

2030 General Plan (Draft)

Acknowledgements:

There have been multiple contributions to the ideas making up the fabric of the Tahoe Donner 2030 General Plan: homeowner's responses to the 2009 Demographic Survey, membership participation in the Amenity Town Hall meetings, the professional guidance from our management staff, and the tremendous efforts of the members of the General Plan Committee. Each contribution is appreciated and has made an impact on this draft of the 2030 General Plan. The input from all of these sources has enabled the General Plan Committee to create a plan that, not only fulfills the desires of the community, but recognizes the operational needs of the Association.

Introduction:

The Strategic Plan adopted by Tahoe Donner Board of Directors in 2010 expressed a vision for the Association as follows: Tahoe Donner is a vibrant and desirable mountain community, with modern recreational facilities, events, programs, and leading customer service, surrounded by accessible and healthy natural resources. Now that our Association and facilities have reached their 40th Anniversary, this 2030 General Plan begins to outline a plan to modernize our outdated and inadequate facilities and infrastructure in order to meet current and future membership requirements, with a particular emphasis being placed on the next five years. Tahoe Donner Association is comprised of 6,471 assessed units with a conservative estimate of the number of individual members being over 20,000, along with a vast majority of the housing units utilized as vacation homes. This demographic presents some unique challenges in order to accommodate large numbers of people at peak times during the year, while creating smaller scale operations during lighter times of usage. This necessitates that our facilities be designed for maximum capacities while being configured to operate with great flexibilities.

Purpose:

Our 2030 General Plan is composed of capital improvement projects funded by the Development Fund. These projects are conceived to alleviate deficiencies in our facilities and accommodate current and future growth. One common goal with all projects is to maintain our amenities and facilities to our current high quality standards with an eye to future needs over the next 20 years. The primary concern of the membership, as established in past General Plan Surveys, is to maintain Tahoe Donner open space and character as a mountain community. A top priority beyond open space is to maintain our amenities modern and fully functioning and able to accommodate membership use. At the same time, members value the fees paid by non-member use of our public amenities as a source of support for maintenance and operating costs for all. Continuously maintaining and upgrading amenities

to benefit the membership and capture public use and revenue, while still giving members priority and preference is highly desirable.

Methodology:

In constructing the 20 year plan, we suggest concentrating on five year increments. The current five-year segment, 2011 – 2015 includes the most immediate projects, focused cost estimates, and defined available funding. The following 15 year segment will be more open to flexibility as the needs of the Association develop. For each succeeding five year segments, the five year plan will be updated with the next five-year details added, i.e. 2016 - 2020. Therefore, the GPC will continue to advise the Board of Directors with a focused on-going five year plan.

Funding:

The Association's Development Fund was established to accumulate funds for large-scale projects which would be identified as necessary due to new capacity requirements, changing needs of the Association, or building replacement. In order to facilitate the future use of this Development Fund toward the funding of large-scale projects, each year's projects are identified as eligible for such funding. The 2030 General Plan is designed to outline multiple years of proposals to be designated as eligible, though not approved, to receive funding from future assessment contributions. This process allows the Association to accumulate funds for qualified Development Fund projects outlined in the 2030 General Plan in order to continuously provide adequate and modern facilities for our membership.

Additional funding of the 2030 General Plan beyond the annual assessment may take place by annual transfers into the Development Fund from the Operating Fund, based on the current Operating Fund policy and net operating results achieved favorably in excess of budget each year. Appropriate Reserve Replacement Funds will also be utilized to fund projects which have components that are identified and funded thru the 30-year Reserve Study.

Current assessed funding level for the Development Fund is \$250 per assessed unit, or \$1,618,000 per year to the Development Fund. This is composed of \$72 per assessed unit to the Development Fund Regular and \$178 to the Development Fund – Designated Building Replacement. This funding stream, along with the existing Development Fund balance, creates a five-year working Development Fund of approximately \$14.9 Million Dollars. Currently, proposed projects for the first five years of the 2030 General Plan approximates \$15.10 Million Dollars.

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Additionally, there are \$3.44 Million Dollars already reserved for the first five-year projects in the Replacement Reserve Fund, thus fully funding the first five years of the 2030 General Plan.

2011 Development Fund Balance:	\$6.71
2011-2015 Replacement Reserve Components:	\$3.44
2011-2015 Development Fund Contributions:	<u>\$8.1</u>
Total Budget Available:	\$18.25
2011-2015 Development Fund Projects:	<u>(\$15.1)</u>
Remaining Balance:	\$ 3.15 Million Dollars

General Plan – First Five Years 2011-2015

Cross Country Parking (\$150,000)

Develop additional on-site parking capacity in conjunction with a new Cross Country Ski Lodge.

The current parking lot is at capacity most afternoons and mornings on peak days. Each Cross Country parking space typically turns over two to three times a day. This project would consist of 40-50 additional spaces adjacent to the present parking area that can be paved without disruption of sensitive environmental areas. Future parking needs are expected to grow in the neighborhood of an additional 100 spaces. The location of an additional parking area also needs to be determined in the near future, and should be addressed in any Cross Country Facility replacement/remodel.

Cross Country Ski Lodge Replacement (\$3,000,000)

Composed of a complete Cross Country Facility replacement at the existing location, which would also serve as the summer Day Camp Facility.

Due to continued peak and off peak demand of this amenity, the current facility is only 4,200 square feet and ill configured to accommodate the current demand placed on it. Even with planned on-site parking lot improvements, the amenity still lacks adequate customer parking capacity. The replacement proposed would replace the current facility with a new facility of approximately 6,000 to 8,000 square feet and further incorporate the existing arena into additional parking spaces. Renovation would include a proper locker and shower room facility, kitchen, seating area, rental area, wax room, and staff office. Adequate design for summer Day Camp utilization would also be incorporated. The existing Equestrian barn is recommended for remodel or replacement and a winter/summer groomer/hay storage area, if possible.

Equestrian Barn Remodel/Replacement (\$300,000)

Remodel or Replace the existing Equestrian barn on site or at an appropriate new location to best accommodate a new Cross Country Facility.

Reposition the existing Equestrian barn, if possible, to accommodate the new Cross Country Facility and Day Camp operation. Utilize the new Cross Country/Day Camp facility infrastructure to support Equestrian operations as appropriate. Key issues to address are a limited capacity winter groomer / hay storage facility in conjunction with the new facility. A balance between enclosed, covered, and open horse pins should be analyzed.

Downhill Ski Parking Expansion (\$150,000)

The Downhill Ski Area needs 150 additional parking spots to support the current skier numbers.

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Currently, the Downhill Ski Lodge has 4 parking lots which hold approximately 200 cars, depending on snow removal and conditions, plus 50 cars located at The Lodge restaurant. We also have an additional on-street parking permit through the Town of Truckee to park along Snowpeak and Slalom Way, which gives us an additional 60 parking spots, depending on conditions. With 260 spots and a National Ski Industry average of 3.5 people per car gives us a maximum skier amount of 960 at one time. Last season we had 22 days in which the ski area had over 1,000 skier visits.

Ski Lodge Replacement (\$7,000,000)

Replace the existing Ski Lodge Facility with a new facility of approximately 15,000-20,000 square feet to better accommodate current and future member and public utilization focused on the beginner skier during the winter as well as capture better summertime utilization through appropriate facility design.

The Downhill Ski Lodge needs an estimated additional 8,000 square feet of indoor seating, rental, retail, and learning center space to be adequate for our current utilization. The Downhill Ski Lodge is approximately 9,332 square feet with only 3,100 square feet being used for indoor seating. The building was originally built in 1972 and has gone through many expansion phases and remodels over the years. The building is one of the oldest buildings in Tahoe Donner Association and is utilized during both winter and summer seasons. The current occupancy for the indoor seating area – both cafeteria and lounge - is approximately 100 guests. There is 5,000 square feet of deck space, which is utilized during fair weather days. The deck can accommodate an additional 210 guests comfortably. During weekend and holidays there is always a problem finding seating both indoors and outdoors, which impacts service levels significantly. The ski area also experiences many non-skiing visitors – parents or grandparents who are watching their children or grandchildren’s first day of skiing. These guests enjoy the atmosphere of our ski area while sitting on the deck or in the indoor seating areas.

Additionally, the current facility, even after recent remodels, has an hour to two hour wait for ski rentals on weekends and holidays during peak times. The overall facility is poorly configured for pedestrian traffic flow, skier bus drop-off, and it has little significant space operationally configured to accommodate our beginner skiers. This recommendation to completely replace this facility is made in order to address these recognized deficiencies now, rather than wait 10 or 15 additional years to address currently identified shortfalls. Over the last five years positive Net Operating Results for the Downhill Ski Area has added significantly to the annual operating budget, allowing the Association to keep the overall assessment extremely low for the membership.

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Downhill Ski Area NOR by Year

2006	2007	2008	2009	2010 (Budget)	2011 (Budget)
\$91,917	\$18,293	\$390,452	\$523,860	\$411,701	\$513,000

Maintenance Facility Remodel (\$500,000)

Remodel the existing Maintenance Facility to correct current deficiencies and extend the useful life of the facility.

The facility is in serious need of repair due to aging and weather worn components. Several building components that need immediate attention include: roof replacement, insulation, lot drainage, covered parking, and a bathroom remodel to meet code upgrades.

Forestry Facility Construction (\$1,450,000)

The existing facility is scheduled for demolition due to irreparable structural failures.

The suggested new Forestry building will be designed to be an efficient base for the operation of the Forestry Department. It will include management office space, an employee break room, a cold storage facility for Forestry plantings, large equipment storage, and a member service area for information and appreciation of our natural resources.

Storage Facilities (\$200,000)

Operational efficiencies will be greatly enhanced if ample storage for off-season equipment is made available at all amenities and with a general support facility.

Marina Roadside Parking Improvement (\$100,000)

Improve and expand the roadside parking areas adjacent to the Marina in conjunction with the Town of Truckee.

This project includes paving gravel areas on the roadside adjacent to the Marina and across Donner Pass Road. Property boundaries merge between Tahoe Donner, the Town of Truckee and California Department of Transportation (CALTRANS). This project may be eligible for funding from the Truckee Special Service Area – 1 Fund (TSSA-1).

Open Space Land Acquisition (\$700,000)

This proposal is to set aside money from the Development Fund for the purpose of land acquisition in the event that land becomes available for the purposes of fire security, recreation, or development protection.

Permanent Bar in Lodge Grotto (\$50,000)

This project involves the construction of a permanent bar installed in the Grotto area to provide expanded outdoor summer offerings.

Lodge Deck Enclosure and Expansion (\$500,000)

Expand and enclose the Lodge deck for year-round operations.

The greatest deficiency of The Lodge facility is the limited space in the bar area. Summer and winter capacity is exceeded continually. The Pub area should be expanded in order to accommodate the volume of use that is being experienced. Expand the present deck and enclose it with removable transparent partitions, closing it in the winter and removing them in the summer months.

Trout Creek Solar Heater Pool System (\$60,000)

Utilize current energy efficient technology to improve the operational efficiency of the year-around outdoor pool heating system currently in place.

Snowplay Facility (\$100,000)

Improvements include a small facility to accommodate ticket sales, retail sales, and food and beverage sales. Additional improvements would include a viewing area, fire pits, sitting and observation area, and improved storage of equipment. Recent modification of the Snowplay activity to include tubing has resulted in double participation rates and significantly increased positive Net Operating Results from past years. Additional improvement would include a dedicated food and beverage facility along with ticket sales and storage, plus a dedicated outdoor restroom instead of portable toilets. A dedicated, but limited facility in this location would also serve multiple purposes for the driving range in the summer, for Snowplay in the winter, and for summer concerts/special events as well.

General Plan Years 2016 – 2030

Backside Chairlift

Install a new backside chairlift to access more beginner terrain and increase beginner skier capacity at Tahoe Donner Downhill Ski Area. This year, for the first time, not only was the Snowbird lift impacted, but the Eagle Rock lift experienced 20 minute lines on the busiest days as well.

A backside chairlift will ease the congestion of both lifts and improve the quality of the skiing experience for members and guests. Currently, during weekend and holidays the Ski Hill is maxed out with the current two chair lifts, resulting in long lift lines for our prime market, which is the entry level skier. The Snowbird run becomes quite congested when the Snowbird chair is at capacity. To solve this problem we need to increase uphill capacity on beginner terrain. We have identified beginner terrain located on the backside of the ski hill running from the bottom of Walt's run to the top shop lift (on the ski hill side of Skislope Way). This terrain is north facing and has approximately the same slope characteristics as the Snowbird run and, it will be twice the length. This terrain will complement our existing terrain and be perfect for our target market of families with 3 to 12 year olds.

Alder Creek and Trout Creek Trail Bridges:

Replace, permit and expand current trail bridges in critical need of repair or replacement.

The Alder Creek Bridge would be about 6 feet wide in order to accommodate Forestry maintenance vehicles and be designed to have a weight capacity to accommodate snow. The bridge across Trout creek at Trail Marker 4 is critical as well for member access around the Northwoods Nature Loop Trail. This is one of the most popular trails in our system. By combining the environmental permitting process for both bridges, there would be a significant cost savings.

Trout Creek Recreation Center Expansion

Expand the current facility to accommodate current and future utilization by members.

The present facility has inadequate special capacity to address identified deficiencies in: the aerobic room, weight room, stretching room, offices, janitorial and storage space, food and beverage areas, massage rooms, and child activity/care areas.

Association Mail Cluster Box Consolidation & Improvement

Consolidate the variety of mail cluster boxes to a few key areas and improve the ingress and egress for these locations, including an overhead cover for the mailbox clusters.

Golf Course Irrigation Improvement

Golf Course irrigation improvement suggests either wellhead capacity or water storage capacity with the goal of decreasing and eventually abandoning the need for purchase of Public Utility District potable water for the irrigation of the Golf Course. This item is designed to reduce Golf Course expenses.

Marina Beach Expansion and Boardwalk

This project involves excavating into the hill behind the beach area, reconstructing a more vertical rock retaining wall, and constructing a boardwalk along the new area created. This would create improved access along the beach and increase the usable beach area for picnicking and sunbathing.

Open Space Park Grassy Area

It is suggested that a park area be developed as a general play area within Tahoe Donner. At present there is no such specific area available.

The Lodge Banquet Facility

Expand the current Lodge Dining Facility to accommodate year-round banquet and meeting activities.

TD has limited all-season meeting facilities. The present Board room and Lodge Banquet room are the only rooms available and competition for these venues has increased. Projecting outward for the next 20 years, the need will be greater.

- It is important that all meeting rooms have food service available for multiuse.
- A large indoor all-season facility would be a benefit for the Tahoe Donner Association and clubs.
- The present tent structure disadvantages are: temporary, limited life, noise annoyance to The Lodge patrons and neighbors, unsightly, costly to erect and dismantle, and only usable in a short summer season.
- A permanent, all season structure will increase the competitiveness of our present banquet business. Present banquet income adds to the profitability of The Lodge F & B operation.

Downhill / Snowplay Snowmaking

Purchase snowmaking equipment, to ensure we can operate the entire season.

Since up to 20% of our seasonal revenue may be generated over the Christmas holiday season, we must be able to open. This is not a luxury; it is a necessary insurance of revenue capture. An effort should be made to secure the quietest operating equipment possible, so homeowners are not inconvenienced by this operation.

Golf Course Cart Barn Facility Replacement

The current cart barn and Vehicle Maintenance facility are inadequate and in need of replacement to accommodate current operational needs.

Maintenance Facility

This project is designed to replace the current facility.

Trails Bridge, Prosser Creek

Based on future land acquisition and (or) contracts in the Euer Valley, the possibility of a bridge connecting Tahoe Donner land with return access to other Tahoe Donner properties might be needed.

New Amenity for Future Consideration (Subject to Membership Vote)

Indoor Sports Facility

This facility is suggested as a new facility, fulfilling future fitness needs of Tahoe Donner and includes facilities for: basketball, volleyball, climbing wall, indoor track, racquetball courts, and additional multipurpose room(s).

Additional Development Fund, Operating Fund, and Reserve Replacement Items and Issues for Consideration (Not Included in current 2030 Spread Sheet Calculations)

Backside Chairlift & Downhill Ski Improvements

The Downhill Ski Area improvements create some unique challenges in that each project impacts the capacity restrictions of the others.

If the parking and Ski Lodge capacity issues are solved, the ski lift capacity is another critical element to the long range success at the ski area. Provided funding is available, all three projects for parking, lodge replacement, and installation of a backside ski lift would ideally be accomplished simultaneously for the positive experience of members and guests. That being said, if early projects come in under budget, or if ski area revenue continues to add to year-end budget surpluses, or other funding becomes available, then the backside lift project should be moved into 2015.

The final component, snowmaking, becomes more critical in order for this profitable operation to further develop. The profitability of Downhill depends on the availability of snow, with snowmaking as insurance for operating in low snow years. It might be wise to include this with the improvements.

Renovate Locker Rooms in Old Section of Trout Creek

The renovation of the old locker rooms in the old section of the facility is a project linked to the Trout Creek Expansion project. Modernization of this section of the facility should be completed to maintain facility consistency, as well as addressing deficiencies which have developed due to the aging components.

Expand Lap Pool

Add an additional two lanes to the existing lap pool. This could possibly be addressed in the Trout Creek Expansion project.

Trout Creek Additional Spas (2)

To accommodate growth at Trout Creek, at peak times, there is a need for two additional spas, one recommended for families with children, set at lower temperatures, and one recommended for adults, with settings for higher temperatures. This should be considered in the Trout Creek Expansion project.

Replacement of Northwoods Recreation Hut:

The usage of the Northwoods Pool and Recreation Hut has been relatively constant over the years. The popularity of the pool has been as a family-friendly facility. The present “Rec Hut” is inadequate, in that it barely provides room for check-in staff and minimal equipment. A new building is suggested; 150 sq. ft. check-in and 400 sq. ft. storage that can adequately service the pool and all other Northwoods Clubhouse recreation activities, both inside and outside of the pool facility. As activities have grown, storage and service operations need to be expanded for efficiency and improved customer service.

Trout Creek Pool Food Service, Year-round

Currently, food service is provided at the Recreation Pool during the summer months only. Trout Creek also offers members free coffee and tea service at the front desk, and provides for sale of snack and beverage options. A juice and coffee bar to be located in the current large open space between the new and old sections of the facility is recommended. This project should be considered in the Trout Creek Expansion project.

Marina Lawn and Picnic Area Expansion

Improve the existing lawn area outside the snack bar, as well as the tiered picnic area, to better accommodate the increased utilization of the Beach Club Marina by membership. Provide larger areas for seating and gathering.

Pizza Kitchen Remodel

This proposal is to remodel the Pizza On The Hill kitchen in the Northwoods Clubhouse for the purposes of operational efficiencies in an aging facility. Although there have been small modifications to equipment over the years, the kitchen configuration is original (1971) and is need of remodeling to allow for improved workspace to increase efficiencies.

Trailhead and Trail Improvements

This project involves parking expansion and restroom facilities at the Glacier Way trailhead, as well as other graveled off-road parking and minor trailhead improvements at various trailheads. Also, create a long term strategy to align with homeowner feedback to preserve, maintain and enhance the open space user experience.

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Exhibit (1) Tahoe Donner Demographic Overview

Total lots: 5,934

Improved lots: 5,094

Assessed Units: 6,471

Assessment Delinquency Rate: ~2%

TDA Nevada County Registered Voters: 2,106

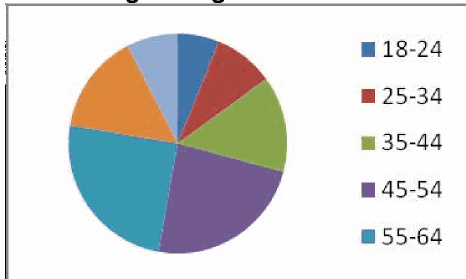
Truckee Population (2009): 16,260

TDA Members: 24,273

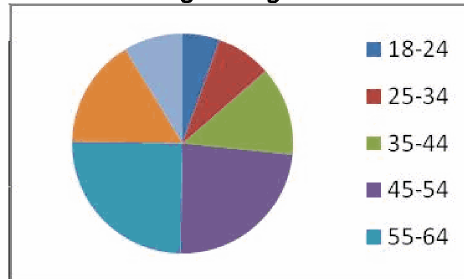
Marital status of adults

Married 78.94%
Single 21.06%

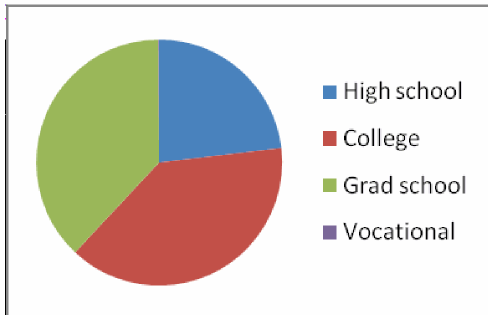
Women Age Range



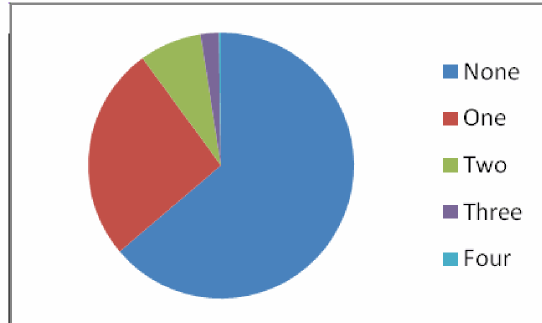
Men Age Range



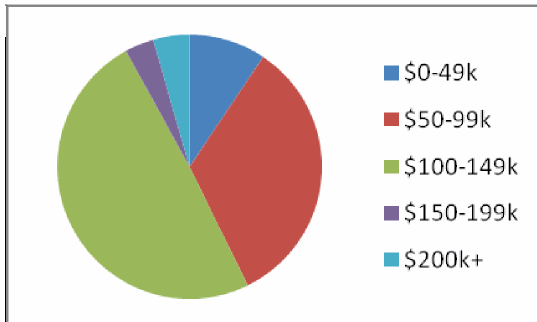
Education



Number of Children in Household

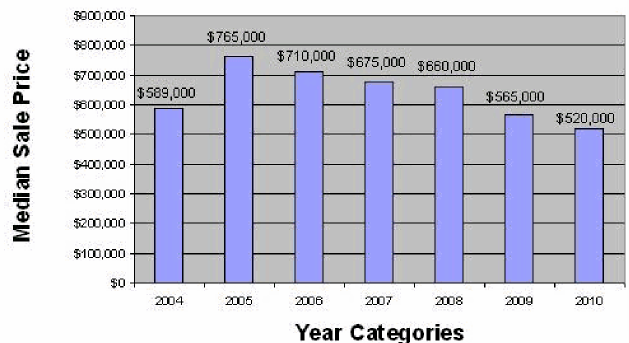


Household Income



Version 5.3

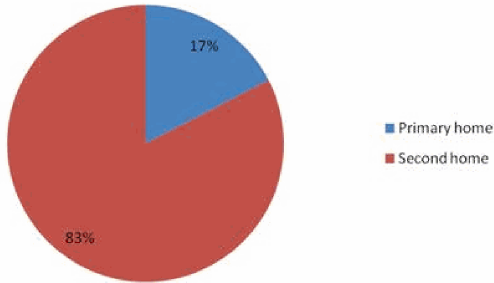
Tahoe Donner Annual Single Family Homes Median Sale Price: 2004 - 2010



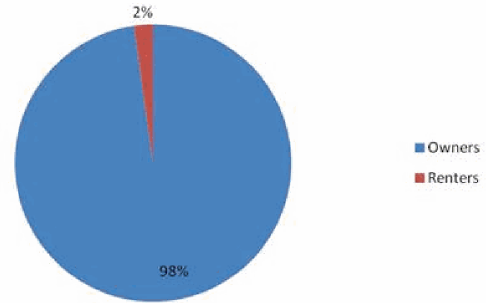
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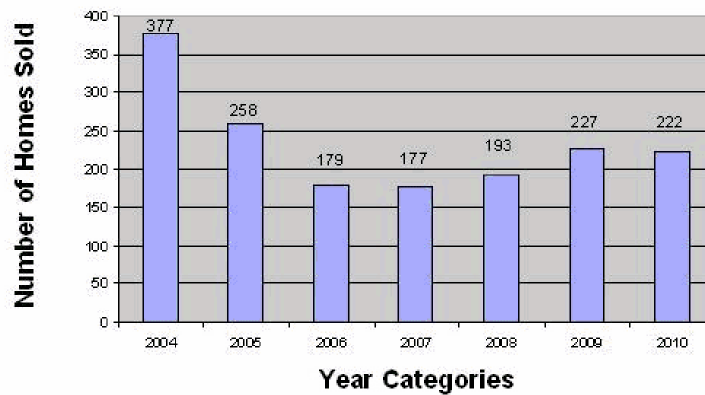
Home Occupancy



Long Term Renters



Tahoe Donner Annual Single Family Homes Number of Homes Sold: 2004 - 2010



Annual Truckee Single Family Home Sales by Community - 2010

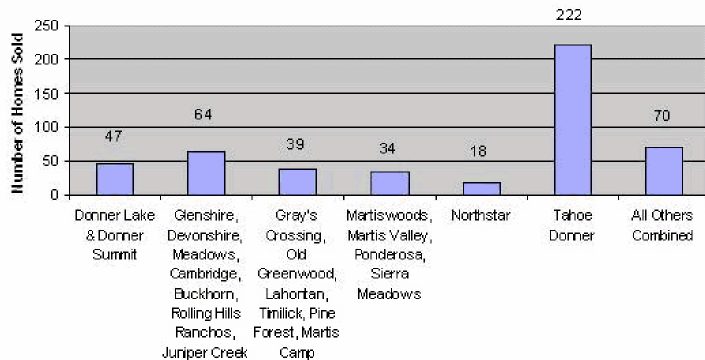
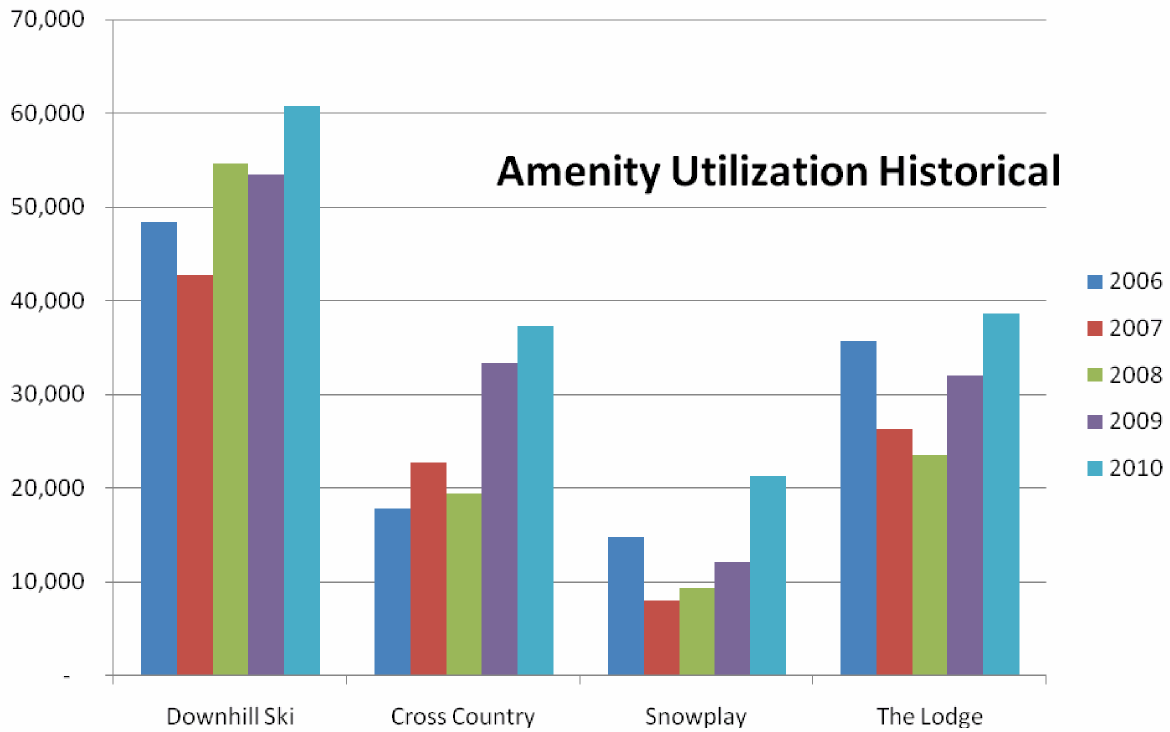


Exhibit (2)

Amenity Utilization History



<u>Calendar Year</u>	<u>2006</u>	<u>2007</u>	<u>2008</u>	<u>2009</u>	<u>2010</u>
Downhill Ski	48,413	42,689	54,672	53,402	60,696
Cross Country	17,909	22,757	19,399	33,339	37,327
Snowplay	14,764	8,102	9,394	12,116	21,369
The Lodge	35,687	26,397	23,526	32,029	38,589

Exhibit (3)

Funding & Timing Spread Sheet

1. First Five Years 2011-2015
2. 20 Year Project List 2011-2030

2030 GENERAL PLAN PROJECT TIMELINE
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First 5 Year Interval				
2011	2012	2013	2014	2015
XC On Site Parking DHS Parking Lot Expansion Forestry Facility Snowplay Improvement Permanent Bar @ Grotto Land Acquisition (boundary)	Maintenance Facility Remodel Storage Land Acquisition (boundary) Deck Enclosure Expansion	XC Lodge Rebuild & Expansion Land Acquisition (boundary)	Downhill Ski Lodge Replacement EQ Barn/Groomer Facility Land Acquisition (boundary) Trout Creek Pool Solar Heating	Marina Roadside Parking Improvement Land Acquisition (boundary)

Second 5 Year Interval				
2016	2017	2018	2019	2020
Backside chair lift Irrigation Improvement (H2O storage) Land Acquisition (boundary)	Beach expansion & Boardwalk Bridges (Trout & Alder Creek) Land Acquisition (boundary)	Cluster Mailbox Center Trout Creek Expansion Land Acquisition (boundary)	Banquet facility Land Acquisition (boundary)	Snowmaking Land Acquisition (boundary)

Third 5 Year Interval				
2021	2022	2023	2024	2025
Land Acquisition (boundary)	Land Acquisition (boundary)	Cart Barn Land Acquisition (boundary)	Land Acquisition (boundary)	Land Acquisition (boundary)

Fourth 5 Year Interval				
2026	2027	2028	2029	2030
Land Acquisition (boundary)	Maintenance facility replacement Land Acquisition (boundary)	Bridges (Prosser) Land Acquisition (boundary)	Land Acquisition (boundary)	Land Acquisition (boundary)