

## Executive Summary

The Fee Structure Committee has reviewed the club's current financial situation, results from the recent member survey and fee structures used by other local curling clubs. For the 2021-22 curling season we are recommending the implementation of a fee structure with the following components:

- A base membership fee applicable to all members regardless of the number of leagues curled in.
- Per-league fees for each league curled in. Per-league fees are capped at 3 leagues; curlers can still register for additional leagues with no additional per-league fee.
- Leagues will be designated as Prime or non-Prime, with Prime leagues carrying a higher fee. Most leagues will be designated as Prime, except for the Youth programs (Sunday), Day Mixed (Monday, Wednesday, Friday), Doubles (Sunday), and Carleton Tavern (Sunday).
- The per-league fee for the third league will no longer be deeply discounted.
- Day Men and Day Ladies will count as one league, regardless of the number of different events/draws they run.
- For simplicity, rental leagues will remain on a separate fee structure from member leagues. We will continue to review this in the months ahead. As in previous years, club members who also curl in rental leagues will be able to count a rental league as an incremental league rather than pay the entire rental league fee.
- Student memberships (formerly called Intermediate) continue to be offered at approximately 50% of the cost of the equivalent full-year membership.
- Half-year memberships continue to be offered at approximately 60-65% of the cost of the equivalent full-year Regular membership.

It is the opinion of the Committee that this structure provides a fairer fee structure than the one currently in place, while still meeting the financial requirements of the club. Curlers that curl more will pay more in fees. Curlers that play in 3 or more leagues currently receive a substantial discount on a per-game basis compared to other members; this discount will still exist but will be lessened.

## Background

Currently, CHCC's fee structure includes rates for one-, two- and three-league members. The fee increment from a two-league to a three-league member is nominal (\$33 for the 2020-21 season). There is also a 10% discount for senior curlers (65 years and older).

Historically the club had one-league and Full (2 or more leagues) memberships. Additionally, the discount for seniors was 25%; this was reduced to the current 10% discount over a 3-year period ending in 2020.

## Proposed Fee Structure

Following is the proposed fee structure for the 2021-22 season:

	Fee
<b>Base membership fee</b>	\$280
<b>Incremental league fee – Prime League</b>	\$185
<b>Incremental league fee – Non-Prime League</b>	\$155
<b>Seniors' discount</b>	10%

Note: HST included.

Impact of new fee structure on membership fees, by member category:

Fee Comparison (Inc. HST)	Curlers		
	(2019-20)	Baseline	New Model
Regular - 3+ Prime Leagues	7	\$697.00	\$835.00
Regular - 2 Prime Leagues	23	\$664.00	\$650.00
Regular - 1 League	117	\$446.00	\$465.00
Senior - 3+ Prime Leagues	31	\$627.00	\$752.00
Senior - 2 Prime Leagues	48	\$598.00	\$585.00
Senior - 1 League	150	\$401.00	\$419.00
Youth (13-18 yrs.)		\$90.00	\$95.00
Little Rocks (7-12 yrs.)		\$60.00	\$65.00

Notes:

- Half-year memberships continue to be offered at approximately 60-65% of the cost of the equivalent full-year Regular membership (senior discount does not apply to half-year memberships).
- Student membership rates continue to be approximately 50% of full-year equivalents. A student is defined as less than 25 years of age and currently enrolled in full-time post-secondary studies, or curlers less than 18 years of age.
- A senior is defined as 65 years of age or older as of September 30, 2021.
- All memberships include a contribution to the club's Capital Replacement Fund.

## Value Proposition

Following is an estimated cost-per-possible game for 1-, 2- and 3-league members under the original (baseline) and new models:

Value Proposition	Games	Baseline	New Model
Cost Per Game – Regular			
Monday Open	20	\$22.30	\$23.25
Monday & Thursday Opens	40	\$16.60	\$16.25
Monday & Thursday Opens + Day Men	112	\$6.22	\$7.46
Cost Per Game - Senior			
Monday Open	20	\$20.05	\$20.95

Monday & Thursday Opens	40	\$14.95	\$14.63
Monday & Thursday Opens + Day Men	112	\$5.60	\$6.71

Key assumptions:

- 90% return of members from 2019-2020 figures. Survey results suggest a strong desire to return to curling.
- No material restrictions to bar operations.
- Increase in budget for cleaning supplies from \$1K to \$6K per year, and budgeted increases for additional cleaning.
- OCA per-member and per-sheet fees remain unchanged.
- Continued engagement of Club Manager and paid bar staff.
- Inflation of 2% over last year for most expenses, including Ice Manager and Club Manager. Electricity and gas are budgeted with higher inflationary increases.