

**MEMORANDUM**

**TO:** Board of Trustees

**THROUGH:** Robert Harrison, District General Manager

**FROM:** Mike Bandelin, Diamond Peak Ski Resort General Manager

**SUBJECT:** Review, Discuss and possibly Approve Diamond Peak Ski Resort’s Season Pass Rates for 2025-2026 Ski Season. (For possible Action)  
(Requesting Staff Member: Diamond Peak General Manager Mike Bandelin)

**LONG RANGE PRINCIPLE**

**#3 - FINANCE**

The District will ensure fiscal responsibility and sustainability of service capacities through prudent fiscal management and maintaining effective financial policies for internal controls, operating budgets, fund balances, capital improvement and debt management.

**RELATED DISTRICT POLICIES, PRACTICES, RESOLUTIONS OR ORDINANCES**

District Board of Trustees Pricing for Products and Services Practice 6.2.0; 3.5 Venue-Specific Pricing; 3.5.3 Ski; 3.5.3.1 and 3.5.3.3.

**DATE:** February 26, 2025

**I. RECOMMENDATION**

That the Board of Trustees makes a motion to:

1. Approve an increase of 5% to all non resident season pass products as shown in (Table 1 - Exhibit A) for FY 2025/26; and,
2. Approve a Diamond Peak Resident Season Pass Pricing Practice whereby IVGID Picture Pass holder season pass prices are set at 70% of public rates for adults (ages 24-64); 50% of public rates for youth (ages 13-23), seniors (ages 65-69) and children (ages 7-12); and 40% of public rates for super seniors (ages 70-79) as shown in (Table 1 - Exhibit B).

**II. BACKGROUND**

The District-operated ski venue provides the sale of season pass products to Non-Picture Pass Holders (Public) as well as discounted season pass products to IVGID Recreation Pass Holders (aka IVGID Picture Pass holders or PPH) in a variety of age groups.

Historically, Staff will initiate the sale of season passes to PPH and Public beginning on or around March 15, and continue with the 3-tiered pricing structure for PPH and a 4-tiered pricing structure for Public, with (Tier 1) rates available through April 30; (Tier 2) rates available from May 1 – October 31; (Tier 3) rates from November 1 through the end of the season for PPH, or November 1 - December 20 for Public; and (Tier 4) rates for Public available from December 20 through the end of the season.

The staff recommendation proposed includes a 5% increase to Public ski season passes in all product categories and all pricing tiers.

Staff is also recommending a proposed Resident Season Pass Pricing Practice that provides a discount to resident picture pass holders. The proposed practice is to provide the following discounts:

- 30% discount for PPH Adults (ages 24-64)
- 50% discount for PPH Youth (ages 13-23)
- 50% discount for PPH Children (ages 7-12)
- 50% discount for PPH Seniors (ages 65-69)
- 60% discount for PPH Super Seniors (ages 70-79)

Please refer to Table 1 for a breakdown of proposed Public and PPH season pass pricing for the 2025/26 ski season, plus five years of historic season pass pricing.

The recommended 5% increase to Public rates will allow the resort to remain competitive in the Lake Tahoe Basin ski season pass marketplace, while driving additional season pass revenue to help offset increased operational costs.

The proposed Resident Season Pass Pricing Practice will provide residents with a consistent discount on Diamond Peak season pass products each season while ensuring that future increases to season pass prices are applied equally to both residents and members of the public.

### **III. BID RESULTS**

Not Applicable

### **IV. FINANCIAL IMPACT AND BUDGET**

The FY2024/25 ski venue budget includes \$2,900,000 in revenue allocated to season passes purchased. With rate adjustments recommended in this report, season pass revenues may include approximately \$100,000 - \$150,000 in additional revenue for FY2025/26.

**V. ALTERNATIVES**

The Board of Trustees may decide not to approve staff's season pass pricing recommendation.

**VI. COMMENTS**

Provided the recommendation is approved, staff will initiate a FY2025/26 Diamond Peak season pass sale for Picture Pass Holders and the Public on March 15, 2025, and continue with the 4-tiered pricing structure, with (Tier 1) rates available through April 30, 2025; (Tier 2) rates available from May 1 – October 31, 2025; and (Tier 3) rates from November 1 – December 19, 2025. Beginning on December 20, 2025, staff will initiate the sale of passes to the public within a (Tier 4) including a to-be-determined rate structure.

**VII. BUSINESS IMPACT/BENEFIT**

This item is not a “rule” within the meaning of NRS, Chapter 237, and does not require a Business Impact Statement.

**VIII. ATTACHMENTS**

1. TABLE 1 - with YOY percentages
2. TABLE 2 - public vs PPH rates
3. TABLE 3 - days to pay off pass analysis
4. Practice\_6\_2\_0\_Pricing\_for\_Products\_and\_Services

**IX. DECISION POINTS NEEDED FROM THE BOARD OF TRUSTEES**

Not Applicable

**TABLE 1**

Recommended Public & Picture Pass Holder season pass rates for 2025-26 ski season

EXHIBIT A: Staff recommendation is to raise public rates by: **5%**

Fiscal Year	2021	2022	2023	2024	2025	2026	YOY %	2021	2022	2023	2024	2025	2026	YOY %	2021	2022	2023	2024	2025	2026	YOY %	2024	2025	2026
<b>Public Full Pass</b>	<b>Tier 1</b>						increase	<b>Tier 2</b>						increase	<b>Tier 3</b>						increase	<b>Tier 4</b>		
<b>Adult (24-64)</b>	\$419	\$439	\$444	\$454	\$499	\$524	5%	\$474	\$494	\$499	\$509	\$560	\$588	5%	\$509	\$620	\$625	\$635	\$699	\$733	5%	\$799	\$799	TBD
<b>Youth (13-23)</b>	\$249	\$339	\$344	\$354	\$389	\$409	5%	\$274	\$414	\$419	\$429	\$472	\$495	5%	\$289	\$520	\$525	\$535	\$589	\$618	5%	\$699	\$699	TBD
<b>Senior (65-69)</b>	\$179	\$409	\$415	\$425	\$468	\$491	5%	\$204	\$434	\$439	\$449	\$494	\$519	5%	\$229	\$520	\$525	\$535	\$589	\$618	5%	\$699	\$699	TBD
<b>Child (7-12)</b>	\$179	\$199	\$204	\$214	\$235	\$247	5%	\$204	\$229	\$234	\$244	\$268	\$282	5%	\$229	\$280	\$285	\$295	\$325	\$341	5%	\$349	\$349	TBD
<b>Super Senior (70-79)</b>	\$159	\$159	\$164	\$174	\$235	\$247	5%	\$174	\$174	\$179	\$189	\$268	\$282	5%	\$199	\$220	\$225	\$235	\$325	\$341	5%	\$349	\$349	TBD
<b>6 &amp; under / 80+</b>	\$0	\$0	\$0	\$0	\$0	\$0	N/A	\$0	\$0	\$0	\$0	\$0	\$0	N/A	\$0	\$0	\$0	\$0	\$0	\$0	N/A	\$0	\$0	\$0
<b>Transferable</b>	N/A	N/A	N/A	N/A	N/A	N/A	N/A	\$799	\$1,099	\$1,099	\$1,099	\$1,209	\$1,269	N/A	\$799	\$1,099	\$1,099	\$1,099	\$1,209	\$1,269	N/A	\$1,099	\$1,154	TBD

EXHIBIT B: Picture Pass Holder Pricing Practice: Set Resident rates based on percentages of public rates (Adult = 70% of public, Super Senior = 40% of public, all other age categories = 50% of public)

Fiscal Year	2021	2022	2023	2024	2025	2026	YOY %	2021	2022	2023	2024	2025	2026	YOY %	2021	2022	2023	2024	2025	2026	YOY %	2024	2025	2026
<b>PPH Full Pass</b>	<b>Tier 1</b>						increase	<b>Tier 2</b>						increase	<b>Tier 3</b>						increase	<b>Tier 4</b>		
<b>Adult (24-64)</b>	\$289	\$289	\$289	\$319	\$319	\$367	15%	\$319	\$319	\$319	\$358	\$358	\$412	15%	\$349	\$349	\$349	\$447	\$447	\$513	15%	\$447	\$447	\$513
<b>Youth (13-23)</b>	\$139	\$139	\$139	\$177	\$177	\$204	16%	\$159	\$159	\$159	\$215	\$215	\$248	15%	\$189	\$189	\$189	\$268	\$268	\$309	15%	\$268	\$268	\$309
<b>Senior (65-69)</b>	\$109	\$109	\$109	\$213	\$213	\$245	15%	\$129	\$119	\$119	\$225	\$225	\$259	15%	\$149	\$149	\$149	\$268	\$268	\$309	15%	\$268	\$268	\$309
<b>Child (7-12)</b>	\$109	\$109	\$109	\$107	\$107	\$124	16%	\$129	\$129	\$129	\$122	\$122	\$141	16%	\$149	\$149	\$149	\$148	\$148	\$170	15%	\$148	\$148	\$170
<b>Super Senior (70-79)</b>	\$29	\$29	\$29	\$87	\$87	\$99	14%	\$39	\$39	\$39	\$95	\$95	\$113	19%	\$49	\$49	\$49	\$118	\$118	\$136	16%	\$118	\$118	\$136
<b>6 &amp; under / 80+</b>	\$0	\$0	\$0	\$0	\$0	\$0	N/A	\$0	\$0	\$0	\$0	\$0	\$0	N/A	\$0	\$0	\$0	\$0	\$0	\$0	N/A	\$0	\$0	\$0

**TABLE 2**

**Comparison of Public vs. Picture Pass Holder rates by %**

**2026 Public rates recommendation**

<b>Public Full Pass</b>	<b>Tier 1</b>	<b>Tier 2</b>	<b>Tier 3</b>	<b>Tier 4</b>
<b>Adult (24-64)</b>	\$524	\$588	\$733	TBD
<b>Youth (13-23)</b>	\$409	\$495	\$618	TBD
<b>Senior (65-69)</b>	\$491	\$519	\$618	TBD
<b>Child (7-12)</b>	\$247	\$282	\$341	TBD
<b>Super Senior (70-79)</b>	\$247	\$282	\$341	TBD
<b>6 &amp; under / 80+</b>	\$0	\$0	\$0	\$0
<b>Transferable</b>	N/A	\$1,269	\$1,269	TBD

**2026 PPH rates recommendation**

<b>PPH Full Pass</b>	<b>Tier 1</b>	<b>Tier 2</b>	<b>Tier 3</b>	<b>Tier 4</b>
<b>Adult (24-64)</b>	\$367	\$412	\$513	\$513
<b>Youth (13-23)</b>	\$204	\$248	\$309	\$309
<b>Senior (65-69)</b>	\$245	\$259	\$309	\$309
<b>Child (7-12)</b>	\$124	\$141	\$170	\$170
<b>Super Senior (70-79)</b>	\$99	\$113	\$136	\$136
<b>6 &amp; under / 80+</b>	\$0	\$0	\$0	\$0

**2026 PPH rates by % of public**

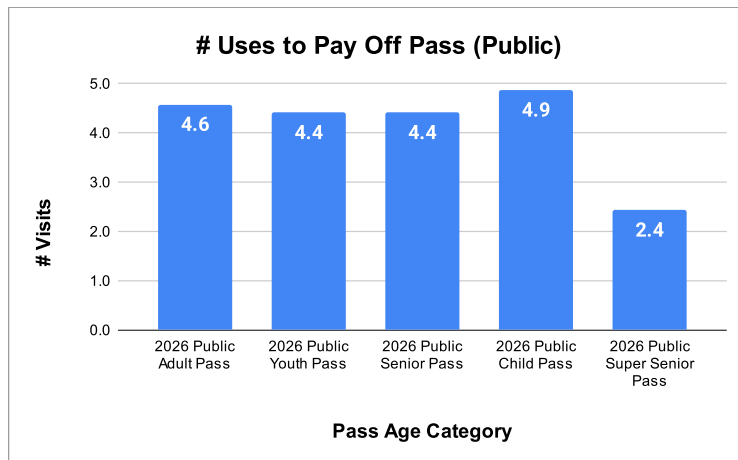
<b>Tier 1</b>	<b>Tier 2</b>	<b>Tier 3</b>	<b>Tier 4</b>
70%	70%	70%	N/A
50%	50%	50%	N/A
50%	50%	50%	N/A
50%	50%	50%	N/A
40%	40%	40%	N/A
N/A	N/A	N/A	N/A

### TABLE 3

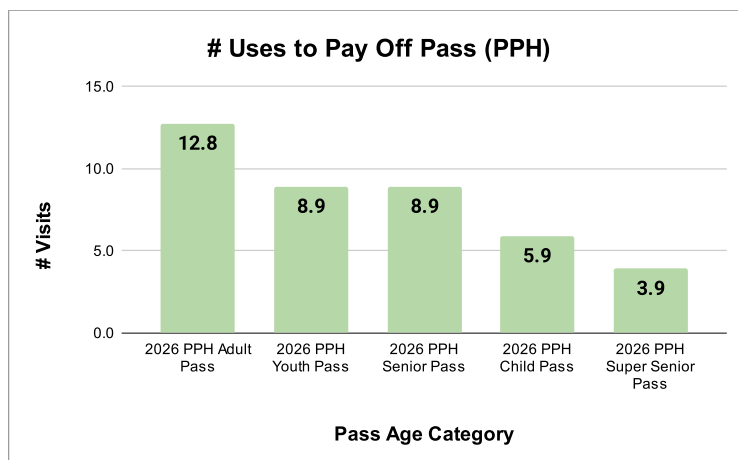
#### 2026 Season Pass Recommendation vs. 2025 Daily Lift Ticket Cost Ratios

Product	Price	# Uses to Pay Off Pass	Cost of 1-day wknd ticket*
<b>Public Passes</b>			
2026 Public Adult Pass	\$733	4.6	\$160
2026 Public Youth Pass	\$618	4.4	\$140
2026 Public Senior Pass	\$618	4.4	\$140
2026 Public Child Pass	\$341	4.9	\$70
2026 Public Super Senior Pass	\$341	2.4	\$140

*\* during 2024-25 season*



Product	Price	# Uses to Pay Off Pass	Cost of 1-day wknd ticket*
<b>Picture Pass Holder (PPH) Passes</b>			
2026 PPH Adult Pass	\$447	12.8	\$35
2026 PPH Youth Pass	\$268	8.9	\$30
2026 PPH Senior Pass	\$268	8.9	\$30
2026 PPH Child Pass	\$148	5.9	\$25
2026 PPH Super Senior Pass	\$118	3.9	\$30



**Notes:**

\* Pass prices are Tier 3 prices

\* Ticket prices are 2024-25 weekend (non-peak) online public or resident prices

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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.

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

## Appendix A Cost-Recovery Pyramid Recreation and Community Programs

