

MEMORANDUM

TO: Board of Trustees

THROUGH: Indra Winquest
District General Manager

FROM: Paul Navazio.
Director Finance

SUBJECT: Board Practice for Approval – Budgeting and Fiscal Management, Community Services and Beach Pricing for Products and Services - Practice 6.2.0

DATE: March 1, 2022

I. RECOMMENDATION

Review, discuss and possibly take action to approve the new Board Practice 6.2.0, related to Community Services and Beach pricing for products and services.

II. DISTRICT STRATEGIC PLAN

Long Range Principal #3 - Finance

Budgeted Initiative B - Work with the Board of Trustees to implement District-wide pricing policy, to ensure desired cost recovery and policy-driven differential pricing for parcel owners and customers

III. BACKGROUND

This agenda item has been prepared in order for the Board to consider adoption of a formal District-wide pricing policy, as new Practice 6.2.0.

Current Board Policy 6.1.0, Section 2.2 states that, “*the District shall adopt process that identifies the manner in which fees and charges for services are set and the extent to which they cover the cost of the service provided.*” In addition, the District’s 2021-2023 Strategic Plan, (Long-Range Principle #3 – Finance), includes an initiative related to establishment of a district-wide pricing policy/practice.

At their meeting of November 10, 2021 the Board of Trustees received a presentation and provided feedback on a framework for establishing a formal pricing policy. The objective of a formal pricing policy is to ensure consistency across the District’s Community Services and Beach venues in order to meet District-wide and venue-specific revenue and cost-recovery targets established through the annual budget process.

Informed by feedback provided by the Board of Trustees at the November meeting, a draft of new Board Practice 6.2.0 was presented to the Board at their meeting of December 10, 2021, for additional feedback.

The Board Practice 6.2.0 has been drafted to include sections covering: scope, definitions, District-wide pricing considerations, venue-specific pricing considerations and administration of the practice.

At the Board meeting of January 26th, direction was provided to staff to work with Trustee Schmitz to review suggestions aimed at clarifying specific language, application of consistent terminology, and organization of the draft Practice. The majority of suggested edits have been now incorporated into the draft presented via this agenda item for Board consideration and approval.

Included as attachments to this agenda item are: a) a “clean” copy of the updated draft Board Practice 6.2.0, and b) a “redline” version of the document reflecting edits incorporated into the draft presented to the Board at their January 26th meeting.

IV. DISCUSSION

As noted, per direction provided by the Board at their meeting of January 26th, staff met with Trustee Schmitz to review her comments and revisions to Practice 6.2.0. Following a meeting, additional suggested revisions were forwarded to staff for consideration of inclusion in a revised, updated Practice 6.2.0 document for Board consideration.

The majority of the suggested revisions proposed by Trustee Schmitz have been incorporated into the draft document and include:

- Renaming the Board Practice to “Community Services and Beach” pricing rather than “District-wide” pricing. (The practice does not cover utility fees and charges).
- Use of consistent terminology for IVGID Picture Pass Holder, Guest and Others (Non-IVGID Picture Pass Holders (replacing Residents and Non-Residents)).
- Separating out Beaches from within Venue-Specific Community-Services pricing guidelines. (This recognizes that the Beach Access charge for Guests at the Beaches is priced differently than guest pricing at Community Services venues).
- Other non-substantive language and formatting changes. (See redline document provided as Attachment B).

In addition to the suggested revisions incorporated by staff, additional comments and potential revisions were suggested that may alter the basic pricing framework and prior draft of the Practice, and thus these were not incorporated into the updated document without further discussion amongst the Board. The Board may choose to discuss these items and provide direction to staff for possible additional revisions prior to adoption of the Practice. These suggested revisions would include:

- Aligning terminology with terms that “tie to the budget” – staff has attempted to apply consistent terminology; however, there are terms used (and defined) in the document that are more appropriately cost-accounting terms rather than budget terms.
- Expanding the Definitions (Section 2.0) to include additional terms, such as: Qualified groups, Cost Center, Profit Center, Venues, Programs, Services, Special Events.
- Adding a Section to discuss pricing for Youth and Senior Rates
- Under Golf Course Fees, including policy language related to Couples rates, Professional Courtesy discounts, etc.
- Incorporating “Pricing Pyramid” pricing guidelines for venue-specific programs beyond recreation and tennis (ie. for programs of community benefit provided at golf and ski venues).
- Expanding guidelines for discounts provided to IVGID Picture-Pass holders for rental of District facilities
- Consider adding language related to food and beverage discounts for IVGID Picture-Pass holders, and other groups (ie Incliners, Republican Women, etc,).
- Parks, Recreation and Tennis:
 - suggestion to expand language related to pricing for Senior programs and add language related to Hunt Club fees.
 - Establish how discounts are determined for Couples, Kids, Seniors
- Beaches – language currently provides that Guest access fees are established annually through the budget process. Suggestion to reference Ordinance 7 in establishing Beach Guest access charges.
- Administration – draft language currently identifies Key Rates to be approved annually by the Board. Suggestion to expand to include:
 - Golf programs, ski programs, Recreation and Tennis programs
- Administration – draft language currently provides authority to the General Manager to approve daily and group rates recommended by venue managers, providing consistency with pricing policies. Suggestion to incorporate additional language for a report to be presented to the Board when modifications are necessary to the practice.

V. FINANCIAL IMPACT AND BUDGET

There is no direct fiscal impact in considering approval of this agenda item. However, the proposed Board Practice 6.2.0 will serve to ensure that Charges and Services established

by the District's Community Services and Beach venues meet both revenue targets established through the annual budget process as well as cost-recovery targets for non-resident, parcel owner and guest access to facilities and programs. Collectively, these charted for services generate approximately \$19.0 million in revenues supporting District programs, services and facilities.

Attachments

- A) Board Practice 6.2.0 – (clean version)
- B) Board Practice 6.2.0 – (redline version)

CLEAN VERSION

**Budgeting and Fiscal Management
Community Services and Beach
Pricing for Products and Services
Practice 6.2.0**

RELEVANT POLICIES: 6.1.0 Adoption of Financial Policies

PRACTICE. It is the practice of the District to establish the manner in which fees and charges for services are set and the extent to which they cover the cost of services provided (per Policy 6.1.2.2)

1.0 Scope:

This Practice shall be used to ensure consistent application of pricing policy across the District's Community Services and Beach venues in order to meet venue-specific revenue and cost-recovery targets established through the annual budget process.

The objective of the District's pricing policy is to:

- Ensure that revenues, including Charges for Services and applicable Recreation or Beach Facility Fees are sufficient to cover the full cost of providing services to IVGID Picture Pass holders, guests of IVGID Picture Pass holders and others.
- Utilize sound financial planning principles to avoid volatility in charges and fees from year-to-year.
- Promote consistent framework for pricing across all venues and programs, while providing for venue-specific pricing considerations.
- Establish conditions for management to modify pricing during the fiscal year based on market conditions, and for the determination of pricing new programs.

2.0 Definitions – for purposes of this practice, the following definitions shall be applied:

- Full-Cost is intended to represent the per-unit cost of providing access to, or use of, District venues, services and programs, and shall include operating costs (including overhead), capital depreciation and debt, as reflected in the annual budget.
- Operating Costs are defined to include direct personnel costs, non-personnel costs and overhead costs. For purposes of this definition, overhead applied to programs and services shall include appropriate allocation of Central Services Overhead as well as Department-specific administrative overhead.

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- Direct Costs are defined as the incremental cost of providing for access or services for a specific event or purpose. Examples would include incremental cost (staffing, supplies, etc.) of providing access to a venue during normal business hours versus outside of normal operations.
- Capital Costs for programs and services provided through the District's Community Services and Beach Enterprise Funds shall be defined as the annual depreciation budgeted and allocated to each fund and cost center.
- Debt Costs for purposes of establishing full-cost recovery shall include principal and interest on outstanding debt allocated to each fund as included in the annual budget.

3.0 Community Services Pricing

The District operates recreational facilities, venues, services and programs. To support the Community Services facilities, venues, services, and programs, the District establishes, through the annual budget process, a Recreation Facility Fee assessed on parcels and/or dwelling units within the District.

Pricing for IVGID Picture Pass holders and others is defined as follows:

3.1 Others (Non IVGID Picture Pass holders):

3.1.1 Rates charged for use of venues, services, and programs shall be set to cover no less than 100% of the Full-Cost of the venue rental, venue access, service provided and programs made available.

3.1.2 Pricing for services and merchandise sold at District profit centers (ex. Golf Shop, Food and Beverage, Ski Rentals) shall incorporate mark-up over costs based on market-driven targeted profit margins established as part of the budget process.

3.1.3 As it applies to daily rates charged for venue rental, venue access, programs, and services, management is authorized to

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utilize dynamic pricing, based on changing market conditions, provided that doing so contributes positively to the net operating income of the venue. (The Board may establish a “floor” such as no lower than the IVGID Picture Pass-holder rate).

3.2 Guests:

3.2.1 Guest rates may be set at a discount, provided that the guest rates shall, at a minimum, cover the Operating Costs of access to venues, or program.

3.2.2 Where Guest Rates are established, the Guest must be accompanied by an IVGID Picture-Pass holder.

3.3 IVGID Picture Pass holders:

3.3.1 Rates charged to IVGID Picture-Pass Holders shall be discounted from the Full-Cost of services, in recognition of the Recreation Facility Fee assessed.

Rates established for IVGID Picture-Pass holders shall generally be set at no greater than the rate required to cover the Operating Costs of programs and services. In some cases, rates charged may exceed Operating Costs (to the extent that the Facility Fee approved through the budget process is insufficient to cover the cost of annual Capital Costs and Debt Costs).

3.4 Discounts

3.4.1 Group Rates – Access to and/or rental of venues for qualifying groups can be provided at a discount, provided that the discounted pricing is set so as to cover the Direct Costs of venue access. Discounts may vary based on venue availability (example: peak versus off-peak, mid-week versus weekend).

3.4.2 Community Focused Non-Profits – Access to and/or rental of District facilities and venues, and participation in programs and/or services by community-focused non-profits, as defined (Resolution 1701) may be provided at a discount at no less than

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the Direct Costs of providing venue access/rental, program or service.

- 3.4.3 The annual budget could provide a funding allocation from the District's General Fund to be used to offset discounts anticipated to be provided to community focused non-profit organizations. This funding is to be allocated to venues, programs or services based on utilization by community focused non-profits in order mitigate the impact on overall financial performance of the venue, program or service.
- 3.4.4 A quarterly report will be provided to the Board of Trustees detailing the financial impact of the discount extended to the various groups and/or non-profits.

3.5 Venue-Specific Pricing

While applying the Community Services pricing guidelines as set forth in this practice, each venue, as a unique business enterprise, may incorporate modifications to its pricing for access/rentals, programs, and services, provided the venue is able to achieve overall financial results consistent with the net income targets established through the annual budget process. Such modifications may include, but are not limited to:

3.5.1 Golf Course Fees

- 3.5.1.1 Fees charged to IVGID Picture-pass holders their guests and others may vary based on season, day of the week, time-of-day, and partial (9-hole) use of the golf courses.
- 3.5.1.2 Play-Passes offered to IVGID Picture Pass holders may be priced at a discount from daily fees.
- 3.5.1.3 Management shall track and report average revenue-per-round, in relation to the defined cost-recovery targets.

3.5.2 Chateau & Aspen Grove Rentals / Special Events

- 3.5.2.1 Fees set for Facility rentals and Special Events will be based on cost-recovery targets for the Facilities

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Enterprise Fund established through the budget process.

- 3.5.2.2 Rental fees for use of facilities by non-IVGID Picture Pass holders will take into account the historical utilization rates and incorporate a mark-up required to achieve overall cost-recovery targets.
- 3.5.2.3 Rentals provided to IVGID Picture-Pass holders will incorporate discounts, as appropriate.
- 3.5.2.4 Fees charged for catered (Food and Beverage service) events will be set to cover the Full-Cost of staff, operations and food and beverage, plus mark-up based on market conditions.
- 3.5.2.5 Consideration shall be given to maintain Facility rental and Special Events services competitive within the regional marketplace.

3.5.3 Ski

- 3.5.3.1 Rates charged to non-IVGID Picture Pass holders for daily tickets and season passes will be set so as to remain competitive within the market.
- 3.5.3.2 Rates charged to non-IVGID Picture Pass holders for daily tickets shall be no less than the Full-Cost of access to the ski venue.
- 3.5.3.3 Rates charged to IVGID Picture Pass holders for daily tickets and season passes shall be set at a discount – to the extent that revenues from tickets and passes are sufficient to meet overall net revenue targets for the season.
- 3.5.3.4 Rates charged may vary based on peak periods, day of the week, and full-day versus half-day passes.
- 3.5.3.5 The Ski Rental Shop and Ski Lessons operate as Profit-Centers, with rates being largely market-driven, to include appropriate profit margins. Rates are charged uniformly, with no discounts.

3.5.4 Parks, Recreation, and Tennis Center

- 3.5.4.1 The District's Parks, Recreation Center, Tennis Center and recreation programming are community amenities open to residents, guests and visitors.

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Program pricing is based on industry-standard “Cost-Recovery Pyramid” which provides for increasing levels of cost-recovery based on whether programs provide community benefit versus individual benefit. (See Appendix A)

- 3.5.4.2 Programs and memberships are provided to IVGID Picture-Pass holders at a discount.
- 3.5.4.3 Recreation Center and Tennis Center membership pricing is adjusted based on age, season, time-of-day and day of the week (peak and non-peak hours).
- 3.5.4.4 Management shall review memberships and program fees annually, and may adjust rates based on industry and regional rates.

4.0 Beach Pricing

District-owned beaches are restricted to deeded parcel owners within the District and their guests. To support the Beaches, services, and programs, the District establishes, through the annual budget process, a Beach Facility Fee assessed on eligible parcels and/or dwelling units within the District.

- 4.1.1 Beach access is restricted for use by IVGID Picture Pass holders with beach access and their guests.
- 4.1.2 Funding to support the District beaches comes directly from the annual Beach Facility Fee assessed on parcels and/or dwelling units within the District and, as such, beach access to IVGID Picture-pass holders with beach access is made available at no additional charge.
- 4.1.3 The daily Guest beach access fee is to be set annually in relation to Operating Costs (per beach visit) as established through the annual budget process.
- 4.1.4 The daily Beach access fee may vary based on time of year, and peak periods. Management shall report on the average daily rates for the season to ensure that pricing policy and beach revenue targets are met.

5.0 Administration of Community Services and Beach Pricing Policy

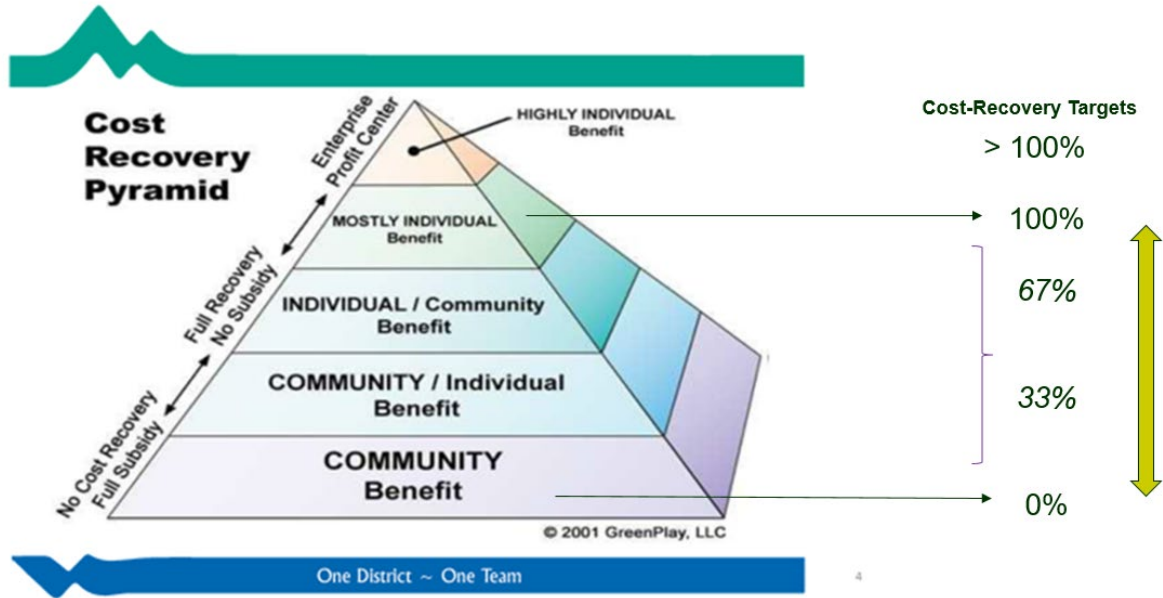
- 5.1 The Board of Trustees will establish overall financial performance targets for each venue through the annual budget process.

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- 5.2 The Board of Trustees will approve, through the budget process or when appropriate during the fiscal year Key Rates to include:
 - 5.2.1 Golf Rates for IVGID Picture Pass Holders, Play Passes, Guests and others.
 - 5.2.2 IVGID Picture-Pass holder and others, Season Pass Rates and Picture-Pass holder Daily Pass Rates for Diamond Peak.
 - 5.2.3 IVGID Picture-Pass holder Recreation Center and Tennis Membership Rates
 - 5.2.4 IVGID Picture-Pass holder rental rates for District Facilities / Special Events.
- 5.3 The General Manager is authorized to approve daily and group rates for all other programs, based on the recommendations of venue managers, consistent with the parameters of the District's Pricing Policy.
- 5.4 The District's Director of Golf/Community Services is authorized to approve pricing for Food and Beverage and retail merchandise.
- 5.5 Fee Schedules shall be placed on the District's website, and shall be updated, as needed, to reflect current pricing, to the extent practical.

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Appendix A Cost-Recovery Pyramid Recreation and Community Programs



REDLINE VERSION

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.RELEVANT POLICIES: 6.1.0 Adoption of Financial Policies

PRACTICE. It is the practice of the District to establish the manner in which fees and charges for services are set and the extent to which they cover the cost of services provided (per Policy 6.1.2.2)

1.0 Scope:

This Practice shall be used to ensure consistent application of pricing policy across the District's Community Services and Beach venues in order to meet ~~District-wide~~ ~~and~~-venue-specific revenue and cost-recovery targets established through the annual budget process.

The objective of the District's pricing policy is to:

- Ensure that revenues, including Charges for Services and applicable ~~Facility Recreation or Beach Fees~~ ~~Facility Fees~~, are sufficient to cover the full cost of providing services to IVGID Picture Pass holders ~~(residents)~~, ~~g~~Guests of IVGID Picture Pass holders and ~~others, non-resident customers (visitors)~~.
- Utilize sound financial planning principles to avoid volatility in charges and fees from year-to-year.
- Promote consistent framework for pricing across all venues and programs, while providing for venue-specific pricing considerations.
- Establish conditions for management to Provide flexibility to management in modifying pricing during the fiscal year based on market conditions, and for the determination establishment of pricing new programs.

2.0 Definitions – for purposes of this practice, the following definitions shall be applied:

- Full-Cost is intended to represent the per-unit cost of providing access to, or use of, District venues, services and programs, and shall include operating costs (including overhead), capital depreciation and debt, as reflected in the annual budget.
- Operating Costs are defined to include direct personnel costs, non-personnel costs and overhead costs. For purposes of this definition, overhead applied to programs and services shall include appropriate allocation of Central Services Overhead as well as Department-specific administrative overhead.

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- Direct Costs are defined as the incremental cost of providing for access or services for a specific event or purpose. Examples would include incremental cost (staffing, supplies, etc.) of providing access to a venue during normal business hours versus outside of normal operations.
- Capital Costs for programs and services provided through the District's Community Services and Beach Enterprise Funds shall be defined as the annual depreciation budgeted and allocated to each fund and cost center.
- Debt Costs for purposes of establishing full-cost recovery shall include principal and interest on outstanding debt allocated to each fund as included in the annual budget.
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3.0 District Community Services -wide Pricing

The District ~~operates~~provides recreational facilities, amenities-venues, services and programs. ~~In addition, a~~Access to District-owned beaches is restricted to residents and their guests. To support the District Community Services facilities, venues, services, facilities and activities~~programs~~, the District establishes, through the annual budget process, a Recreation Facility Fee ~~and Beach Facility Fee which are~~ assessed on parcels and/or dwelling units within the District.

~~As a result of the assessed Facility Fees, pricing established for access by District Picture Pass holders and their guests are discounted from the pricing established for non-resident customers, as follows~~Pricing for IVGID Picture Pass holders and others is defined as follows:

3.1 CustomersOthers (Non IVGID Picture Pass holders):

- 3.1.1 Rates charged ~~to Non-Resident customers~~ for use of District facilities~~venues, services~~, and programs shall be set to cover no less than 100% of the Full-Cost of the venue rental, venue access, service provided ~~providing facilities~~ and programs made available.

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3.1.2 Pricing for services and merchandise ~~sold at provided through~~ District profit centers (Golf Shop, Food and Beverage) shall incorporate mark-up over costs based on market-driven targeted profit margins established as part of the budget process.

3.1.3 As it applies to daily rates charged ~~to Customers~~ for venue rental, venue access, programs, and services, management is authorized to utilize dynamic pricing, based on changing market conditions, provided that doing so contributes positively to the net operating income of the venue. (The Board may establish a "floor" such as no lower than the IVGID Picture Pass-holder rate).

3.1.3

3.2 Guests:

3.2.1 Guest rates may be set at a discount, provided that the guest rates shall, at a minimum, cover the Operating Costs of access to ~~District venues, and or programs,~~

3.2.2 Where Guest Rates are established, ~~the Guest to access the discounted rates a Guest must either be accompanied by an IVGID Picture-Pass holder, or provide a District-issued Punch Card. The latter can be used to pay down the Guest Rate to the Resident Rate.~~

3.3 ~~Parcel Owners (IVGID~~ Picture Pass holders):

3.3.1 Rates charged to IVGID Picture-Pass Holders shall be discounted from the Full-Cost of services, in recognition of the Facility Recreation Facility Fees ~~assessed on parcels within the District.~~

~~3.3.2~~ Rates established for IVGID Picture-Pass holders shall generally be set at no greater than the rate required to cover the Operating Costs of programs and services. In some cases, rates charged may exceed Operating Costs (to the extent that the Facility Fee approved through the budget process are insufficient to cover the cost of annual Capital Costs and Debt Costs).

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3.4 Discounts

3.4.1 Group Rates – Access ~~to and/or rental of to District~~ venues for qualifying groups can be provided at a discount, provided that the discounted pricing is set so as to cover the Direct Costs of venue access. Discounts may vary based on venue availability (example: peak versus off-peak, mid-week versus weekend).

3.4.2 Community Focused Non-Profits – Access or rental of to District facilities and venues, participation in programs and/or services by to cCommunity-based-focused nNon-pProfits, as defined (Resolution 1701) ~~may can~~ be provided at a discount ~~at, and should be~~ no less than the Direct Costs of providing venue access/rental, program or service.

3.4.3 The annual budget ~~should could~~ provide ~~for~~ a funding allocation from the District’s General Fund to be used to offset discounts anticipated to be provided to cCommunity focused nNon-pProfit organizations. This funding is to be allocated to venues, programs or services based on utilization by cCommunity focused nNon-pProfits in order ~~for~~ mitigate the impact of Community Non-Profit use on overall financial performance of the venue, program or service, of District venues.

~~3.4.3~~ A quarterly report will be provided to the Board of Trustees detailing the financial impact of the discount extended to the various groups and/or non-profits.

4.03.5 Venue-Specific Pricing

While applying ~~District-wide~~ the Community Services pricing guidelines as set forth in this practice, each ~~District~~ venue, as a unique business enterprise, may incorporate modifications to its pricing for access/rentals, programs, and services, provided ~~that~~ the venue is able to achieve overall financial results consistent with the net income targets established through the annual budget process. Such modifications may include, but are not limited to:

4.13.5.1 Golf Course Fees

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~~4.1.13.5.2~~ Fees charged to IVGID Picture-pass holders ~~their,~~ gGuests and ~~Non-Residents~~others may vary based on season, day of the week, time-of-day, and partial (9-hole) use of the golf courses.

~~4.1.23.5.3~~ Play-Passes offered to IVGID Picture Pass holders may be priced at a discount from daily fees.

~~4.1.33.5.4~~ In doing so, ~~M~~management shall track and report average revenue-per-round, in relation to the defined cost-recovery targets, ~~for Picture Pass holders, Guests, Non-Residents and Play Pass rounds sold.~~

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~~4.2.3.6~~ Chateau & Aspen Grove Rentals~~Facilities/~~Special Events

~~4.2.13.6.1~~ Fees set for Facility rentals and Special Events ~~will~~should be based on cost-recovery targets for the Facilities Enterprise Fund established through the budget process.

~~4.2.23.6.2~~ Rental fees for use of facilities by non-IVGID Picture Pass holders~~Non-Residents~~ ~~will~~should take into account the historical utilization rates ~~of rental facilities by~~and incorporating ~~ing~~ a mark-up required to achieve overall cost-recovery targets.

~~4.2.33.6.3~~ Rentals provided to IVGID Picture-Pass holders ~~will~~should incorporate discounts, as appropriate.

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~~4.2.43.6.4~~ Fees charged for catered (Food and Beverage service) events ~~will~~should be set to cover the ~~F~~full~~C~~direct cost of staff, operations and food and beverage, plus mark-up based on market conditions.

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~~4.2.53.6.5~~ Consideration shall be given to maintain Facility rental and Special Events services competitive within the regional marketplace.

~~4.3.3.7~~ Ski

~~4.3.13.7.1~~ Rates charged ~~to non-IVGID Picture Pass holders~~ ~~Non-Residents~~ for daily tickets and season passes ~~should~~will be set so as to remain competitive within the market.

~~4.3.23.7.2~~ Rates charged ~~for~~ to non-IVGID Picture Pass holders ~~Non-Resident~~ for daily tickets shall be no less than the ~~F~~full~~C~~cost of access to the ski venue.

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~~4.3-33.7.3~~ Rates charged ~~to~~for IVGID Picture Pass holders ~~for~~ daily tickets and season passes shall be set at a discount – to the extent that revenues from ~~Non-Resident~~ tickets and passes are sufficient to meet overall net revenue targets for the season.

~~4.3-43.7.4~~ ~~Rates~~Fees charged may vary based on peak periods, day of the week, and full-day versus half-day passes.

~~3.7.5~~ The Ski Rental Shop and Ski Lessons operate as ~~P~~profit-Centers, with rates being largely market-driven, to include appropriate profit margins. Rates are charged uniformly, with no discounts.

~~4.3-53.7.6~~

4.4.3.8 Parks, Recreation, and Tennis Center

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4.4.1 The District's Parks, Recreation Center, Tennis Center and recreation programming are community amenities open to residents, guests and visitors.

~~3.8.1~~ Program pricing is based on industry-standard "Cost-Recovery Pyramid" which provides for increasing levels of cost-recovery based on whether programs provide community benefit versus individual benefit. (See Appendix A)

~~4.4.2~~ **3.8.2** Programs and memberships are provided to IVGID Picture-Pass holders at a discount.

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~~4.4.3~~ Program pricing is based on industry standard "Cost Recovery Pyramid" which provides for increasing levels of cost recovery based on whether programs provide community benefit versus individual benefit. (See Appendix A)

~~4.4.4~~ **3.8.3** Recreation Center and Tennis Center membership pricing is adjusted based on age, season, time-of-day and day of the week (peak and non-peak hours).

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~~4.4.5~~ Management shall review memberships and program fees annually, and may adjust rates based on industry and regional rates.

4.0 Beach Pricings

District-owned beaches isare restricted to deeded parcel owners within the District and their guests. To support the Beaches, services, and programs, the District establishes, through the annual budget process, a Beach Facility Fee assessed on eligible parcels and/or dwelling units within the District.

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~~4.5-14.1.1~~ Beach access is restricted ~~for~~ use by IVGID Picture Pass holders with beach access~~picture-pass holders~~ and their guests.

~~4.5-24.1.2~~ Funding to support the District beaches comes directly from the annual Beach Facility Fee assessed on ~~parcels~~properties and/or dwelling units within the District and, as such, beach access to IVGID Picture-pass holders with beach access is made available at no additional charge.

~~4.5-34.1.3~~ ~~Guests, whether accompanied by a Picture Pass holder or in possession of a District Punch Card, are charged a daily beach access fee.~~ The daily Guest beach access fee is to be set annually in relation to Operating Costs (per beach visit) as established through the annual budget process.

~~4.5.4~~ The daily Beach access fee may vary based on time of year, and peak periods. Management shall report on the average daily ~~guest~~ rates for the season to ensure that pricing policy and beach revenue targets are met.

5.0 Administration of ~~District's Community Services and Beach~~ Pricing Policy

5.1 The Board of Trustees will establish overall financial performance targets for each ~~District~~ venue through the annual budget process.

5.2 The Board of Trustees will approve, through the budget process or when appropriate during the fiscal year Key Rates to include:

5.2.1 Golf Rates for IVGID Picture Pass Holders, Play Passes, Guests and ~~others~~non-resident Customers.

5.2.2 IVGID Picture-Pass holder and ~~non-resident customer~~others Season Pass Rates and Picture-Pass holder Daily Pass Rates for Diamond Peak.

5.2.3 IVGID Picture-Pass holder Recreation Center and Tennis Membership Rates.

5.2.4 IVGID Picture-Pass holder rental rates for District Facilities / Special Events.

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- 5.3 The General Manager is authorized to approve daily and group rates for all other programs, based on the recommendations of venue managers, consistent with the parameters of the District's Pricing Policy.
- 5.4 The District's Director of Golf/Community Services is authorized to approve pricing for Food and Beverage and retail merchandise.
- 5.5 Fee Schedules shall be placed on the District's website, and shall be updated, as needed, to reflect current pricing, to the extent practical.

Appendix A
Cost-Recovery Pyramid
Recreation and Community Programs

