



DECISION PAPER

2015/2016 Winter Season – Downhill Ski and Cross Country Ski – Pass, Programs, and Group Rates

August 21, 2015

ISSUE:

Management desires to launch winter 2015/2016 season passes, programs, and group rates on **September 1st**. These 2015/2016 winter prices need to be review and approved by the Board.

BACKGROUND:

Due to the lack of a real 2013/2014 winter, we did NOT have a Spring sale for 2014/2015 passes. Due to the lack of a real 2014/2015 winter, we did NOT have a Spring sale for 2015/2016 passes. The 2013/2014 Downhill ski passholders have their passes valid for the 2014/2015 season. The 2014/2015 Downhill and Cross Country passholders have their passes valid for the 2015/2016 season.

Pricing tiers based upon how early the customer purchases the pass product is an industry and regional standard now.

For Downhill Ski, season pass products are 5% of revenues. Members represent 70% of passes purchased and 63% of pass revenues. Public represents 30% of passes purchased and 37% of pass revenues.

For Cross Country, season pass products are 28% of revenues. For Cross Country only passes, Members represent 50% of passes purchased and 52% of pass revenues; Public represents 50% of passes purchased and 48% of pass revenues. All Member prices are less than Public, whereas the mix (child/adult/senior) influences revenue/yield.

For Combo Downhill Ski and Cross Country passes, for the 13/14 season we sold 147 passes for \$40,000 in revenues. Members represented 80% of the passes and 78% of the revenues.

Overall, all pass and programs represent approximately \$330,000 in revenues or 10% of dh/xc total revenues.

Group business is nominal at both Downhill Ski and Cross Country, less than \$5000 in sales combined.

We have researched our competitive set offerings, estimated cost increases, as well as, our product suite. We have proposed changes to pass rates to address rising cost pressures, while keeping pass rates competitive, and choosing to more aggressively increase Daily rates (forthcoming in October for approval). Analysis resulting Pass, Programs, and Group rate recommendations are presented as **Attachment A** for Board review and approval.

Detailed schedule of actual passes sold in previous season is included as **Attachment B**.





RECOMMENDATION:

Resolve for Tahoe Donner Association to establish 2015/2016 winter season products pricing as indicated on Attachment A.

Prepared By: *Ahmed R. Salama* 8/21/2015

Board Meeting Date: 8/28/2015

General Manager Approval to Place on the Agenda: *[Signature]* 8/24/15



2015 2016 Season Pass Products - CROSS COUNTRY

RTP Product Numbers	House	Products	2014-2015 Rate (see buy)		2015-2016 Rate (see buy)		2014-2015 Rate (see buy)		2015-2016 Rate (see buy)		Split XC / DH	Comments
			By Nov 30, 2015	Change \$ %	By Nov 30, 2015	Change \$ %	On or After 12/1/15	Change \$ %				
XC Member Pass Products												
26497	24809	XC Member 6 & Under Comp Pass	0	-	0	-	0	-	0	-	-	
29715	29714	XC Member CH Pass (7-12)- Unlimited	44	1 2%	54	1 2%	55	1 2%	55	1 2%		
29711	29712	XC Member Jr Pass (13-17)- Unlimited	194	5 3%	214	5 3%	219	5 2%	219	5 2%		
26447	10067	XC Member AD (18-59) Pass- Unlimited	224	5 2%	244	5 2%	249	5 2%	249	5 2%		
26443	10069	XC Member SR Pass (60-69)- Unlimited	194	5 3%	214	5 3%	219	5 2%	219	5 2%		
26498	20096	XC Member Super Senior (70+) Pass- Unlimited	0	-	0	-	0	-	0	-		
29730	29731	Downhill / XC Member CH (7-12) Combined Pass	169	1 1%	189	1 1%	190	1 1%	190	1 1%	45/125, 55/135	
29732	29733	Downhill / XC Member Jr (13-17) Combined Pass	229	5 2%	289	5 2%	294	5 2%	294	5 2%	129/105, 159/135	
26448	10115	Downhill / XC Member Adult (18-59) Combined Pass	319	5 2%	354	5 2%	359	5 1%	359	5 1%	241/83, 259/100	
26448	10117	Downhill / XC Member Senior (60-69) Combined Pass	229	5 2%	289	5 2%	294	5 2%	294	5 2%	217/17, 247/47	
TPDS		Dog Season Pass	50	-	50	-	50	-	50	-	0%	
XC Public Pass Products												
29742	29745	XC Public 6 & Under Pass- Unlimited	0	-	0	-	0	-	0	-	-	
29743	29746	XC Public CH Pass (7-12)- Unlimited	69	1 1%	79	1 1%	80	1 1%	80	1 1%		
29744	10109	XC Public JR Pass (13-17)- Unlimited	259	5 2%	284	5 2%	289	5 2%	289	5 2%		
26445	10108	XC Public AD Pass (18-59)- Unlimited	299	5 2%	329	5 2%	334	5 2%	334	5 2%		
26446	10110	XC Public SR Pass (60-69)- Unlimited	259	5 2%	284	5 2%	289	5 2%	289	5 2%		
29751	29759	XC Public Super Senior (70+) Pass- Unlimited	69	5 7%	79	5 7%	84	5 6%	84	5 6%		
29747	29748	Downhill / XC Public CH (7-12) Combined Pass	199	204	229	234	234	5 2%	234	5 2%	58/146, 73/161	
29749	29750	Downhill / XC Public JR (13-17) Combined Pass	309	5 2%	339	5 2%	344	5 1%	344	5 1%	167/142, 189/156	
26450	10118	Downhill / XC Public Adult (18-59) Combined Pass	404	5 1%	439	5 1%	444	5 1%	444	5 1%	309/95, 334/110	
26451	10120	Downhill / XC Public Senior (60-69) Combined Pass	304	5 2%	339	5 2%	344	5 1%	344	5 1%	283/26, 301/43	
TPDS		Dog Season Pass	50	-	50	-	50	-	50	-	0%	
XC Programs												
		After School youth program - Wednesday	125	4 3%	125	4 3%	129	4 3%	129	4 3%		Includes rental & skiing
		After School youth program - Thursday	125	4 3%	125	4 3%	129	4 3%	129	4 3%		Includes rental & skiing
		After School Biathlon Program	125	4 3%	125	4 3%	129	4 3%	129	4 3%		Includes rental & skiing
		After School Junior Racers	125	4 3%	125	4 3%	129	4 3%	129	4 3%		Includes rental & skiing
		Weekend Junior Racers	125	4 3%	125	4 3%	129	4 3%	129	4 3%		Includes rental & skiing
MPG1	MPG	Masters Program (4 week)	100	-	100	-	104	4 4%	104	4 4%		4 sessions
MPG2	MPG2	Masters Program 1 day/week	160	-	160	-	169	9 6%	169	9 6%		8 sessions
MPG3	MPG3	Masters Program 2 day/week	260	-	260	-	274	14 5%	274	14 5%		8 sessions
		Masters Program 3 day/week	340	-	340	-	359	19 6%	359	19 6%		8 sessions
		Masters Dry Land Training Program (Oct / Nov)	160	-	160	-	169	9 6%	169	9 6%		8 sessions
		Woman's skating group	160	-	160	-	169	9 6%	169	9 6%		
		Learn to skate group	160	-	160	-	169	9 6%	169	9 6%		
		Daily Program drop in rate- all programs	30	-	30	-	34	4 13%	34	4 13%		
		Race Team Pass	49	-	49	-	54	5 10%	54	5 10%		
		Senior Learn to Ski - Member	new for 14/15 season		59		59	-	59	-	tbd	4 lessons, ticket, and rentals in Feb 7 Mar
		Senior Learn to Ski - Public	new for 14/15 season		79		79	-	79	-	tbd	475 lessons, ticket, and rentals in Feb 7 Mar
NEW	Member	Season Locker, Individual (qty 36 to sell)	149	149			169	169	169			OFFERED TO MEMBERS ONLY to 12/1
NEW	Member	Season Locker, Family (qty 17 to sell)	199	199			219	219	219			OFFERED TO MEMBERS ONLY to 12/1
NEW	Public	Season Locker, Individual (qty 36 to sell)	NA	NA			189	189	189			to offer to Public only if by Dec 1 - not sold out
NEW	Public	Season Locker, Family (qty 17 to sell)	NA	NA			239	239	239			to offer to Public only if by Dec 1 - not sold out

Deferral Calendar: Dec 5, 2015 to Apr 3, 2016, all season pass products listed above

Royal Gene (14/13)
 299 early, 329 Adult (13-64)
 279 Young AD (12-22)
 279 Senior (65-74)
 Free Under 128/Over 74

Tahoe XC (14/15, by Dec 1st)
 299 early, 329 Adult (18-59)
 79 Junior (13-17)
 249 Senior (60-69)
 Free Under 128/Over 69

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2015 2016 Season Pass Products - DOWNHILL SKI

RTE Product Numbers Online House	Products	2014-2015 Rate (early buy)		Change		2014-2015 Rate (rate buy)		Change		On or After 12/1/15	Recommended 8/21/2015	Split XC /DH	ERC	Comments
		\$	%	\$	%	\$	%							
DH Member Pass Products														
26493	DSL Member 6 & Under Comp Pass	0	-	0	-	144	1%	144	1%	145	1%		A	
26431	DSL Member CH Pass (7-12)- Unlimited	129	1%	130	1%	174	3%	174	3%	179	3%		A	
29663	DSL Member Jr Pass (13-17)- Unlimited	159	3%	164	3%	194	5%	194	5%	199	5%		A	
26426	DSL Member AD (18-59) Pass- Unlimited	179	3%	184	3%	194	3%	194	3%	199	5%		A	
26412	DSL Member SR Pass (60-69)- Unlimited	129	5%	134	4%	144	5%	144	5%	149	5%		A	
26494	DSL Member Super Senior (70+) Pass- Unlimited	0	-	0	-	0	-	0	-	0	-		A	
29730	Downhill / XC Member CH (7-12) Combined Pass	169	1%	170	1%	189	1%	189	1%	190	1%	45/125, 55/135	A	
29732	Downhill / XC Member Jr (13-17) Combined Pass	229	2%	234	2%	289	2%	289	2%	294	2%	129/105, 159/135	A	
26448	Downhill / XC Member Adult (18-59) Combined Pass	319	2%	324	2%	354	2%	354	2%	359	5%	241/83, 259/100	A	
26449	Downhill / XC Member Senior (60-69) Combined Pass	229	2%	234	2%	289	2%	289	2%	294	2%	217/17, 247/47	A	
DH Public Pass Products														
26495	DSL Public 6 & Under Pass- Unlimited	0	-	0	-	0	-	0	-	0	-		A	
26437	DSL Public CH Pass (7-12)- Unlimited	154	1%	155	1%	169	1%	169	1%	170	1%		A	
29735	DSL Public JR Pass (13-17)- Unlimited	194	3%	199	3%	224	5%	224	5%	229	5%		A	
26436	DSL Public AD Pass (18-59)- Unlimited	299	2%	304	2%	329	5%	329	5%	334	5%		A	
26438	DSL Public SR Pass (60-69)- Unlimited	154	5%	159	3%	169	5%	169	5%	174	5%		A	
26496	DSL Public Super Senior (70+) Pass- Unlimited	0	-	0	-	0	-	0	-	0	-		A	
29747	Downhill / XC Public CH (7-12) Combined Pass	199	2%	204	3%	229	5%	229	5%	234	5%	58/146, 73/161	A	
29749	Downhill / XC Public Jr (13-17) Combined Pass	304	2%	309	2%	339	5%	339	5%	344	5%	167/142, 188/156	A	
26450	Downhill / XC Public Adult (18-59) Combined Pass	399	1%	404	1%	439	5%	439	5%	444	5%	309/95, 334/110	A	
26451	Downhill / XC Public Senior (60-69) Combo	304	2%	309	2%	339	5%	339	5%	344	5%	283/26, 301/43	A	
DH Member Programs														
26475	DSL Member Rec Ski & Snowboard Team	479	0%	479	0%							62 / 417	C	
26477	DSL Member TD Tykes	339	0%	339	0%							0 / 339	D	
26478	DSL Member Race Ski and Snowboard Team	1029	0%	1029	0%							62 / 967	E	
26479	DSL Member Kindergarten TD Tykes	339	0%	339	0%							0 / 339	D	
26474	DSL Member Speedster	479	0%	479	0%							0 / 479	C	
DH Public Program														
26480	DSL Public Rec Ski & Snowboard Team	524	0%	524	0%							114 / 409	C	
26481	DSL Public TD Tykes	394	0%	394	0%							0 / 479	D	
26482	DSL Public Race Ski and Snowboard Team	1249	0%	1249	0%							114 / 1135	E	
26484	DSL Public Kindergarten TD Tykes	389	0%	389	0%							0 / 479	D	
26485	DSL Public Speedster	529	0%	529	0%							0 / 479	C	

Earned Revenue Calendar (ERC):

A) Dec 13, 2015 to Apr 10, 2016, all season pass products listed above

B) not used

Month	Race Team (E)	Rec/Team/Speedster (C)	TD Tykes (D)
DEC	19,20,26,27,31		
JAN	1-3,9,10,16,17,23,24,30,31	3,10,17,24,31	6,13,20,27
FEB	6,7,13,14,20,21,27,28	7,14,21,28	3,10,24
MAR	5,6,12,13,19,20,26,27	6,13,20	2,9,16,23
APR		12 days total, approx	11 days total, approx

Sugarbowl Adult (23-64) Unlimited \$589
 Soda Springs Adult (18-69) Unlimited \$199
 Northstar (Taboo/Value) Adult (19+) Monthly \$409
 Northstar/Value has ELIMINATED SENIOR PASS RATES

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2015 2016 GROUP BUSINESS

Change

draft 8/21/2015

RTP Product Numbers	Products	2013/2014 Rate	2014/2015 Rate	\$	%	Comments
Downhill Ski						
	Tickets Jr/Adult 13-59	22	23	1	5%	
	Tickets Child 7-12 / Senior 60-69	12	12	-	0%	
	Tickets Child 6 and Under and Seniors 70+	Free	Free			
	Rental (ski or board) Jr/Adult/Senior (13-69)	22	23	1	5%	
	Rental (ski or board) Child 6 and Under and Seniors 70+	17	17	-	0%	
	Learn to Ski/Board Pkg Jr/Adult/Senior (13-69)	45	47	2	4%	split
	Learn to Ski/Board Pkg Child 6 and Under and Seniors 70+	35	35	-	0%	split
	Ski and Ride Children ALL DAY, age 4-12, 10am to 3:15, inclds Lunch	99	99	-	0%	split
	Ski and Ride Children AM day, age 4-12, 10:00am to 11:45am	59	59	-	0%	split
	Ski and Ride Children PM day, age 4-12, 1:30pm to 3:15pm	59	59	-	0%	split
Cross Country Ski						
	Tickets Adult 18-59	20	21	1	5%	
	Tickets Junior 13-17 and Senior 60-69	17	17	-	0%	
	Tickets Child 7-12 and Super Senior 70+	5	5	-	0%	
	Tickets Children age 6 and under	Free	Free			
	Rental Equip Junior/Adult/Senior - 13+	21	22	1	5%	
	Rental Equip Child, 12 and under	11	11	-	0%	
	Learn to Ski Lesson any age	20	21	1	5%	
	Learn to Ski Package (LLR) Junior/Adult/Senior - 13+	45	47	2	4%	split
	Learn to Ski Package (LLR) Child, 12 and under	25	25	-	0%	split
Snowplay						
	Tickets Adult 18-59	10	12	2	20%	priced below Public/Guest, above Member rate
	Tickets Junior 13-17 and Senior 60-69	8	8	-	0%	priced below Public/Guest, above Member rate
	Tickets Children 4 - 12	6	6	-	0%	priced below Public/Guest, above Member rate
	Tickets Child, under 4 and Senior 70+	Free	Free			

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		as of 01/12/2015			as of 01/12/2014		
		Qty	Net Amount	Yield	Qty	Net Amount	Yield
DSL Member Season Passes							
DSL Member AD Pass (169/174) 10024 26426		45	\$ 8,430	\$ 187.33	98	\$ 17,293	\$ 176.46
DSL Member AD Midweek Pass 20161 26433		18	2,343	130.17	41	5,234	127.66
DSL Member CH Pass (119/124) 10025 26431		5	855	171.00	10	1,590	159.00
DSL Member Junior Pass		12	8,868	739.00	18	2,292	127.33
DSL Member SR Pass (119/124) 10026 26432							
DSL Member CH Midweek Pass							
DSL Member SR Midweek Pass							
DSL Member JR Midweek Pass							
Ski and Ride Super Pass							
DSL Member Recreational Ski Team Pass (460) 264		2	938	479.00	12	5,748	479.00
DSL Member Recreational SB Team Pass							
Member Snowflakes Speedsters (460) 26474		3	1,437	479.00	1	479	479.00
DSL Member TD Tykes Wed AM (0215) 26469 209		2	678	339.00	6	1,939	323.13
DSL Member TD Tykes Wed PM		4	1,695	339.00	4	1,271	317.81
DSL Member TD Tykes Thu AM		3	1,017	339.00	7	2,373	339.00
DSL Member TD Tykes Thu PM		2	678	339.00	2	678	339.00
DSL Member Kindergarten TD Tykes							
DSL Member Rec Ski Team Pass 6&8 Under		1	1,029	1,029.00	3	3,087	1,029.00
DSL Emp Rec Ski Team Pass							
DSL Emp Rec Snowboard Team Pass							
DSL Midweek Junior Racers							
Total		98	\$ 27,988	\$ 285.59	215	\$ 47,272	\$ 219.87

		as of 01/12/2015			as of 01/12/2014		
		Qty	Net Amount	Yield	Qty	Net Amount	Yield
DSL Public Season Passes							
DSL Public AD Pass (279/289) 10064 26436		12	2,542	211.83	15	4,545	303.00
DSL Public CH Pass (139/144) 10065 26437		10	1,645	164.50	9	1,401	155.67
DSL Public Junior Pass		1	224	224.00	4	776	194.00
DSL Public SR Pass (139) 10066 26438							
DSL Public AD Midweek/Non-holiday Pass							
DSL Public CH Midweek/Non-holiday Pass							
DSL Public SR Midweek/Non-holiday Pass							
DSL Public Rec Ski Team Pass		2	524	262.00	1	524	524.00
DSL Public Rec Ski Team Pass 6 & Under							
DSL Public AD Midweek/Non-holiday Pass							
DSL Public CH Midweek/Non-holiday Pass							
DSL Public TD Tykes Wed AM (375) 21615		4	1,557	389.25	8	3,133	391.63
DSL Public TD Tykes Wed PM (375) 26481		2	788	394.00	4	1,576	394.00
DSL Public TD Tykes Thu AM		4	1,576	394.00	2	788	394.00
DSL Public TD Tykes Thu PM (375) 26483		1	394	394.00	2	788	391.50
DSL Public TD Tykes Kindergarten		4	1,556	389.00	11	4,279	389.00
DSL Public Snowflakes Speedsters							
Ski Share Week Program Plus Pass							
Public Ski Race Team							
DSL Public Ski Race Team							
Total		40	\$ 10,806	\$ -	58	\$ 18,078	\$ 311.69

Summary 1 - Quantity				
Pass as of:	as of 01/12/2015	as of 01/12/2014	Var 14/15 vs 13/14	
DSL Member Passes	98	215	(117)	-54%
DSL Member Comps	90	78	12	15%
DSL Public Passes	40	58	(18)	-31%
DSL Public Comps	32	72	(40)	-56%
XC Member Passes	412	459	(47)	-10%
XC Member Comps	119	94	25	27%
XC Public Passes	292	346	(54)	-16%
XC Public Comps				0%
DSL/XC Member Passes	112	109	3	3%
DSL/XC Public Passes	13	25	(12)	-48%
TOTAL:	1708	1456	(248)	-17%

Summary 2 - Excludes Comps (Q/S/Y)				
Pass as of:	as of 01/12/2015	as of 01/12/2014	Var 14/15 vs 13/14	
Quantity				
DSL	138	273	(135)	-49%
XC	704	805	(101)	-11%
DSL/XC Combo	125	134	(9)	-7%
Total:	967	1212	(245)	-20%
Sales \$				
DSL	38,794	65,350	(26,556)	-41%
XC	140,941	164,574	(23,633)	-14%
DSL/XC Combo	27,353	36,562	(9,209)	-25%
Total:	\$ 207,088	\$ 266,486	\$ (59,397)	-22%
Yield \$				
DSL	281	219	42	17%
XC	200	204	(4)	-2%
DSL/XC Combo	219	273	(54)	-20%
Total:	\$ 214	\$ 220	\$ (6)	-3%

2013/2014 DSL Pass Sales Total - Valid for 2014/2015 Season				
Excludes Ski Programs				
	Qty	Sales	Yield	
DSL Mfr	186	\$ 29,200	\$ 156.99	
DSL Public	43	10,612	246.79	
Total:	229	\$ 39,812	\$ 173.85	

*2013/2014 DSL season passes are valid for the 2014/2015 season - due to poor snow conditions and not being able to fully open

Total 2013/2014 DSL pass revenue deferred to the 2014/2015 season **\$34,321**

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 Attachment B

	2014 / 2015 Season		2013 / 2014 Season	
Cross Country Member Season Passes				
XC Member CH Pass	29	\$ 1,316 \$ 45.38	22	\$ 988 \$ 44.91
XC Member Junior	6	1,184 197.33	4	776 194.00
XC Member AD Pass (209/214) 0067 26442	297	67,374 226.85	336	72,196 214.87
XC Member SR Pass (189/194) 0069 26443	78	15,058 193.05	92	16,948 184.22
Dog Season Pass TDPS		-	5	250 50.00
Youth & Junior Biathlon - Tuesdays	2	250 125.00		
Total	412	\$ 85,182 \$ 206.75	459	\$ 91,158 \$ 198.60
Cross Country Public Season Passes				
XC Public CH Pass	8	\$ 572 \$ 71.50	13	\$ 957 \$ 73.62
XC Public Junior Pass	3	712 237.33	4	1,036 259.00
XC Public AD Pass (279/289) 0108 26445	133	39,664 298.23	191	55,442 290.27
XC Public SR Pass 10110 26446	32	8,413 262.91	44	11,300 256.82
XC Public SR Pass +70 10110 26446	18	1,292 71.78	3	222 74.00
XC Public Race Pass	94	4,606 49.00	91	4,459 49.00
TD Nordic Kids Wed		-		
TD Nordic Kids Thur	4	500 125.00		
Total	292	\$ 55,759 \$ 190.96	346	\$ 73,416 \$ 212.18
Cross Country Comp Season Passes				
XC Member Adult Complimentary Pass 24801 3557	27		26	
XC Member Seniors 70+ Comp Pass 20096 35575	77		62	
XC Member 6 and under pass	15		6	
Total	119	\$ - \$ -	94	\$ - \$ -
XC/DSL Combo Season Pass				
Member CH Comb Pass	7	\$ 1,183 \$ 169.00	7	\$ 1,183 \$ 169.00
Member Junior Comb Pass	6	1,211 201.75	4	976 244.00
Member AD Comb Pass (299/309) 0115 26448	47	11,906 253.32	54	16,791 310.94
Member SR Combo Pass (219/226) 0117 26449	52	10,016 192.62	44	10,091 229.34
DSL/XC Public AD Pass 10118 26450	6	2,334 389.04	15	5,566 371.07
DSL/XC Public CH Pass	2	348 174.13	4	826 206.50
DSL/XC Public SR Pass 10117 26449		-	3	912 304.00
DSL/XC Public SR 75+ Pass	5	355 71.00	3	217 72.33
Total	125	\$ 27,353 \$ 218.83	134	\$ 36,562 \$ 272.85
Passes Total (includes COMPS)	1208	\$ 207,088 \$ 171.43	1456	\$ 266,486 \$ 183.03
Paid Passes Total (excludes COMPS)	967	\$ 207,088 \$ 214.16	1212	\$ 266,486 \$ 219.87
			1614	\$ 284,307 \$ 176.15

Total Sold 13 14 Season

Qty Sold, 14/15 excld comps	967
Qty Sold, 13/14 excld comps	1212
Qty Sold Difference	-245
Year to Year Change, Qty	-20%
Year to Year Change, Price	-2.07%

\$ Ttl Sold 14/15 STD: \$	207,088
\$ Ttl Sold 13/14 STD: \$	266,486
\$ Var. 14/15 vs 13/14 STD: \$	(\$59,397)
\$ Var. % 14/15 vs 13/14 STD:	-22.29%
# Passes Issued 14/15 STD:	1208
# Passes Issued 13/14 STD:	1456
# Var. % 14/15 vs 13/14 STD:	(248)
# Var. % 14/15 vs 13/14 STD:	-17.03%

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