

## Proposals for Rates

- 1. Senior discount** - Establish a standard 10% senior discount for all CA services, to be applied on top of any other CA discounts that may be available (such as the early renewal discount), for Columbia residents age 65 and over.
- 2. 5-pool discounted memberships and daily admissions** - Implement a \$175 annual family outdoor pool membership for Columbia residents using the 5 least utilized pools (with corresponding reduced rates for renewals and Two-Member and Individual pool memberships). Implement daily admission charges of \$4/adult and \$2/child at the 5 least utilized pools.
- 3. 5-pool non-resident memberships and daily admissions** - Allow non-residents to purchase a plan for using only the 5 least utilized outdoor pools at a rate of \$350 for an annual family outdoor pool membership (with corresponding reduced rates for renewals and Two-Member and Individual pool memberships). Implement daily admission charges of \$8/adult and \$4/child at the 5 least utilized pools.
- 4. Frequent-Member Program** – Reward Columbia residents who have long-standing Package Plan or individual facility memberships by progressively lowering their renewal rate in 2% increments each successive year that they remain members, after the 5<sup>th</sup> consecutive year.
- 5. Off-peak discounts** - Offer Columbia residents discounts of 25% for Sport & Fitness memberships and daily admissions that are restricted to usage in off-peak periods of the facilities.
- 6. Changes in basic rates and fees** - The increase (or decrease) in the rates and fees for all users of CA services between FY 2012 and FY 2013 and between FY 2013 and FY 2014 will be (-2.5%, -1.5%, 0, +1.5%, or +2.5%).
- 7. Rate and fee differentials** - The basic differentials in rates and fees shall be set at equitable and reasonable levels between the following categories of CA services:
  - (a) Rate/fee for Columbia resident = \_\_\_\_\_% of Non-resident rate.
  - (b) Rate for Two-Member membership = \_\_\_\_\_% of Family membership.
  - (c) Rate for Individual membership = \_\_\_\_\_% of Family membership.
  - (d) Rate for renewed membership = \_\_\_\_\_% of New membership.
- 8. “Dividend” applied to CA’s Annual Charge** - If the actual year-end amount of the organization-wide increase in net assets is in excess of the amount predicted in the approved budget, 50% of that excess shall be used as a “dividend” toward reducing the annual charge.