

# DECISION PAPER



6-20-2019

## Issue:

Member/Guest daily access fees for summer 2019.

## Background:

During the 2019 budget process in the fall of 2018, the Board of Directors approved the following changes to the private amenity daily access fees:

- Members (M) without a rec fee, daily access fee from \$6 to \$8
- Accompanied Guest (AG) with a member, daily access fee from \$8 to \$10
- Unaccompanied Guest (UG) with a guest card, daily access fee from \$12 to \$15
- The fee for access would apply only to that amenity, it would no longer provide access to all the amenities for the day.

The reasons behind the change were a) to generate more revenue b) to reduce the guest impact to the amenities, and c) to bring our access fees more in line with the market rates in our area.

As the summer amenities began opening and staff produced the summer media where the changes were very deliberately communicated, member feedback has resulted in the board reviewing this fee change.

## Options:

Several options are listed below with pros and cons outlined for the board's consideration.

### 1. No change to the new 2019 single entry daily access fees

**Pros:** The fee structure should reduce the number of guests at the amenities, potentially enhancing the member experience by reducing crowds while preserving or growing daily access revenues. This change has already been included in our publications to the membership.

**Cons:** This is a significant change to daily access fees, unfavorable scenario for some members who do not pay the annual recreation fee and members who have guests.

### 2. Return to daily access permissible to all private amenities with daily access fee paid for all categories – M, AG and UG

**Pros:** Value added for the daily access fee for all user groups.

**Cons:** Less guest volume reduction, publications currently communicate something different which will cause confusion.

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3. **Member only daily access permissible to all private amenities with daily access fee paid**

**Pros:** Added value to the membership who do not pay the rec fee, maintains same guest volume reduction to enhance the member experience.

**Cons:** Confusion as a result of access differing from what is currently happening and what has been published, operational execution and training.

4. **Member and AG only daily access permissible to all private amenities with daily access fee paid once per day**

**Pros:** Added value to M and AG, reduction of UG volume (less guest volume reduction than option 1 and 3).

**Cons:** Confusion because of access differing from what is currently happening and what has been published, operational execution and training.

5. **Peak period only, daily access restricted to single private amenity with daily access fee paid for all categories or some combination of M, AG and UG**

**Pros:** Added value for selected combination of M, AG and UG outside of peak periods, reduction of guest access during peak periods to enhance member experience,

**Cons:** Confusion as a result of access differing from what is currently happening and what has been published, confusion as a result of changing access depending on the date, operational execution and training.

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