

MEMORANDUM

TO: Board of Trustees

FROM: Susan A. Herron
Director of Administrative Services

THROUGH: Karen Crocker
Interim District General Manager

SUBJECT: Review, Discuss and Possibly Approve Practice 6.2.0, Budgeting and Fiscal Management: Community Services and Beach Pricing for Products and Services

DATE: October 9, 2024

I. RECOMMENDATION

That the Board of Trustees makes a motion to approve Practice 6.2.0, Budgeting and Fiscal Management: Community Services and Beach Pricing for Products and Services as attached.

II. BACKGROUND

An internal report was provided to the Board of Trustees by the District General Manager on or about April 15, 2024 on Practice 6.2.0 (a sub practice to Policy 6.1.0). Staff presented a draft of the practice at the May 8, 2024 Board of Trustees meeting and received the following additional information:

1. The practice needs to be transparent
2. The practice needs to be consistent across the venues.
3. On rates, include how the rates are set using the pricing pyramid.

4. Ensure that the food and beverage discount is consistent at all venues.
5. Address how the pyramid and the budget are related.

Following the May 9, 2024 meeting, the practice was revisited and determined that it should be rewritten in large part so that everyone reading it could understand it and put items into a table for easier understanding. Additionally, the paragraphs that were requested by Staff to be changed have been incorporated with the practice and requirements for information was also added.

At the May 20, 2024 meeting, the Board of Trustees removed this item from the agenda in its entirety and Staff asked for a meeting to gain understanding of the language inconsistencies, etc.

Since then, one meeting has been held with Chairwoman Schmitz and two meetings were held with Trustee Tulloch.

At the July 31, 2024 meeting, two versions were presented as the two Trustees working on this project have very different opinions. During this discussion, it was determined that the Board should start with the policy to ensure that an overarching criteria was established before making any changes to the practice.

At the August 28, 2024 meeting, the item was removed in its entirety from the agenda by the Acting General Manager and noted as “incomplete”.

III. ATTACHMENTS

Exhibit A – Practice 6.2.0 – current version

Exhibit B – Practice 6.2.0 – as proposed on October 9, 2024

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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 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 (Policy & Procedure 141, Resolution 1895) may be provided at a discount at

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no less than 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

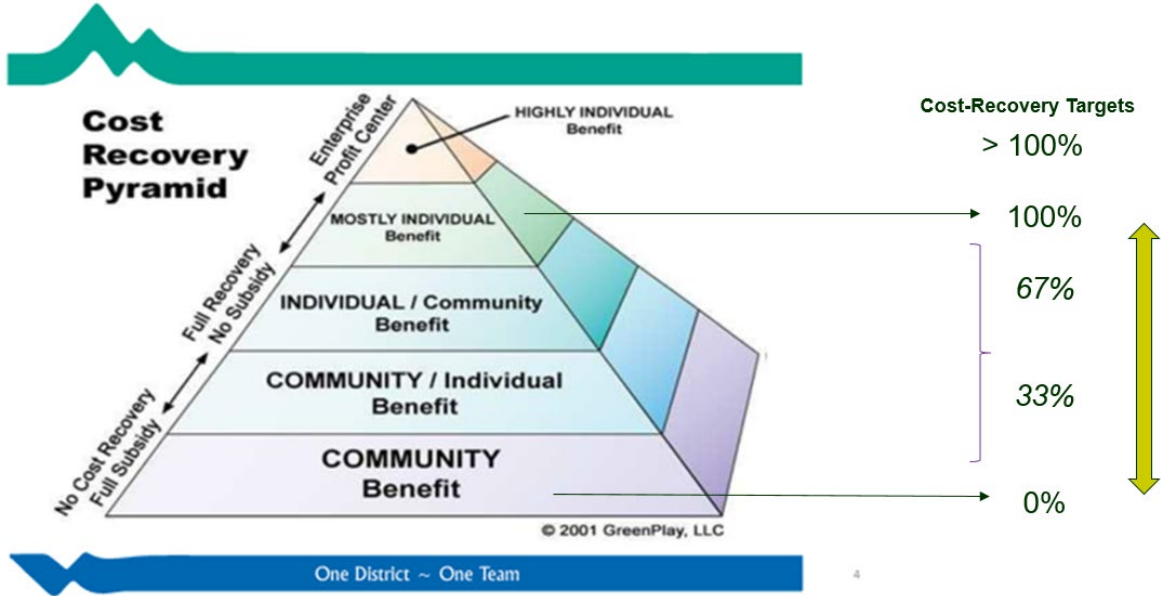
- 5.1 The Board of Trustees will establish overall financial performance targets for each venue through the annual budget process.

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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



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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 across the District's Community Services and Beach venues in order to meet venue- specific revenue objectives.

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

- Ensure that revenues, including Charges for Services and applicable Recreation and/or Beach Facility Fees, as annually approved in May of each year for the forthcoming fiscal year by the Board of Trustees, 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.
- 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.
- 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

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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 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 Board of Trustees shall establish, in January of each calendar year, a Recreation Facility Fee and a Beach Facility Fee that it may adopt through the annual budget process, and that is assessed on parcels and/or dwelling units within the District. This Recreation Facility Fee and Beach Facility Fee will be effective in the following fiscal year.

4.0 Pricing Model by Venue and Customer Type

| VENUE | Customer Type PICTURE PASS HOLDER | Customer Type NON-PICTURE PASS HOLDER | Customer Type GUEST* OF A PICTURE PASS HOLDER |
|---|--|--|--|
| Championship Golf Course – see Note (1) <i>The Cost Recovery Pyramid, Appendix A, is not applicable to this venue.</i> | Rates charged to IVGID Picture-Pass Holders shall be discounted from the Full-Cost of services, in recognition of the Recreation Facility Fee if 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 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). | Rates charged for shall be set to cover no less than 100% of the Full-Cost of the venue service provided with a floor on pricing of that of the Picture Pass Holder. | Guest rates may be set at a discount, provided that the guest rates shall, at a minimum, cover the Operating Costs of access to this venue and have a floor on pricing of that of the Picture Pass Holder. |

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| VENUE | Customer Type PICTURE PASS HOLDER | Customer Type NON-PICTURE PASS HOLDER | Customer Type GUEST* OF A PICTURE PASS HOLDER |
|--|--|---|---|
| <p>Championship Golf Course Pro Shop</p> <p><i>The Cost Recovery Pyramid, Appendix A, is not applicable to this venue.</i></p> | No discount is offered. | No discount is offered. | No discount is offered. |
| <p>The Grille (Food Services)</p> <p><i>The Cost Recovery Pyramid, Appendix A, is not applicable to this venue.</i></p> | No discount is offered. | No discount is offered. | No discount is offered. |
| <p>Mountain Golf Course – See Note (1)</p> <p><i>The Cost Recovery Pyramid, Appendix A, is not applicable to this venue.</i></p> | <p>Rates charged to IVGID Picture-Pass Holders shall be discounted from the Full-Cost of services, in recognition of the Recreation Facility Fee if assessed.</p> <p>Rates established for IVGID Picture-Pass holders shall generally be set at no greater than the rate required to cover the Operating Costs of 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)</p> | <p>Rates charged for shall be set to cover no less than 100% of the Full-Cost of the venue service provided with a floor on pricing of that of the Picture Pass Holder.</p> | <p>Guest rates may be set at a discount, provided that the guest rates shall, at a minimum, cover the Operating Costs of access to this venue and have a floor on pricing of that of the Picture Pass Holder.</p> |
| <p>Mountain Golf Course Pro Shop</p> <p><i>The Cost Recovery Pyramid, Appendix A, is not applicable to this venue.</i></p> | No discount is offered. | No discount is offered. | No discount is offered. |

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| VENUE | Customer Type PICTURE PASS HOLDER | Customer Type NON-PICTURE PASS HOLDER | Customer Type GUEST* OF A PICTURE PASS HOLDER |
|--|---|--|--|
| Diamond Peak Ski Resort – See Note (2) <i>The Cost Recovery Pyramid, Appendix A, is not applicable to this venue.</i> | Rates charged to IVGID Picture-Pass Holders shall be discounted from the Full-Cost of services in recognition of the Recreation Facility Fee, if 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 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) | Rates charged for shall be set to cover no less than 100% of the Full-Cost of the venue service provided with a floor on pricing of that of the Picture Pass Holder. | No discount is offered. |
| Diamond Peak Ski Resort Merchandise Shop | OUTSOURCED VIA A SEPARATE CONTRACT | OUTSOURCED VIA A SEPARATE CONTRACT | OUTSOURCED VIA A SEPARATE CONTRACT |
| Diamond Peak Ski Resort Food Court <i>The Cost Recovery Pyramid, Appendix A, is not applicable to this venue.</i> | No discount is offered. | No discount is offered. | No discount is offered. |
| Diamond Peak Ski Resort Rental Shop <i>The Cost Recovery Pyramid, Appendix A, is not applicable to this venue.</i> | The Ski Rental Shop rates are being largely market-driven to include appropriate profit margins. Rates are charged uniformly, with no discounts. | The Ski Rental Shop rates are being largely market-driven to include appropriate profit margins. Rates are charged uniformly, with no discounts. | The Ski Rental Shop rates are being largely market-driven to include appropriate profit margins. Rates are charged uniformly, with no discounts. |
| Diamond Peak Ski Resort Ski Lessons <i>The Cost Recovery Pyramid, Appendix A, is not applicable to this venue.</i> | The Ski Lessons rates are being largely market-driven to include appropriate profit margins. Rates are charged uniformly, with no discounts. | The Ski Lessons rates are being largely market-driven to include appropriate profit margins. Rates are charged uniformly, with no discounts. | The Ski Lessons rates are being largely market-driven to include appropriate profit margins. Rates are charged uniformly, with no discounts. |

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| VENUE | Customer Type PICTURE PASS HOLDER | Customer Type NON-PICTURE PASS HOLDER | Customer Type GUEST* OF A PICTURE PASS HOLDER |
|---|--|---|--|
| <p>Tennis Center – See Note (3)</p> <p><i>The Cost Recovery Pyramid, Appendix A, is applicable to this venue and falls under Mostly Individual Benefit with a cost recovery target of 100%.</i></p> | <p>Rates charged to IVGID Picture-Pass Holders shall be discounted from the Full-Cost of services in recognition of the Recreation Facility Fee, if assessed.</p> <p>Rates established for IVGID Picture-Pass holders shall generally be set at no greater than the rate required to cover the Operating Costs of 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)</p> | <p>Rates charged for shall be set to cover no less than 100% of the Full-Cost of the venue service provided with a floor on pricing of that of the Picture Pass Holder.</p> | <p>No discount is offered.</p> |
| <p>Pickleball – See Note (3)</p> <p><i>The Cost Recovery Pyramid, Appendix A, is applicable to this venue and falls under Mostly Individual Benefit with a cost recovery target of 100%.</i></p> | <p>Rates charged to IVGID Picture-Pass Holders shall be discounted from the Full-Cost of services in recognition of the Recreation Facility Fee, if assessed.</p> <p>Rates established for IVGID Picture-Pass holders shall generally be set at no greater than the rate required to cover the Operating Costs of 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)</p> | <p>Rates charged for shall be set to cover no less than 100% of the Full-Cost of the venue service provided with a floor on pricing of that of the Picture Pass Holder.</p> | <p>No discount is offered.</p> |

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| VENUE | Customer Type PICTURE PASS HOLDER | Customer Type NON-PICTURE PASS HOLDER | Customer Type GUEST* OF A PICTURE PASS HOLDER |
|--|---|---|---|
| Tennis Center Pro Shop <i>The Cost Recovery Pyramid, Appendix A, is not applicable to this venue.</i> | No discount is offered. | No discount is offered. | No discount is offered. |
| Recreational Programs (Adult) – See Note (4) <i>The Cost Recovery Pyramid, Appendix A, is applicable to these programs and falls under INDIVIDUAL/Community Benefit with a cost recovery target of between 67% to 100%.</i> | The Recreational Programs (Adult) rates are being largely market driven to include appropriate profit margins. Rates are charged uniformly with a small discount being applied if participant is a picture pass holder. | The Recreational Programs (Adult) rates are being largely market driven to include appropriate profit margins. Rates are charged uniformly with no discounts. | The Recreational Programs (Adult) rates are being largely market driven to include appropriate profit margins. Rates are charged uniformly with no discounts. |
| Recreational Programs (Youth) – See Note (4) <i>The Cost Recovery Pyramid, Appendix A, is applicable to this venue and falls under COMMUNITY/Individual Benefit with a cost recovery target of between 0% and 33%.</i> | The Recreational Programs (Youth) rates are what the market will bear. Rates are charged uniformly with a small discount being applied if participant is a picture pass holder. | The Recreational Programs (Youth) rates are what the market will bear. | The Recreational Programs (Youth) rates are what the market will bear. |
| Recreational Programs (Senior) – See Note (4) <i>The Cost Recovery Pyramid, Appendix A, is applicable to this venue and falls under COMMUNITY/Individual Benefit with a cost recovery target of between 0% and 33%.</i> | The Recreational Programs (Senior) rates are below market rates because these are subsidized programs by the Recreation Facility Fee. An additional small discount may apply if participant is a picture pass holder. | The Recreational Programs (Senior) rates are below market rates because these are subsidized programs by the Recreation Facility Fee. | The Recreational Programs (Senior) rates are below market rates because these are subsidized programs by the Recreation Facility Fee. |
| Fields (Ballfields) – See Note (3) <i>The Cost Recovery Pyramid, Appendix A, is applicable to this venue and it falls under COMMUNITY Benefit with no cost recovery and full subsidy.</i> | Fields, if rented for tournaments, etc., switch to the following: <i>The Cost Recovery Pyramid, Appendix A, is applicable to this venue and falls under Mostly Individual Benefit with a cost recovery target of 100%.</i> | | |

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| | Customer Type PICTURE PASS HOLDER | Customer Type NON-PICTURE PASS HOLDER | Customer Type GUEST* OF A PICTURE PASS HOLDER |
|--|---|---|--|
| VENUE Parks (Preston Field) – See Note (3) <i>The Cost Recovery Pyramid, Appendix A, is applicable to this venue and it falls under COMMUNITY Benefit with no cost recovery and full subsidy.</i> | Parks, if rented for tournaments, etc., switch to the following: <i>The Cost Recovery Pyramid, Appendix A, is applicable to this venue and falls under Mostly Individual Benefit with a cost recovery target of 100%</i> | | |
| Skatepark <i>The Cost Recovery Pyramid, Appendix A, is applicable to this venue and it falls under COMMUNITY Benefit with no cost recovery and full subsidy.</i> | This venue is free to all users | This venue is free to all users | This venue is free to all users |
| Disc Golf Course – See Note (5) <i>The Cost Recovery Pyramid, Appendix A, is applicable to this venue and it falls under COMMUNITY Benefit with no cost recovery and full subsidy.</i> | This venue is free to all users. | This venue is free to all users. | This venue is free to all users. |
| Bocce Ball Courts – See Note (6) <i>The Cost Recovery Pyramid, Appendix A, is applicable to this venue and it falls under COMMUNITY Benefit with no cost recovery and full subsidy.</i> | This venue is free to all users. | This venue is free to all users. | This venue is free to all users. |
| Robin and Robert Holman Family Bike Park – See Note (6) <i>The Cost Recovery Pyramid, Appendix A, is applicable to this venue and it falls under COMMUNITY Benefit with no cost recovery and full subsidy</i> | This venue is free to all users. | This venue is free to all users. | This venue is free to all users. |

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| VENUE | Customer Type PICTURE PASS HOLDER | Customer Type NON-PICTURE PASS HOLDER | Customer Type GUEST* OF A PICTURE PASS HOLDER |
|--|---|--|--|
| <p>The Chateau and Aspen Grove Meeting Space – See Note (3) and (7)</p> <p><i>The Cost Recovery Pyramid, Appendix A, is not applicable to this venue except as stated in Note (7).</i></p> | <p>Rates charged to IVGID Picture-Pass Holders shall be discounted from the Full-Cost of services, in recognition of the Recreation Facility Fee if assessed.</p> <p>Rates established for IVGID Picture-Pass holders shall generally be set at no greater than the rate required to cover the Operating Costs of 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)</p> | No discount is offered. | No discount is offered. |
| <p>Recreation Center (Membership)</p> <p><i>The Cost Recovery Pyramid, Appendix A, is not applicable to this venue.</i></p> | <p>Rates charged to IVGID Picture-Pass Holders shall be discounted from the Full-Cost of services, in recognition of the Recreation Facility Fee if assessed.</p> <p>Rates established for IVGID Picture-Pass holders shall generally be set at no greater than the rate required to cover the Operating Costs of 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).</p> | Rates charged for shall be set to cover no less than 100% of the Full-Cost of the venue service provided with a floor on pricing of that of the Picture Pass Holder. | Guest rates may be set at a discount, provided that the guest rates shall, at a minimum, cover the Operating Costs of access to this venue and have a floor on pricing of that of the Picture Pass Holder. |
| <p>Recreation Center (Merchandise)</p> | No discount is offered. | No discount is offered. | No discount is offered. |

*A guest is defined as Guest for Recreation Facilities other than the Beaches means any person invited by an Owner of a Parcel to use District owned Recreation

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Facilities other than the Beaches. Further, where Guest Rates are established, the Guest **must** be accompanied by an IVGID Picture-Pass holder.

Notes

- (1) Key rates are presented to the Board of Trustees for their review and approval in February of each calendar year. The key rates, once approved, will go into effect for the following golfing season.
- (2) Key rates are presented to the Board of Trustees for their review and approval in January of each calendar year. The key rates, once approved, will go into effect for the following ski season.
- (3) Key rates are presented to the Board of Trustees for their review and approval in March of each calendar year. The key rates, once approved, will go into effect at the start of the next fiscal year.
- (4) Rates may be presented to the Board of Trustees for their review and approval and a fixed sum amount of money is presented in the annual budget for both Adult and Youth Programming combined into one fixed sum. It is then the Staff's job to work within that fixed sum of money for all its Adult and Youth programming.
- (5) Donations are solicited and donations go to Parks revenue for maintenance of the facility.
- (6) Rentals are or will be available and the rental fees generated will go to Parks revenue.
- (7) This venue may be used for internal District events and discounts may be offered in off peak seasons in accordance with the key rates submitted and approved.

As it applies to daily rates charged 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).

5.0 Community Focused Nonprofits

Community Focused Nonprofits may be eligible for complimentary use of District facilities and recreational programs. Eligible non-profits shall be a local non-profit, a national nonprofit with a local chapter, or local government agency or school district providing services to the local community. Local shall be defined as the Incline Village/Crystal Bay community. Organizations shall provide supporting documentation of their nonprofit status prior to receiving complimentary use of District facilities or recreational programs. Non-government agencies shall be an IRS 501(c)(3) nonprofit corporation or similar organization. All entities shall

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otherwise comply with all applicable terms and conditions for use of the facility or participating in the program, including insurance, indemnity, damage deposits, and similar requirements. Blackout Dates. IVGID prioritizes the use of IVGID facilities for resident or revenue-generating use. As such, IVGID staff shall, on an annual basis, identify dates in which complimentary use of District facilities are unavailable. Moreover, resident or revenue-generating use shall take priority over complimentary use. IVGID may provide other special pricing, discount, or promotional programs to the general public or to a category of the general public. Examples may include complimentary lift tickets to Diamond Peak for local students or a round of golf at the Mountain Golf Course. Categories of the general public shall not include IVGID employees, retirees, or similar group provided benefits under personnel or similar policies. Special pricing or promotional programs shall be identified, budgeted, and approved through the annual budget. On an annual basis, the General Manager or designee shall provide a report to the Board of Trustees listing any use of District facilities and recreational programs pursuant to this Practice. The Board of Trustees may authorize additional complimentary use of District facilities and recreational programs at its discretion. In addition, the Board of Trustees may authorize monetary contributions to Community Focused Non-Profits or other entities to the extent permitted by NRS 318 and other applicable law. This Practice does not affect or invalidate any existing joint use or similar agreement with a Community Focused Non-Profit, which be deemed an additional use subject to this Practice.

The annual budget could provide a funding allocation from the District’s General Fund to be used to offset complimentary use 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.

6.0 Reporting

An annual report will be provided to the Board of Trustees, no later than August 31 and beginning with Fiscal Year ending 2024/2025, that will detail the financial impact of the complimentary use extended to the various groups and/or non-profits.

7.0 Caveats to this Practice

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. The measurement for success will be the overall performance of the fund/sub-fund that these venues make up i.e. the Community Services Fund and more specifically the working capital (cash) balance.

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8.0 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 may establish in January, a Beach Facility Fee assessed on eligible parcels and/or dwelling units within the District.

- 8.1 Beach access is restricted for use by IVGID Picture Pass holders with beach access and their guests.
- 8.2 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.
- 8.3 The daily Guest beach access fee is to be set during key rate approvals.
- 8.4 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.

9.0 Administration of Community Services and Beach Pricing Policy

- 9.1 The Board of Trustees will establish overall financial performance targets for each venue through the annual budget process.
- 9.2 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 (Policy 6.1.2.2).
- 9.3 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

