<u>MEMORANDUM</u>

TO: Board of Trustees

THROUGH: Indra Winquest

General Manager

FROM: Darren Howard

Director of Golf/Community Services

SUBJECT: Review, discuss and possibly approve 2020 Key Rates

for the Championship Golf Course, Mountain Golf Course

and Resident Play Passes

STRATEGIC PLAN: Long Range Principle 4 – Service

DATE: November 22, 2019

I. RECOMMENDATION

That the Board of Trustees makes a motion to approve 2020 Key Rates, as presented, for the Championship Golf Course, Mountain Golf Course and Resident Play Passes.

II. <u>DISTRICT STRATEGIC PLAN</u>

Long Range Principle 4 – Service - The District will provide superior quality service and value to its customers considering responsible use of District resources and assets.

Utilize best practice standards for delivery of services.

III. <u>BACKGROUND</u>

The Golf Courses at Incline Village are comprised of the Championship and Mountain Golf Courses. This report is a brief summary of the 2019 season and how its outcomes will affect our daily fee structure for the 2020 season. In general, each season this report is an opportunity to give a brief overview of the rounds played at each course to facilitate the decisions of rate planning for the season to come. For the past four seasons, the Board has approved Golf Key Rates in the winter as opposed to the spring, as was the case 5 seasons past, in order to give the golf staff the tools and resources to sell golf business during the winter months.

Review, discuss and possibly -2approve 2020 Key Rates for the Championship Golf Course, Mountain Golf Course and Resident Play Passes

This fee structure allows the staff to plan for programs, yield management tactics, golf club scheduling, outside tournament bookings, and other operational planning objectives for the coming golf season.

IV. FINANCIAL IMPACT AND BUDGET

Additional revenues are unknown at this time.

V. <u>ALTERNATIVES</u>

- Request Staff seek more information
- Do not approve Key Rates

VI. <u>COMMENTS</u>

None at this time.

VII. BUSINESS IMPACT

This item is not a "rule" within the meaning of Nevada Revised Statutes, Chapter 237, and does not require a Business Impact Statement.

KEY GOLF RATES FOR 2020 SEASON

CHAMPIONSHIP & MOUNTAIN COURSE





Championship Course Review

-Revised-



	May	June	July	August	September	October	Totals
Residents	235	996	1577	1498	928	661	5895
Pass Play	187	1583	2233	2115	953	421	7492
Guest	74	260	577	714	379	181	2185
Non-Residents	246	849	1370	1203	1482	420	5570 *
Other	31	417	376	340	444	166	1774 *
Total	773	4105	6133	5870	4186	1849	22,916

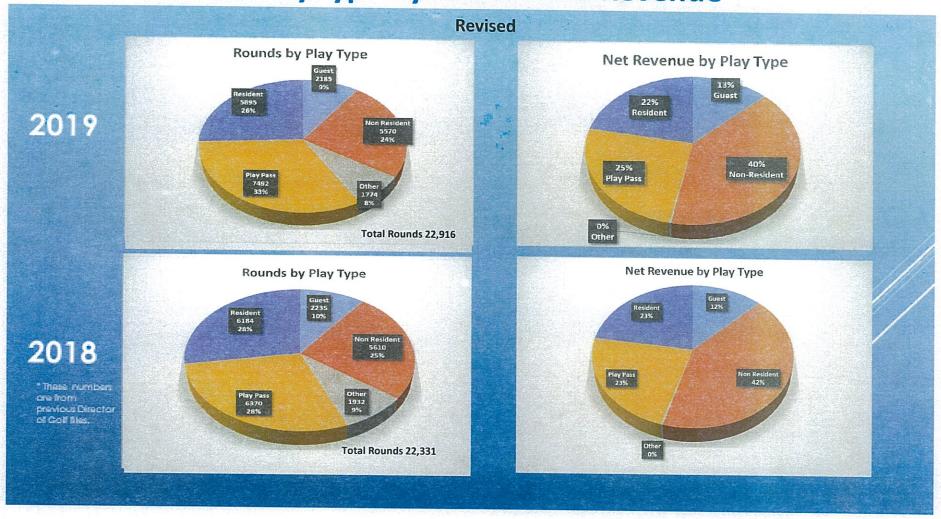
YEAR-TO-DATE BY MONTH AND PLAY
TYPE

*Revised

Monthly Average Rounds Per Day

- May 51.5 (Opening day was May 17th snowed 3 days)
- June 136.8
- July 197.8
- August 189.3
- September 139.5 (Last 4 days were weather related)
- October 92.4 (Closing Day was October 20th)

Revised Play type by rounds and Revenue



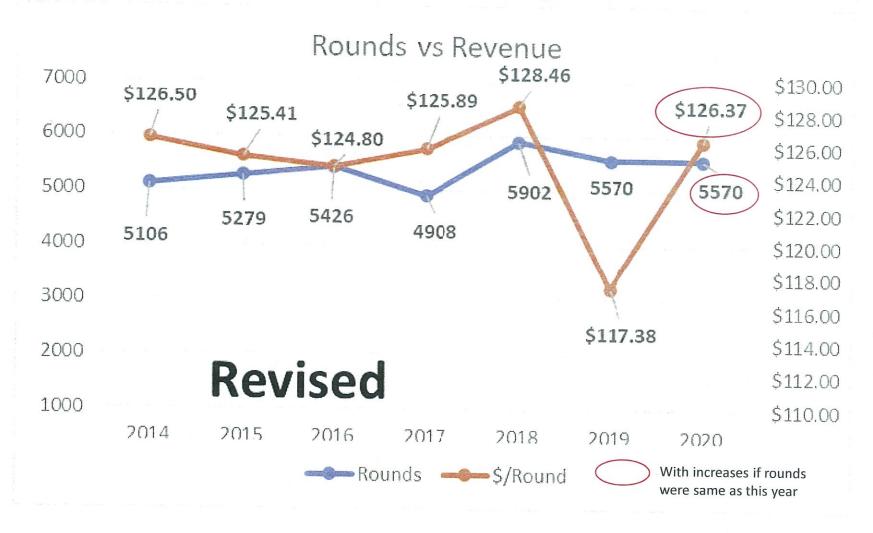
2019 Compared to 2018 and 10 year averages

	2019 Season	2018 Season	Variance
May, June, Oct.	6727	7891	-1164
July-Sept.	16,189	14,905	1284

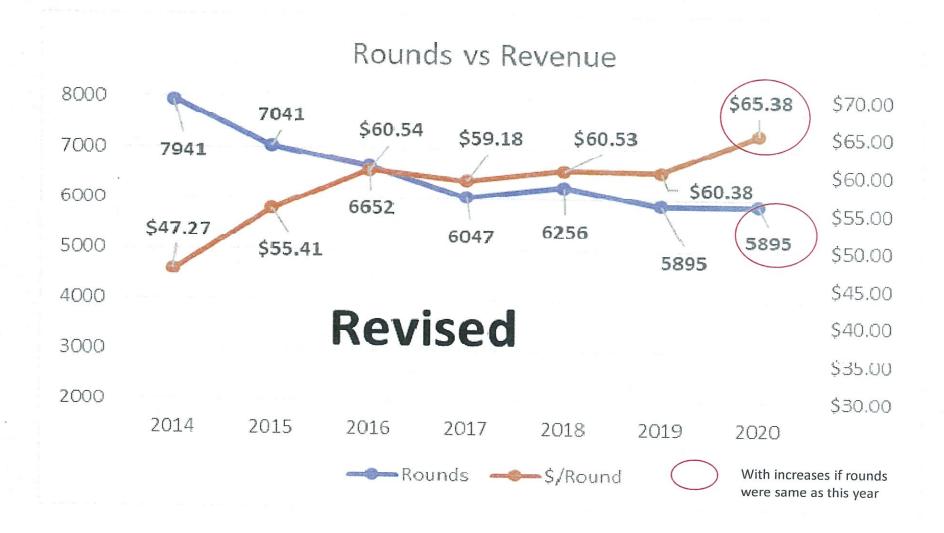
Play mix for 2019, 2018 and 10 year average for entire season

	2019 Season	2018 Season	10 Year average
Residents	5895	6256	6933
Play Passes	7492	6372	6375
Guests	2185	2287	2342
Non-Residents	6170	5902	5358
Other	1174	1977	1575

Non-Resident Rounds/Revenue



Resident Rounds/Revenue



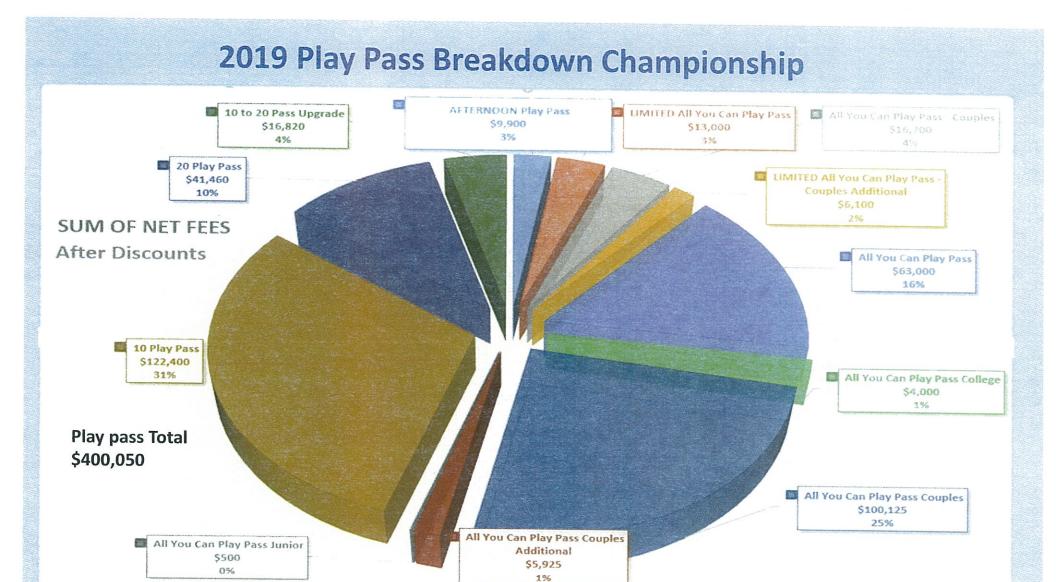


Total Average Dollar Per Round – All Play Types

Revised

-2018-	-2019-
\$74.19	\$70.54
	\$3.65 less

Revised-After Yearly Play Pass and other accounting was finalized.



Mountain Course Revised



	May	June	July	August	September	October	Totals
Residents	43	1269	1784	1532	611	Closed	5239
Pass Play	38	663	669	709	709	Closed	2788
Guest	11	293	550	623	221	Closed	1698
Non-Residents	44	789	1620	1685	708	Closed	4846
Other	13	220	247	272	123	Closed	875
Total	149	3234	4870	4821	2372	Closed	15,446

Opening day May 28th

Glosed September 18th

YEAR-TO-DATE BY MONTH AND PLAY TYPE

Monthly per day Average

- May 37.2 (Opening day was May 28th -Snow)
- ·June 107.8
- · July 157.09
- August 155.5
- September 158.1

(Closing day was September 15th)

2019 Compared to 2018 and 10 year averages

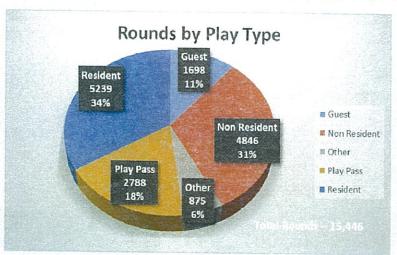
	2019	2018	Variance
May, June, Oct.	3363	4775	-1392
July-September	12,063	12,283	-220

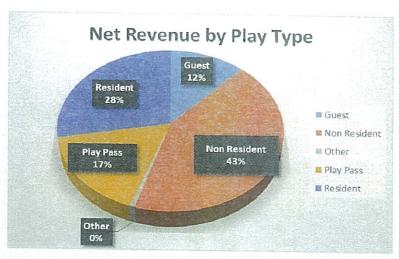
Note: Course closed September 15th, In 2018 from September 16th-October 7th there were 1675 rounds played

Play mix for entire season	2019 Season	2018 Season	10 Year Average
Residents	5239	5546	5953
Play Passes	2788	3085	1360
Guests	1698	1518	1452
Non-Residents	4846	5497	4874
Other	875	1412	1446

Revised Play type by Rounds and Revenue

2019

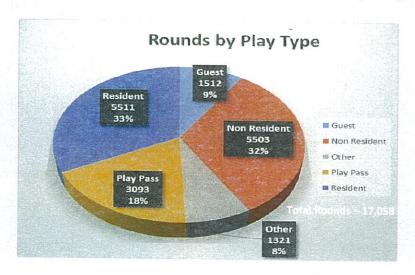


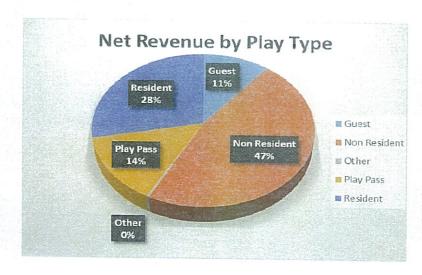


Revised

2018

* These numbers are from previous Director of Golf files.





2019 Play mix – 9 holes vs 18 holes

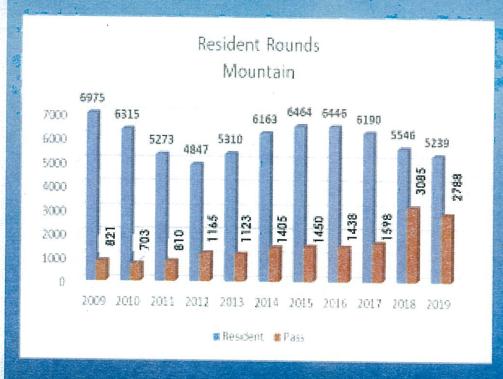
	2019	2018	2017	2016
9 Hole Rounds	4258 (26%)	4614 (27%)	4559 (29%)	3946 (24%)
18 Hole Rounds	11,188 (72%)	12,444 (73%)	11,232(71%)	12.259 (76%)
Total	15,446	17,058	15,791	16,205

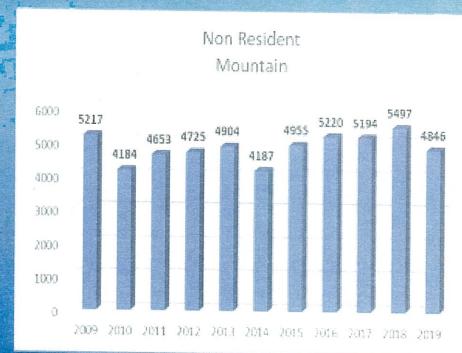
Historical Yearly Rounds Data



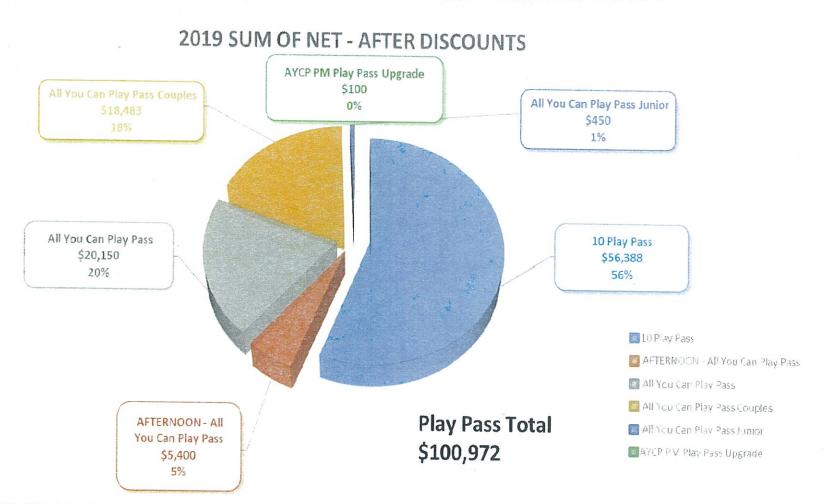
Average - 15,109

Resident & Non-Resident Historical Data





2019 Play Pass Breakdown at Mountain Course



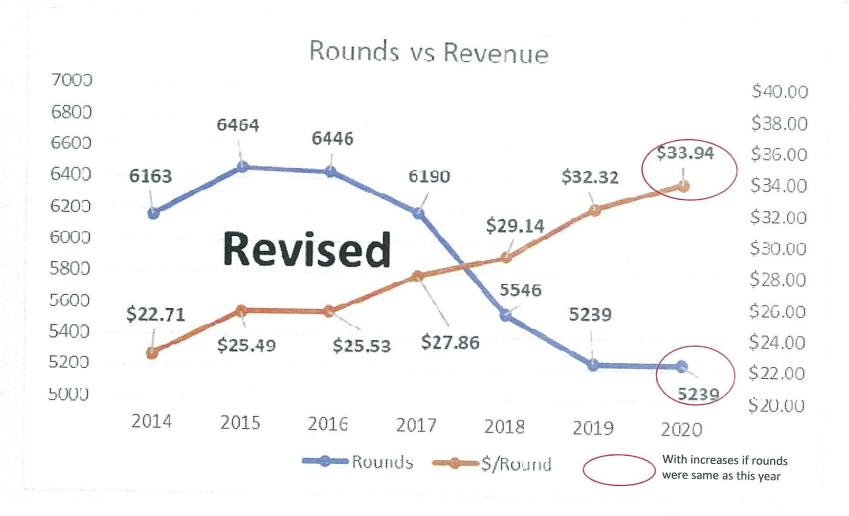
2018 Punch Card Program – Mountain Golf Course

	Quantity Sold	Quantity Sold Using Punch Card	% Sold Using Punch Card
Total Mountain Course Passes Sold Through 05/31/2018	211	178	84.4%

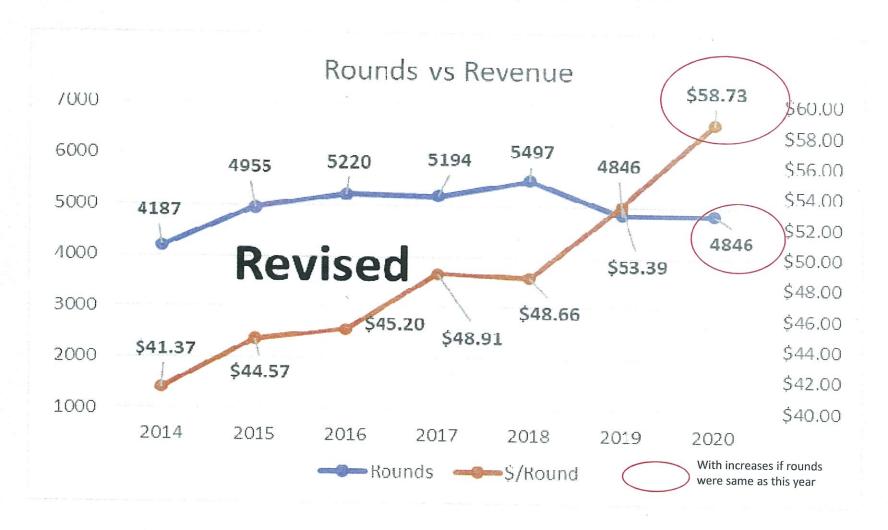
2019 Punch Card Program – Mountain Golf Course

	Quantity Sold	Quantity Sold Using Punch Card	% Sold Using Punch Card
Total Mountain Course Passes Sold Through 05/31/2019	200	181	90.5%

Resident Rounds and Revenue



Non-Resident Rounds and Revenue



Total Average Dollar Per Round – All Play Types

2018	2019
\$33.46	\$39.11
	Difference of \$5.65

Revised - After Yearly Play Pass and other accounting was finalized.

Driving Cost of Doing Business

•	Rates and operational plan assumes no change in desired service levels
•	Rising cost
	☐ Wages (competition with California minimum wage)
	Cost to live and work in Tahoe Basin
	☐ Maintenance cost (fertilizer, fuel, equipment, etc.)
	☐ Cost of Goods Sold (COGS) - Merchandise
	☐ Shipping
	☐ Utilities
	☐ Food costs
•	Cost Mitigations
	☐ Staffing controls
	☐ Rising cost vs flat rates vs service levels vs product quality
	Golf Operations has been run as an amount.

Recommendations for 2020 Key Rates

Proposed Golf Fee Rates

Assumptions:

• Resident and Guest Rates - raise on average \$5 per time slot.

• Non-Resident - raise \$5 to \$20 dollars per time slot (average of 8%) Championship Course and \$5 to \$10 for Mountain Course.

• Play Pass – raise 4%-5% depending on rounding.

• Range Resident

- \$5 Small Bucket (\$5 in 2019)

- \$10 Medium Bucket (\$8 in 2019)

- \$15 Large Bucket (\$10 in 2019)

Non-Resident

\$7 Small Bucket (\$7 in 2019)

\$12 Medium Bucket (\$10 in 2019)

\$17 Large Bucket (\$13 in 2019)

• Charity Tournament Fee - \$1,100 to \$2,000 (this is the only fee they pay to use the entire golf course, other than Food and Beverage or Golf Shop sales).

2020 CHAMPIONSHIP COURSE -- Daily Rates **PROPOSED**

			NO.	ON-RESIDENT - R	ack Rates			
				TIN	NE OF DAY			
	Open	- 2 (Prime Time)	2-	4 (Twilight)	After 4	(Super Twilight)	After 5:30	(Super Twilight 9-Holes
	Mon-Thu	Fri-Sun (& holidays)	Mon-Thu	Fri-Sun (& holidays)	Mon-Thu	Fri-Sun (& holidays)	Mon-Thu	Fri-Sun (& holidays
Open - June 13	\$130 (120)	\$150 (140)	\$80 (70)	\$95 (90)	\$60 (50)	\$65 (60)	\$45 (40)	\$50 (45)
June 14 - Sept 22	\$199 (190)	\$220 (200)	\$140	\$150	\$95 (90)	\$105 (100)	\$60 (55)	\$75 (70)
Sept 23 - closing	\$145 (140)	\$165 (160)	\$100	\$120	\$60 (40)	\$65 (45)	\$45 (45)	\$50 (45)



U is based on a \$5 to \$10 increase depending on time of day.

^{*} Holiday pricing for Non-Residents based on availability/demand

				TIN	IE OF DAY			
	Open	- 2 (Prime Time)	2-4	4 (Twilight)	After 4	(Super Twilight)	After 5:30	(Super Twilight 9-Holes)
	Mon-Thu	Fri-Sun (& holidays)	Mon-Thu	Fri-Sun (& holidays)	Mon-Thu	Fri-Sun (& holidays)	Mon-Thu	Fri-Sun (& holidays)
Open - June 13	\$65 (60)	\$75 (70)	\$40 (35)	\$50 (45)	\$30 (25)	\$35 (30)	\$23 (20)	\$25 (23)
lune 14 - Sept 22	\$90 (85)	\$95 (90)	\$65 (60)	\$75 (70)	\$45	\$55 (50)	\$30 (28)	\$37 (35)
Sept 23 - closing	\$65 (60)	\$75 (70)	\$45 (40)	\$55 (55)	\$25 (20)	\$30 (23)	\$23 (20)	\$25 (23)

Resident pricing is \$5 increase depending on time of day except for Super Twilight

Super Twilight and after 5:30pm, (these rates were slightly increased last year)

GUEST - K	ack Rates (\$25 more than Resident Rack Rate from open until 4 p.m. and \$15 more than Resident Rack Rate from 4 p.m. to close)

				TIN	ME OF DAY				
	Open - 2 (Prime Time)		2-4 (Twilight)		After 4 (Super Twilight)		After 5:30 (Super Twilight 9-Holes)		
	Mon-Thu	Fri-Sun (& holidays)	Mon-Thu	Fri-Sun (& holidays)		Fri-Sun (& holidays)	Mon-Thu	Fri-Sun (& holidays)	
Open - June 13	\$90 (85)	\$100 (95)	\$65 (60)	\$75 (70)	\$45 (40)	\$50 (45)	\$38 (35)	\$40 (38)	
June 14 - Sept 22	\$115 (110)	\$120 (115)	\$90 (85)	\$100 (95)	\$75 (70)	\$80 (75)	\$45 (43)	\$52 (50)	
Sept 23 - closing	\$90 (85)	\$100 (95)	\$70 (65)	\$80 (75)	\$40 (35)	\$45 (38)	\$38 (35)	\$40 (38)	

Guest pricing is \$5 increase depending on time of day except for Super Twilight

Super Twilight and after 5:30pm, (these rates were slightly increased last year)

NOTE(S) COMMON TO ALL RATES

Holidays: Memorial Day - Mon. May 27th Holidays: July 4th- M/Tu/W/Th July 1st-4th

Labor Day- Mon. Sept. 2nd All rates include shared cart

2020 MOUNTAIN COURSE -- Daily Rates **PROPOSED**

9 HOLES

		NON- RES	SIDENT - Ra	ck Rates				
		Time of Day						
	Open -	12 (Prime Time)	12-	-4 (Mid-Day)	Afte	er 4 (Twilight)		
	Mon-Thu	Fri-Sun (& holidays)	Mon-Thu	Fri-Sun (& holidays)		Fri-Sun (& holidays)		
Open - June 13	\$34 (25)	\$37 (31)	\$29 (22)	\$34 (28)	\$21 (18)			
June 14 - Sept 2 Sept 15 - Closing	\$42 (40) \$34 (31)	\$46 (43) \$37 (34)	\$37 \$29 (28)	\$42 (40)	\$26 (25)	\$27 (20) \$32 (30)		
			723 (20)	\$34 (31)	\$21 (20)	\$27 (25)		

				t off of Non Resident F ime of Day			
	Open - 12 (Prime Time)		12-	12-4 (Mid-Day)		After 4 (Twilight)	
	Mon-Thu	Fri-Sun (& holidays)	Mon-Thu	Fri-Sun (& holidays)	Mon-Thu	Fri-Sun (& holidays)	
Open - June 13	\$24 (18)	\$26 (24)	\$20 (17)	\$24 (21)	\$13 (10)	\$16 (13)	
June 14 - Sept 14	\$30	\$33	\$25	\$30	\$16 (15)	\$19 (18)	
Sept 15- Closing	\$24	\$26	\$20	\$24	\$13 (12)	\$16 (15)	

GUEST - Rack Rates (\$10 more than Resident Rack Rate open - 12 and \$5 more than Resident Rack Rate 12 - 4, 4 - close is same as Resident Rack Rate

Time of Day

			Time of Day				
	Open -	12 (Prime Time)	12-4 (Mid-Day)		After 4 (Twilight)		
	Mon-Thu	Fri-Sun (& holidays)	Mon-Thu	Fri-Sun (& holidays)		Fri-Sun (& holidays)	
Open - June 13	\$29 (23)	\$31 (29)	\$25 (22)	\$29 (26)	\$13 (10)		
June 14 - Sept 14	\$35	\$38	\$30	\$35		\$16 (13)	
Sept 15 - Closing	\$29	\$31	\$25		\$16 (15)	\$19 (18)	
			723	\$29	\$13 (12)	\$16 (15)	

Most of all Mountain Course rates were increased by 4-5% depending on rounding.



NOTE(S) COMMON TO ALL RATES

Holidays: Memorial Day - Mon. May 27th Holidays: July 4th- M/Tu/W/Th July 1st-4th Labor Day- Mon. Sept. 2nd All rates include shared cart

2020 MOUNTAIN COURSE -- Daily Rates **PROPOSED**

18 HOLES

		NON- RES	IDENT - Rad	ck Rates					
		Time of Day							
	Open -	12 (Prime Time)	12-	4 (Mid-Day)	Afte	er 4 (Twilight)			
	Mon-Thu	Fri-Sun (& holidays)	Mon-Thu	Fri-Sun (& holidays)	Mon-Thu	Fri-Sun (& holidays)			
Open - June 13	\$50 (40)	\$55 (50)	\$40 (35)	\$55 (45)	\$40 (30)	\$45 (35)			
June 14 - Sept 2 Sept 15 - Closing	\$70 (65) \$55 (50)	\$75 (70) \$60 (55)	\$65 (60) \$50 (45)	\$70 (65)	\$45 (40)	\$50 (45)			
		700 (33)	220 (42)	\$55 (50)	\$40 (35)	\$45 (40)			

		Time of Day					
	Open -	12 (Prime Time)	12-	4 (Mid-Day)	Afte	er 4 (Twilight)	
	Mon-Thu	Fri-Sun (& holidays)	Mon-Thu	Fri-Sun (& holidays)	Mon-Thu	Fri-Sun (& holidays)	
Open - June 13	\$36 (28)	\$41 (35)	\$33 (25)	\$37 (32)	\$21 (18)		
June 14 - Sept 14	\$44 (42)	\$48 (46)	\$44 (42)	\$48 (46)	\$26 (25)	\$24 (21)	
Sept 15- Closing	\$36 (35)	\$41 (39)	\$33 (32)	\$37 (35)	\$21 (20)	\$29 (28) \$24 (23)	

GUEST - Rack Rates (\$10 more than Resident Rack Rate open - 12 and \$5 more than Resident Rack Rate 12 - 4, 4 - close is same

		Time of Day							
	Open -	12 (Prime Time)	12-	-4 (Mid-Day)	After 4 (Twilight)				
	Mon-Thu	Fri-Sun (& holidays)	Mon-Thu	Fri-Sun (& holidays)	Mon-Thu	Fri-Sun (& holidays)			
Open - June 13	\$46 (38)	\$51 (45)	\$37 (30)	\$42 (37)	\$21 (18)	\$24 (21)			
June 14 - Sept 14	\$54 (52)	\$58 (56)	\$47	\$53 (51)	\$26 (25)	\$29 (28)			
Sept 15 - Closing	\$46 (45)	\$51 (49)	\$37	\$42 (40)	\$21 (20)	\$24 (23)			

Most of all Mountain Course rates were increased by 4-5% depending on rounding.



NOTE(S) COMMON TO ALL RATES

Holidays: Memorial Day - Mon. May 27th Holidays: July 4th- M/Tu/W/Th July 1st-4th Labor Day- Mon. Sept. 2nd All rates include shared cart RESIDENT PLAY PASSES (Must be a valid IVGID Resident Picture Pass Holder)

		BOTH COU	RSES
	2019 Rates	2020 Rates (Proposed)	All Play Pass Rates were increased by 4%-5% depending on rounding
UNLIMITED All You Can Play Season Pass - Individual	\$2,450 (Non-Res \$3,675)	\$2,550.00	y 4765 % depending on rounding
JNLIMITED All You Can Play Season Pass - Couples	\$3,950 (Non-Res \$5,925)	\$4,100.00	-> Includes Free Bag Storage
	mestic partners living together in	the same household as a family unit	
JNLIMITED Junior Pass	\$250	\$250	> Walking Only, Up to age 17, Stand By Only

		CHAMPIONSHII	PCOURSE
	2019 Rates	2020 Rates (Proposed)	
10 Play Pass	\$720 (Non-Res \$1,100)	\$750.00	7 2 2 2 2 2 2 2 2 2 2 2 2 2 2 2 2 2 2 2
20 Play Pass	\$1,300 (Non-Res \$1,950)	\$1,400.00	
LIMITED All You Can Play Season Pass - Individual	\$1,950 (Non-Res \$2,950)	\$2,050.00	> Open - June 17 & Sept. 17 - Closing = Unlimited Play Any Day/Any Time
L IMITED All You Can Play Season Pass - Couples	\$3,050 (Non-Res \$4,600)	\$3,175.00	> June 18-Sept. 16 = Monday - Thursday Any Day/Any Time & Friday - Sunday After 12pm On > Includes Free Bag Storage > If playing within Restricted times above = Applicable daily greens fee apply
*Couple is two married people or de	omestic partners living together in	the same household as a family unit	> It playing within Hestricted times above = Applicable daily greens fee apply
PM All You Can Play Season Pass - Individual	\$999 (Non-Res \$1,500)	\$1,050.00	> Open - June 17 & Sept. 17 - Close = Unlimited Play AFTER 12pm > June 18-Sept. 16 = Unlimited Play AFTER 2pm > If playing within Restricted times above = Applicable daily greens fee apply

		MOUNTAIN	COURSE
	2019 Rates	2020 Rates (Proposed)	
10 Play Pass	\$350 (Non-Res \$525)	\$365.00	
UNLIMITED All You Can Play Season Pass - Individual	\$650 (Non-Res \$975)	\$675.00	
JNLIMITED All You Can Play Season Pass - Couples	\$999 (Non-Res \$1,500)	\$1,050.00	
*Couple is two married people or do	mestic partners living together ir	the same household as a family unit	
PM All You Can Play Season Pass - Individual	\$450 (Non-Res \$750)	\$470.00	> Unlimited Play AFTER 2pm All Season
			> If playing within Restricted times above = Applicable daily greens fee apply
JNLIMITED Junior Pass NOTE: For the 2020 rates, the non	\$150	\$150	> Walking Only, Up to age 17, Stand By Only

IOTE: For the 2020 rates, the non-resident products were removed as there were none sold in 2019.

Projected Financial Impact at Mountain Course (with same rounds and price increase)

2020 Projected/round		2019 Per round avg.		Round Type	2019 Final		2020 Projected	
\$	43.92	\$	41.83	Guest	\$		\$	74,576.00
\$	58.73	\$	53.39	Non-Resident	\$	258,749.00	\$	284,605.00
\$	38.02	\$	36.21	Play Pass	\$	100,971.00	\$	106,000.00
\$	33.94	\$	32.32	Resident	\$	169,364.00	\$	177,812.00
				Yearly Totals	\$	600,119.00	\$	642,993.00
				Net Gain			\$	42,874.00

^{*}Assumptions are based on rounds staying the same

Projected Financial Impact at Championship Course (with same rounds and price increase)

2020 Projected/round		2019 Per round avg.		Round Type	2019 Final		2020 Projected	
\$	98.26	\$	93.26	Guest	\$		\$	214,698.00
\$	126.37	\$	117.01	Non-Resident	\$	651,729.00	\$	703,697.00
\$	56.06	\$	53.40	Play Pass	\$	400,050.00	\$	420,053.00
\$	65.38	\$	60.38	Resident	\$	355,935.00	\$	385,415.00
				Yearly Totals	\$	1,611,497.00	\$	1,723,863.00
				Net Gain			\$	112,366.00

^{*}Assumptions are based on rounds staying the same

Projections with Championship Course Rounds increasing 5% and Mountain Course Rounds increasing 10%

2020 Rounds Assumption	Mountain 10%	Champ 5%	New Rates Mtn	New Rates Champ	Total Mtn	Total Champ
Resident	6100	6190	\$ 33.94	\$ 65.38	\$ 207,034.00	\$ 404,702.20
Play Pass	3394	7866	\$ 38.02	\$ 56.06	\$ 129,039.88	
Guest	1670	2294	\$ 43.92	\$ 98.26	\$ 73,346.40	
Non-Resident	6046	5849	\$ 58.73	\$ 126.37	\$ 355,081.58	Control of the Contro
Projected Totals	17210	22199			\$ 764,501.86	

Basin Golf Courses Comparable to Incline Village

Old Greenwood & Grays Crossing

May 17-June 13 8am-1:50pm - \$150

2pm-3:50pm - \$150

After 4pm - \$75

June 14-Sept. 30 - 7am-1:50pm - \$220

2:00pm-3:50pm - \$140

After 4pm - \$90

Closest comparison to the Mountain Course

July 1- Oct 1
Old Brockway

9 Holes - \$65

18 Holes - \$105

Twilight - \$65

* all prices with cart

Edgewood

May 19 - \$150 weekday

\$175 weekend

Oct 19 - \$200 weekday \$225 weekend

June 19 - \$210 weekday

\$230 weekend

July and August -\$280 weekday

\$300 weekend

Sept 19 - \$250 weekday

\$275 weekend

Tahoe Donner

Under Renovation

All prices are carts inclusive!

Questions from last Board Meeting

Tree work so far this year vs budget – Championship Budgeted \$6,000, spent so far this year \$10,335; Mountain Course Budgeted \$5,000, spent so far this year \$12,243.

Play pass purchases with Punch Cards - included

Competitor Rates around the Basin - included

Golf Clubs discussion - ongoing

RECOMMENDATION

That the Board of Trustees makes a motion to approve 2020 Key Rates, as presented, for the Championship Golf Course, Mountain Golf Course and Resident Play Passes.