Fund – \$1,034
    - ii. Long Life Fund - \$187
  - c. Development Fund
    - i. New Capital Projects Fund - \$752
    - ii. New Equipment Fund – \$30

Total 2026 Annual Assessment – \$3,621

4. Directs the General Manager to take all necessary and proper steps to implement this budget, including making expenditures that require prior approval of the Board of Directors as set forth in Tahoe Donner policy resolutions.



# QUESTIONS?

## THANK YOU