

<b>TO:</b>	<b>CHAIR AND MEMBERS COMMUNITY and PROTECTIVE SERVICES COMMITTEE MEETING ON DECEMBER 13, 2016</b>
<b>FROM:</b>	<b>LYNNE LIVINGSTONE MANAGING DIRECTOR NEIGHBOURHOOD, CHILDREN AND FIRE SERVICES  and WILLIAM C. COXHEAD MANAGING DIRECTOR PARKS AND RECREATION</b>
<b>SUBJECT:</b>	<b>AFFORDABLE ACCESS TO CITY-OWNED COMMUNITY CENTRES AND RECREATION FACILITIES</b>

<b>RECOMMENDATION</b>
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That, on the recommendation of the Managing Director of Neighbourhood, Children and Fire Services, and the Managing Director, Parks and Recreation, the attached proposed by-law (Appendix A) **BE INTRODUCED** at the Municipal Council Meeting on December 19, 2016 to revoke Council Policy 3(10) entitled "Waiving Fees for Use of City-Owned Recreation and Community Centres" and adopt a new Council Policy 3(10) entitled "Policy for Waiving or Reducing Fees for Use of City-Owned Community Centres and Recreation Facilities", in order to assist community groups which are in the development stage and/or may be unable to afford regular recreation facility rental fees.

<b>PREVIOUS REPORTS PERTINENT TO THIS MATTER</b>
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- November 2009. Parks and Recreation Strategic Master Plan Update
- September 2009. Policy for Waiving Fees for use of City-Owned Recreation and Community Centres
- July 2008. Parks and Recreation Pricing Framework – Facility Rentals

<b>BACKGROUND</b>
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**PURPOSE**

On May 3, 2016 City Council requested the Civic Administration to "report back to a future meeting of the Community and Protective Services Committee with respect to potential actions to ensure that City facilities are financially accessible to everyone, through the waiving or reduction of rental fees for community centre rooms and gymnasiums and the related financial impacts of any such proposal." (2016-R05B) (11/6/CPSC)"

Providing affordable and equitable access to community centres and recreation facilities touches upon a number of Council's Strategic Areas of focus but most specifically addresses those areas related to creating "a diverse, inclusive and welcoming community"; supporting a "healthy, safe and accessible city"; practicing "open accountable and responsive government"; ensuring "proactive financial management"; and providing "excellent customer service".

In responding to the Council request, the following information was reviewed:

- the history of requests for free access to community centre space since the introduction of the Waiving Fees for use of City-Owned Recreation and Community Centres Policy in October 2009;
- the range of tools currently available to staff to assist with financial accessibility to Community Centres and Recreation Facilities;
- practices in 20 other Canadian municipalities; and,

- the range of spaces available to the public through other local organizations (e.g. Boards of Education, Library, etc.) and the terms of access.

The scope of the revised policy recommended applies to community centres and recreation facilities including pools, arenas, and sport fields.

### **The importance of Access to Community Centre and Recreation Facility Space**

The Municipality operates community centres and recreation facilities to maximize the public benefits of recreation such as lowering overall tax burdens through lower health care, justice and social services systems costs and through the building of stronger neighbourhoods/communities. These benefits are obtained when these centres:

- serve the needs of as many visitors as possible;
- welcome and support diversity;
- are accessible and affordable;
- enable visitors to experience individual benefits such as skill development, social connectedness and improved physical health; and,
- serve as “hubs” for building stronger neighbourhoods and communities.

Civic Administration applies a variety of tools and methods to achieve these public benefits while balancing cost efficiencies and effectiveness in order to manage community centres and recreation facilities within approved budgets.

### **Current User (Rental) Fees for Recreation and Community Centre Space**

Arenas, pools, sport fields and community centres operate with significant subsidy from the tax base annually. Historically, the City has recovered a portion of the cost of community centre and recreation facility operations through rental fees and other revenue sources, but this does not fully cover the cost of operating these facilities. For example, rental revenues offset only about 10% of the gross costs of operating community centres (i.e. about \$351k rental revenue against \$3.486m gross operating costs) with a recovery through all revenue sources of about 51% of those operating costs. The proportion of gross costs that rental fees offset varies from one facility type to another – e.g. arenas recover about 69% of direct operating costs through facility booking revenues, and sports services (including baseball, soccer etc.) recovers about 41%.

Hourly rental fees are linked to the cost per hour to operate various spaces such as ice pads, gymnasiums or sport fields. At most, the City seeks to cost recover the per hour cost to operate a facility. The hourly ‘commercial rate’ is intended to recover the full cost of operating the space for that hour. Rentals that primarily benefit adult users recover about 55% of the direct hourly operational cost and rentals that primarily benefit children are discounted another 25% off the adult rate.

User fees, including rental rates, for various facilities are reviewed periodically against comparator markets, consumer sensitivity and changing operational costs. For example, sport field and arena pricing structures were last reviewed in 2014. User fees are also adjusted annually to reflect uncontrollable costs such as increases to minimum wage. The goal is to maintain user fees at the lowest possible level for Londoners, while operating within approved budgets.

### **Alternatives to regular User (Rental) Fees to support Affordable Access**

Civic Administration currently applies a variety of tools and methods in efforts to provide affordable and equitable access to recreation opportunities and spaces for all residents while managing community centres and recreation facilities within budgets (see attached Appendix B, “Current Tools and Methods For Accessing Community Centre Space at Reduced Rates”):

- Low cost/no cost drop-in activities are provided to accommodate individuals wishing to participate in low cost recreation opportunities. For example, a number of arenas, pools, and community centres operate various drop-in sport times (e.g. badminton, skating, recreational swimming, shinny, pickleball, basketball, open gym times, etc.).

- Affordable “Spectrum” sport and leisure registered community programs for all ages exist in both community centres and recreation facilities and in neighbourhood settings including many schools. The Play Your Way Financial Assistance Fund helps financially challenged families access Spectrum programs and last year (2015) provided over \$825,000 in assistance.
- The City may co-sponsor events/activities with groups when engaged as a member of a collaborative initiative, in which cases in-kind contributions to the collaboration may include no fee access to community centre space.
- The City enters into licence agreements with groups whose goals/activities align with the mandate of the City’s recreation services, but which may face financial barriers to access. These agreements allow the City to negotiate longer term, regular access to community centre space at fees lower than the standard rental rates. Examples include neighbourhood organizations needing a regular meeting place; or not-for-profit groups providing recreation services to their members that the City might otherwise need to provide.
- Recreation staff also assist community groups with information on other publicly accessible resources in London and how to access these. For example, the Boards of Education own and allocate space in the vast majority of gymnasiums (as well as classroom and multi-purpose spaces) in the City and benefit from Provincial Community Access to Schools funding to maintain affordable rental prices. London Public Library has meeting space available at affordable prices. Affordable space is also available through other organizations.
- In late 2009, Council adopted a Waiving Fees for use of City-Owned Recreation and Community Centre Policy. The policy empowers Administration to respond to shorter term requests for relief from rental fees to access to community centres in a timely way. The policy provides groups meeting the criteria with short term free access for limited time period activities and/or providing time for groups to become self-sustainable over a development period.

Since implementation, the Waiving Fees Policy has successfully assisted a wide variety of groups, for example, in the case of community centres:

- Individuals/groups trying to draw together their local ethno-cultural or geographic community;
- Collaborations or networks of organizations serving Londoners, needing a temporary location for planning meetings;
- Neighbourhood based groups desiring to organize local free, publicly accessible events; and,
- Not-for-profit organizations needing a temporary location to train volunteers employed in delivering their services.

## **DISCUSSION / ANALYSIS**

Based on the review, for the majority of requests to waive or reduce fees, staff have the tools necessary to assess and accommodate requests, where appropriate. (see Appendix B) For example, from January 2014 to September 2016, 53 requests to waive fees for use of community centres were received. Of these, 45 requests were accommodated. The remaining requests did not meet the criteria of the Waiving Fees Policy (e.g. requests were from businesses or were for revenue generating purposes).

To date, requests under the Waiving Fees Policy have been accommodated within existing capacity during times community centres are already open and at least minimally staffed. This approach negates the need to incur additional staffing costs to accommodate such requests.

Groups are informed of other no cost/low cost opportunities in the community in order to provide greatest choice and options to them.

In some limited instances over the past 6 or 7 years, staff encountered cases not contemplated by the current Waiving Fees Policy and which other available tools did not cover. Several features of these examples suggest our current tools are not as comprehensive as they could be. For example:

- A group makes a longer term, ongoing request for access (e.g. for up to a year), while the current Waiving Fees Policy is intended to apply to short term requests. There are instances where we want to encourage and support activities over a longer term.
- A group indicates a willingness/desire to phase in increasing rental payments to reach full rates over time, while the current Waiving Fees Policy does not provide for reduced fees – only waived fees. We respect a developing group's desire to work towards contributing towards the costs of facility.
- A group requests to waive or pay reduced fees to access an arena, pool, or sports field, when the current waiving fees policy allows staff to authorize these requests only for community centres.

For reasons of fairness, a policy for determining if rental fees should be waived or reduced, needs to apply to any group meeting the criteria, while clearly distinguishing those groups requiring special financial considerations from those that can and/or already do, pay regular rental fees.

In the course of the review, opportunities to strengthen and clarify criteria arose as did additional conditions that reduce risk to the Corporation by specifying grounds on which requests could be rejected. (Previously, there were no clear specifications and that would have made it difficult to guard against, for example, false declarations, safety concerns, or activities which conflicted with the City's core values, vision or strategic goals – should these have arisen.)

The current waiving of fees policy limits requests to waive fees to community centre spaces. Staff recommend that eligibility be expanded to also include recreation facilities such as arenas, pools, and sport fields in order to expand the financial accessibility of these city recreation facilities as well.

### **Providing affordable access while managing within current operating budgets**

Within some community centres and some recreation facilities, there is available "un-booked" capacity during times when the facility is open. Civic Administration recommends making use of this un-booked capacity when seeking to accommodate eligible requests to waive or reduce fees. Working within this un-booked capacity would reduce any extra costs of opening a facility specifically for a reduced or waived fee rental. If demand does not exceed this under-utilized capacity, financial impacts would be minimized and requests could be accommodated within existing operating budgets.

One of the consequences of using under-utilized capacity across the system of community centres and recreation facilities is that not all eligible requests may be accommodated in the first choice time or location of the requester – just as some paying rentals cannot always be accommodated in their first choice of time slots or locations. Further practical considerations also come to bear when accommodating any rentals – full fee, reduced fee, or no fee. These factors include such things as building capacity; compatibility with previously booked activities; parking capacity; perceived safety to participants etc.

It should be noted that there are some risks involved with expanding the policy in the ways proposed. Demand may increase to the point of potentially adding to operational costs - and that potential impact could vary for different facilities. For example, the cost of arena ice is significantly greater than that of a meeting room rental, and increased use may have greater cost impacts for arenas. Notwithstanding potential negative impacts, Civic Administration believes the overall benefits of increased access counterbalance these risks. Demand will be monitored and, if it becomes an issue, it can be reported back to Council at a future date with the potential to address in a future budget cycle.

Finally, the review identified that events necessarily involve costs over and above the rental fee for the space. These additional costs include items such as federal or provincially legislated tariffs where applicable, various special licences where required, required additional supervision or staff support, and/or insurance coverage. While these additional costs can potentially also be a financial barrier for some groups, tariffs cannot be waived. Additional costs, such as

lifeguards to supervise a pool booking are not included in the basic rental fees. Insurance is necessary to safeguard the Corporation and is available at reasonable rates through the City's insurer. No group approved to date under the waiving fees policy has indicated an inability to cover these 'extra' costs. The Civic Administration recommends that it remain the responsibility of the eligible user under a revised policy. Supporting such additional items would be a direct additional cost to the City and would have financial implications for the current operating budget.

### **How do other Canadian municipalities provide for affordable access to recreation facilities?**

Staff conducted a survey of 20 Canadian municipalities to compare access policies and practices. (See Appendix "C" for a summary). Most municipalities offer some form of discount to new or fledgling non-profit groups. Very few have language and criteria permitting waiving of fees indefinitely and few allow access to non-incorporated groups. Approaches to the administration of reduced/waived fees vary widely in complexity and formality.

The following observations were made based on the scan:

- 15 of the 20 municipalities maintain policies/practices allowing groups to pay discounted fees; some charge on a sliding scale based on need.
- 10 permit waiving of fees under various specific conditions: e.g.
  - Fees are waived for limited time periods. For example, rental fees are waived in year 1 and then a discounted rate is applied to a second year and a third year full rental fees are expected;
  - Free rentals are limited to a maximum number per year;
  - Access to a limited fund is used to offset rental fees. For example, "approved groups" are provided with up to \$2,000 worth of rentals per year until fund is exhausted

The scan reveals that London is currently at par or ahead of many other Canadian municipalities with respect to Council's current policy of allowing the waiving of fees; with respect to our less rigid application processes to request such access; and with the openness to provide opportunities for a broad range of types of groups.

### **Recommended Actions to ensure that City facilities are financially accessible to everyone, through the waiving of, or reduction of rental fees**

Based on the general review of affordable access in London, Civic Administration believes it has the tools to ensure financial accessibility to community centres for most cases experienced to date. It is recommended that staff continue to employ these various tools.

For those cases that current tools are insufficient to deal with, the Civic Administration recommends several amendments and clarifications to the current Waiving Fees Policy that will:

- Provide staff authority to waive or reduce fees; and
- Allow support for activities requested within a calendar year.

Civic Administration recommends that the current Waiving Fees Policy be further amended to empower Civic Administration to also consider requests to access recreation facilities including pools, arenas and sport fields in addition to community centres.

Finally, to reduce risk for the Corporation while expanding opportunities for affordable access, the Civic Administration recommends amending the current Waiving Fees Policy to specify and clarify the conditions under which requests to waive or reduce rental fees will be approved and accommodated.

If Council adopts the proposed Policy, an amendment will be required to the City's Fees and Charges by-law to reflect what is set out in this Policy, including any provisions for waived fees or reduced fees.

<b>FINANCIAL IMPACT</b>
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As indicated, requests for 'free' access are currently accommodated as possible within un-booked capacity within regular hours of operation – i.e. when space is available and, at least, minimal staff is already onsite. This would continue to be the case under the proposed amended policy. If that practice is continued, the amended policy will not incur significant additional costs. Any small additional costs would be accommodated within existing approved operating budgets.

Staff will continue to monitor the demand as well as the capacity to accommodate requests within existing resources. Should demand increase to the point of requiring additional funding to open new capacity, cost implications would be brought forward for Council's consideration through future budget processes.

**CONCLUSION**

With the recommended revisions to the Waiving of Fees Policy, Civic Administration will expand its ability to accommodate requests by groups who may need assistance or relief from regular rental fees and also consider requests for accessing a broader range of recreation facilities. The amended policy will cover the few types of cases not currently addressed by the current policy and will help clarify the criteria and conditions of approval. The proposed amended Policy also provides opportunities to review requests for waived or reduced fees annually.

Thanks to the following staff for their contributions to this report: Donna Baxter, Paul D'Hollander, Lynn Loubert, Lynn Marshall, Cheryl Smith, Scott Stafford, Steve Whitmore.

<b>PREPARED/SUBMITTED BY:</b>	
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<b>RECOMMENDED BY:</b>	<b>RECOMMENDED BY:</b>
<b>WILLIAM C. COXHEAD  MANAGING DIRECTOR  PARKS AND RECREATION</b>	<b>LYNNE LIVINGSTONE  MANAGING DIRECTOR  NEIGHBOURHOOD, CHILDREN &amp; FIRE  SERVICES</b>

- cc. Lynn Marshall, Solicitor II
- Kyle Murray, Senior Financial Business Administrator
- Jason Wills, Manager III, Risk Management

## APPENDIX A

Bill No.  
2016

By-law No.

A by-law to revoke Council Policy 3(10) entitled “Waiving Fees for Use of City-Owned Recreation and Community Centres” and adopt a new Council Policy 3(10) entitled “Policy for Waiving or Reducing Fees for Use of City-Owned Community Centres and Recreation Facilities”.

WHEREAS subsection 5(3) of the *Municipal Act, 2001*, S.O. 2001, c. 25, provides that a municipal power shall be exercised by by-law;

AND WHEREAS Part XII of the *Municipal Act, 2001* provides that a municipality may impose fees and charges on persons for services or activities provided or done by or on behalf of it, and for the use of its property under its control;

AND WHEREAS the City of London has passed a by-law to impose certain fees and charges for use of its recreation and community centres;

AND WHEREAS section 107 of the *Municipal Act, 2001* provides that a municipality may make grants to any person, group or body for any purpose that council considers to be in the interests of the municipality;

AND WHEREAS the Municipal Council considers it to be in the interests of the municipality to waive fees for use of City-owned recreation and community centres for not-for-profit organizations and other groups in certain circumstances in accordance with the policy set out herein;

NOW THEREFORE the Municipal Council of The Corporation of the City of London enacts as follows:

1. Council Policy 3(10) entitled “Waiving Fees for Use of City-Owned Recreation and Community Centres” is hereby revoked and a new Council Policy 3(10) is adopted entitled “Policy for Waiving or Reducing Fees for Use of City-Owned Community Centres and Recreation Facilities”, attached hereto as Schedule “A”.
2. This by-law comes into force and effect on the day it is passed.

PASSED in Open Council on December 19, 2016.

Matt Brown  
Mayor

Catharine Saunders  
City Clerk

First Reading – December 19, 2016  
Second Reading – December 19, 2016  
Third Reading – December 19, 2016

## SCHEDULE A

### POLICY FOR WAIVING OR REDUCING FEES FOR USE OF CITY-OWNED COMMUNITY CENTRES AND RECREATION FACILITIES

The Policy for Waiving or Reducing Fees for Use Of City-Owned Recreation and Community Centres and Recreation Facilities will assist in determining if rental fees\* for facility rental may be waived or reduced for an organization requesting this in connection to booking space in City community centres and recreation facilities including pools, sport fields, and arenas.

(\*”rental fee” refers to the fees approved by the City’s Fees and Charges by-law to cover the fee for use of a space and does not apply to other ‘extra fees’, tariffs, licences, and insurance costs that may be required by the nature of the activity.)

#### 1.0 Eligibility to Apply

Certain community and recreation groups may be eligible to apply for a waiver or reduction of rental fees for community centre and recreation facility space if they meet all of the following conditions of eligibility of application:

- a. must be a non-profit corporation, OR must be a newly created organization (established within 12 months of applying for the waiver or reduction of fees) which can prove they are operating on a not-for-profit basis;
- b. must be a London-based organization and at least 80% of participants/members are London residents;
- c. must provide evidence that regular rental fees constitute a real barrier or hardship;
- d. activity meets a recreation or community development priority of the City of London (physical activity, healthy eating, literacy, poverty reduction, community engagement or capacity building, activities for under-served groups);
- e. activity does not duplicate an existing program or activity;
- f. activity is open to the public, or membership in the requesting organization is open to the public;
- g. activity must not be for the purpose of generating revenue, including fundraising; and
- h. activity must comply and conform with applicable legislation, Council policies and by-laws, and is not contrary to law, including but not limited to the Ontario Human Rights Code, and the Criminal Code.
- i. The request to waive or reduce fees may be approved for up to a maximum of 15 bookings within one calendar year, or in exceptional circumstances such further bookings as approved by the Managing Director.

**2.0 Administration** – The administration of this Policy is assigned to the Managing Director, Parks & Recreation, or his or her written designate (“Managing Director”), and to the Managing Director, “Neighbourhood, Children and Fire Services, or his or her written designate (“Managing Director”). The Managing Director shall generally perform all of the administrative functions under this Policy, and without limitation may:

- a) receive and process all applications for waiving or reducing fees;
- b) issue approvals for waiving or reducing fees in accordance with the provisions of this Policy and applicable By-laws;
- c) impose terms and conditions on approvals in accordance with this Policy;
- d) refuse to issue an approval, or revoke or suspend an approval, in accordance with this Policy.

2.2 The approval of a waiver or reduction of fees, along with entering into a Facility Rental Contract, shall constitute authorization of the Managing Director for the purposes of the City of London’s Parks & Recreation Area By-law.

2.3 Requests for use of space as approved under this Policy will be accommodated within un-booked capacity within regular operating hours of facilities.

#### 3.0 Application for Waiver or Reduction of Fees

3.1 Every application for a waiver or reduction of fees shall be made to the Managing Director on the forms provided by the Managing Director.

Without limitation, every application shall include the following information:

- a) the name, municipal address and telephone number of each applicant;
- b) if the applicant is a partnership, the name, address and telephone number of each partner; and
- c) if the applicant is a corporation, the address of its head office, and the name, address and telephone number of each director and officer.

3.2 The application must be submitted in a timely manner, as determined by the Managing Director, with the minimum submission deadline being at least two weeks prior to the rental.

3.3 Every person applying for a waiver or reduction of fees shall provide in full at the time the application is submitted all of the information requested on the application form as well as:

- a) if the applicant is a corporation, a copy of the incorporating documentation, a copy of the last initial notice or notice of change which has been filed with the provincial or federal government and a Certificate of Status issued by the Ministry of Government and Consumer Services dated no later than fifteen (15) days prior to the date of the application;
- b) if the applicant is a partnership, details of each partner's interest in the partnership; and
- c) any other documentation or information as may be required in any other part of this Policy or by the Managing Director (including but not limited to event financial statements, certificates of insurance, etc.).

3.4 Every application may be subject to investigations by and comments or recommendations from the municipal or provincial departments or agencies as the Managing Director deems necessary including but not limited to:

- a) the London Police Services;
- b) the Manager of By-law Enforcement.

#### **4.0 Issuance of Approvals for Waiver or Reduction of Fees**

4.1 Every approval of a waiver or reduction of fees is subject to the following conditions of obtaining, and continuing to hold an approval, all of which shall be performed and observed by the applicant:

- a) the applicant must pay the Facility Rental Contract fee, if any;
- b) the applicant must pay all fees and fines owed by the applicant to the City;
- c) the applicant must enter into a Facility Rental Contract for the event;
- d) the applicant must meet all the requirements of this Policy and any applicable By-laws.

4.2 An approval under this Policy shall be valid only for the period of time for which it was issued, and in any event no longer than one year.

#### **5.0 Authority of the Managing Director - Waiver or Reduction of Fees**

5.1 The power and authority to refuse to issue an approval to waive or reduce fees, to cancel, revoke or suspend an approval, to impose terms and conditions, including special conditions, on an approval, or to exempt any person from all or part of this Policy are delegated to the Managing Director.

5.2 The Managing Director may refuse to issue an approval to waive or reduce fees, or may revoke or suspend an approval, or impose a term or condition on an approval, on one or more of the following grounds:

- a) the applicant does not meet the conditions of eligibility to apply as set out in section 1.0;
- b) the event endorses views and ideas that are likely to promote discrimination, contempt or hatred for any person or group on the basis of race, ancestry, place of origin, colour, ethnic origin, citizenship, creed, sex, sexual orientation, gender identity, gender expression, age, marital status, family status, or disability.
- c) the event conflicts with the City's core values, vision or strategic goals or adversely impacts on the City's identity;
- d) in the Managing Director's opinion, event participants and patrons have not been or will not be adequately safeguarded;
- e) in the Managing Director's opinion, the security and protection of all venues have not been or will not be adequately safeguarded;

- f) in the Managing Director's opinion, activities which are contrary to City policies or by-laws, or provincial or federal laws will be, or are being, conducted or promoted, or the applicant is not in compliance with City policies or by-laws, or provincial or federal laws, or any conditions imposed on the approval;
- g) all regulatory approvals have not been obtained (i.e. alcohol, lottery licence, etc.) or the applicant will not provide documentation or information as may be required in any other part of this Policy, or by the Managing Director (including but not limited to event financial statements or evidence of required insurance);
- h) the application was not submitted in a timely manner, as determined by the Managing Director (with the minimum submission deadline being at least two weeks prior to the event);
- i) the conduct of the applicant, or any partner, officer, director, employee or agent of the applicant, affords reasonable cause to believe that the applicant will not carry on his or her business in accordance with the law or with honesty or integrity;
- j) there are reasonable grounds to believe that an application or other documents provided to the Managing Director by or on behalf of the applicant contains a false statement;
- k) any information contained in the original application form, or any other information provided to the Managing Director, has ceased to be accurate and the applicant has not provided up-to-date accurate information to the Managing Director to allow the Managing Director to conclude that the approval should continue;
- l) the applicant, (or officer or director of the corporation or partner in a partnership), has been convicted of any criminal offence for which, in the opinion of the Managing Director, it would not be in the interest of public safety to issue an approval;
- m) the request for use of space cannot be accommodated within un-booked capacity within regular operating hours of the facilities.

5.3 Notwithstanding any other provision of this Policy, the Managing Director may impose terms and conditions on any approval any time during the term of the approval, as are necessary in the opinion of the Managing Director to give effect to this Policy.

5.4 The City of London reserves the right to refuse to enter into a Facility Rental Contract with respect to any application for a waiver or reduction of fees for an event on City of London Property.

## APPENDIX B

### CURRENT TOOLS AND METHODS FOR ACCESSING RECREATION AND COMMUNITY CENTRE SPACE AT REDUCED RATES

Tool	Application	Considerations
Co-Sponsorship	Used when a proposed usage closely matches a city recreation mandate, the City may collaborate with the requesting organization to co-sponsor the activity/event, Potentially contributing use of space as part of the collaboration.	City co-sponsorship requirements may impose more constraints and restrictions on activities than potential collaborators may be comfortable accepting (e.g. shared decision making processes; drawn out timelines, etc.)
Licence agreements	Granting use of space to groups through a negotiated formal agreement: <ul style="list-style-type: none"> <li>• for specific purposes;</li> <li>• for specific period of time</li> <li>• for specific fee</li> <li>• under specific conditions</li> </ul> e.g. for use of space to deliver program services over the long term.	Licences are great tools to establish/define long term relationships but generally require too much time to negotiate and authorize to effectively respond to ongoing shorter term requests.
Template licence agreements	Granting use of space under terms pre-authorized by Council, with staff authorized to execute the licence agreement. e.g. for use of storage or office space	Limited to very specific instances for which conditions are pre-defined.
(current) Waiving of Fees Policy	Granting short term 'free' use of space to qualified groups. The intention is to provide one-off, free access for qualifying groups and/or to help groups get established financially. Note: users are still obliged to cover other costs and charges including insurance.	Currently does not address long term request situations and those in which groups are willing/able to partially pay fees and/or to gradually phase in payment of regular fees.

APPENDIX C

MUNICIPAL SCAN

Municipality	Discount Fees?	Waive Fees?	Deal with Non-Incorp Groups?	
Ajax	Y	Y	Y	<p>Supports, waivers, or discounts are available to eligible groups recognized under the Community Group Affiliation Program who deliver recreational, art, cultural, social, and/or sport programs and depends on duration of incorporation and availability of space.</p> <ul style="list-style-type: none"> <li>Affiliated groups actively seeking Incorporation are provided with staff support to incorporate (information on incorporation process, assistance networking and connecting to other community groups, access meeting space for Exec meetings at no charge).</li> <li>Affiliated groups incorporated &lt;2 years provided free use of meeting space – monthly exec and membership meetings, 1 annual meeting, business card advertisement in Rec &amp; Parks Guide</li> <li>Affiliated groups incorporated Between 3 – 5 years provided free use of meeting space for 12 monthly meetings annually, discounted rate for other meetings.</li> <li>Affiliated groups incorporated &gt;5 years provided access to meeting space at discounted rates.</li> </ul>
Brampton	Y	Y	Y	<p>Departments have discretion to approve In-kind grants for single or limited fee waivers up to \$2,500 in value.</p> <p>Managers and or Directors responsible for making recommendation to Council for grants of 25%, 50%, or 65% of the value of the applicant's project, depending on the total requested amount and type of grant applied for.</p>
Burlington	Y	Y	Y	<p>Fee Waiver Fund supports community organizations in areas of culture, recreation &amp; sport. One time funding by application to those groups that do not already receive municipal funding.</p>
Burnaby	Y	Y	Y	<p>Free bookings for incorporated groups. Deeply discounted user fees based on sliding scale.</p>
Chatham-Kent	Y	N	N	<p>No fee waivers on rentals.</p> <p>Discount Application Form for 40% discount off regular rental rate for NFP group or charitable organization.</p>
Coquitlam	Y	N	N	<p>The current fee structure already provides a fee subsidy. Community rental rates are discounted 20% from Private rates for incorporated groups only. No further discounts are approved as any further fee subsidies increase the portion of costs covered under general taxes.</p>
Edmonton	Y	Y	Y	<p>Wide range of options to waive fees. City provides a Guide for groups to find available space across the city in city and non-city facilities. Multiple subsidy programs available: Emergent immigrant and refugee community grant program: commercial space subsidy 60% up to max of \$5,000 annually or rental of public facilities at 80% subsidy to a maximum of \$6,000 annually. Range from one-time or short series of events subsidy to ongoing rent subsidy.</p> <p>Community Recreation Support Program assist incorporated NFPs and considers requests for facility rental discounts.</p>
Hamilton	Y	Y	Y	<p>Some discounted rates for groups such as Affiliates, Community Groups, or Residents, to full market rate for commercial groups. A 2002 report on the cost of the Fee Subsidy Program estimated the cost of fee waivers and discounts cost Hamilton in lost revenue an estimated \$100,000 per year.</p>

				The City Enrichment Fund (CEF) – Sport & Active Lifestyles Program for capacity building may assist with funds up to 30% of the cost of the project, event, or operational budget.
Hanover	Y	Y	Y	Consideration for fee waivers and discounts reviewed by the Department Head with respect to Council guidelines for Facilities and Services Rental Rates.
Kitchener	Y	Y	Y	Organizations or groups may apply once per year for an In-Kind Facility Grant up to the value of a \$500 maximum. Applications are submitted to and approved by the Community Services Department.
Markham	Y	N	N	There are no waivers for using municipal facilities. An individual or group registered as a Not-For-Profit organization may apply to rent meeting rooms and computer lab discounted 50% to the Commercial use rate.
Middlesex County	Y	Y	N	Not-For-Profit or Charitable organization, Minor sport Group, or Service Club may qualify for a 35% discount for one-time rental or re-occurring groups can submit annually for approval. Fees may be waived if fundraiser towards a pre-approved municipal project.
Port Hope	Y	Y	Y	Applications for fee waiver or reduction are submitted to the Budget Committee. Maximum value of fees to be waived for any specific request or event is \$500 – any request greater than \$500 may be referred to the annual Community Grant Request/Review. The maximum number fee requests/reductions shall not exceed 5 per year or a total financial impact to the annual operating budget not to exceed \$2,000.
Prince Albert, Sask	Y	Y	Y	Applicants may apply to have fees waived or an In-kind grant. Only one request per year will be considered.
Regina	Y	N	Y	A published schedule of fees is available with private group rates (full fee), non-profit rate (50% discount), social/fundraiser (125% of fee). Ex. gym full rate for private bookings = \$50.98, non-profit = \$25.49, and social/fundraiser = \$66.19  Fees only waived for City of Regina program partners.
Richmond BC	Y	Y	N	Wide range of options from free to Not-for-Profit group rate: <ul style="list-style-type: none"> <li>• Free: Community Associations/Societies</li> <li>• NFP Rate: reception, party or banquet</li> <li>• Commercial: regular rate</li> </ul> Senior Staff may approve exceptions if the organization is able to show a direct benefit to the city and its residents.
Richmond Hill	Y	N	N	Affiliated Community Groups receive the following supports (dependent on facility space, staff and department resources): <ul style="list-style-type: none"> <li>• Support by Staff liaison(s) to assist in an advisory capacity.</li> <li>• Facility Allocation priority according to the category of user as defined in the Facility Allocation Policy;</li> <li>• Subsidized rates and discounted fees for facility rentals as approved by Council in the Fees and Charges By-Law;</li> <li>• Provision of one meeting room once per year to accommodate an Annual General Meeting.</li> </ul>
Saskatoon	N	N	N	All facilities charge fees and there are no waivers or discounts. Purpose of user fees is to ensure that all who benefit from using the municipal facilities pay a fair and equitable share of the cost of the service.
Tillsonburg	Y	N	Y	No waiving of fees. Any requests must be submitted by the public to Council. Some discounts exist for non-prime time rentals only.
Vaughan	Y	N	Y	The Facility Allocation Policy prioritizes which groups may be granted applications to Facility Rental Contracts. While no fee waivers are approved, Community Service Organizations (CSO) and Social Service Organizations and may benefit from rates discounted to the Commercial or Non-Resident rates. CSOs also have access to Services-In-Kind such as inventoried and rented items, and support services including event planning and delivery.