Appendix C

Jurisdictional Analysis: Authority to Reduce / Waive Fees

November 2022

Disposition

At its April 11, 2022 meeting, the Standing Policy Committee on Protection, Community Services and Parks directed the Winnipeg Public Service to report back in 180 days on:

1. A review and possible amendments to update the Community Services Fees and Charges Policy.
2. **A review of other major Canadian cities with existing policies to allow department heads to reduce or waive fees for individuals or organizations.**

Analytical Framework

- Purpose: The Public Service is to respond to the Standing Policy Committee on Protection, Community Services and Parks disposition item #2.
- Timelines: A jurisdictional analysis was conducted between September 15, 2022 – November 7, 2022
- Scope: The jurisdictional analysis targeted municipal *recreation program policies* and *room rental policies* that include fee reduction or waiver clauses for municipality-owned and administered programs or facilities. Analysis consisted of primary research via communication with target municipalities as well as secondary research via discovery and analysis of municipal policy documents.
- Scale: **Nine** (9) medium to large-sized municipalities were identified for contact to support the analysis.

Summary of Findings

Of the nine medium to large-sized municipalities identified:

- **Six** (6) municipalities directly shared relevant policy and contextual feedback that outlines authority for the reduction or waiver of program and/or facility rental fees at the Department Head level (or delegated further).
- **Three** (3) municipalities did not share pertinent information within the timelines above, and analysis of municipal documents revealed no publicly-available fee reduction or waiver *policies* for programs or facility rentals *even though each of the three cities have fee subsidy programs in place*.

	Department Head Authority to Reduce or Waive Fees for *Programs*?	Department Head Authority to Reduce or Waive Fees for *Facility Rentals*?
Vancouver	✓	✓
Calgary	✓	✓
Edmonton	information not available	information not available
Saskatoon	information not available	information not available
Regina	✓	✓
Toronto	information not available	information not available
Ottawa	✓	✓
Mississauga	✓	X[1]
Hamilton	information not available	✓

1 – Room rentals are ineligible for fee reductions or waivers

Municipality-specific Details

Vancouver

- Applicable Policy Context: The Economic Access Policy's goal is to "ensure that all residents of Vancouver have access to basic programs and services provided by the Board of Parks and Recreation."
- Notable Observations / Feedback: "The authority to approve fee reductions and waivers for *recreation programs* is limited to specific positions within the organization, as follows Front office staff at community centres; Clerk III Leisure Access and designated Office Support Clerks; Recreation Services Coordinators."

Calgary

- Applicable Policy Context: The User Fees and Subsidies Policy states that "Administration will be responsible for reviewing the principles and policy statements and recommending any updates and amendments to the policy; conducting and maintaining a corporate capital and support service costing study; recommending user fees based on the relevant pricing methodology; and developing pricing methodologies for user fees for goods and services that they provide."
- Notable Observations / Feedback: "The authority to approve fee reductions and waivers for *recreation programs* is delegated to Managers."

Regina

- Applicable Policy Context: "The Director of Parks, Recreation and Cultural Services is authorized to approve and administer fee discounts on leisure passes and admissions in connection with price promotions, community support, customer service, or other operational purpose."
- Notable Observations / Feedback:
    - "This authority has been granted to support inclusivity, support Community Safety and Wellbeing Plan outcomes, offer discounts for unforeseen operational reasons, and create more robust donation and pass practices that satisfy current community needs for both individuals and groups."
    - To be eligible for Regina's Affordable Access Program, an organization's mandate "must directly align with one or more of the following criteria: Providing recreation and leisure opportunities; Supporting individuals who experience significant barriers to participation; and/or Plays a strategic role in addressing the priorities identified in the Community Safety & Well-Being Plan."

Ottawa

- Applicable Policy Context: For the Ottawa Hand-in-Hand (OHH) Program, "the Recreation Supervisor/Portfolio Manager will evaluate applicant eligibility and approve OHH applications. The Recreation Supervisor/Portfolio Manager is authorized to identify and approve applicants who do not satisfy any financial eligibility requirements but due to special circumstances."
- Notable Observations / Feedback:
    - "OHH clients are expected to pay a minimum of 25% of the cost of any program, membership or activity. This builds commitment, particularly as it relates to attendance."
    - OHH targets individuals / families; organizations are excluded from the policy's scope.

Mississauga

- Applicable Policy Context: "ActiveAssist, the City of Mississauga's fee assistance program, will enable many residents living in low-income households to register and participate in quality cultural, library and recreational activities by offering user fee credit subsidies. ActiveAssist is administered by the Community Services Department, Recreation Division."
- Notable Observations / Feedback:
    - "The applicable Divisional Director (or their designate), after careful consideration of the circumstances and in consultation with applicable staff, may make additional exceptions to the ActiveAssist criteria on a case by case basis to accommodate individual requests."
    - "Participation in Mississauga's ActiveAssist program is capped at 14,500 low-income individuals who are residents of Mississauga."
    - "Programs and services that are ineligible for ActiveAssist due to higher program delivery costs or inability to register via the central registration system include Private or semi-private

swimming and skating lessons; Low ratio instructor to participant programs; Personal training; *Room or facility rentals*; Single admission (pay as you go) or multi-visits passes".

- ActiveAssist targets individuals / families; organizations are excluded from the policy's scope.

Hamilton

- Applicable Policy Context re: *facility rentals*: "Eligible groups engaged in eligible activities may be entitled to a 100% Fee Waiver or part thereof. If the required facility (or suitable alternative) is available, the Application Form will be forwarded to the Divisional Director of Recreation for review and decision on approval."
- Notable Observations / Feedback: "*Individuals* are ineligible for facility and park rental fee waivers."