

# CORPORATE POLICY

Policy Title: Public Facility Space Allocation Policy  
Policy Category: **Administration Policy**  
Policy No.: A-014  
Department: Community Services  
Approval Date: March 30, 2015  
Revision Date:  
Author: Beth Rajnovich, Policy and Performance Analyst  
Leta Bulgin, Manager Business Services  
Attachments: N/A  
Related Documents/Legislation: N/A  
Key Word(s): facility, allocation, space, recreation

## **POLICY STATEMENT:**

The City of Waterloo is dedicated to fostering an active, engaged, and healthy community. The City has identified sport, recreation, leisure, culture, social, and community activities as fundamental to achieving this goal, and recognizes that access to City of Waterloo owned, operated, leased, and managed public facilities supports these activities.

The City requires a Public Facility Space Allocation (FSA) Policy to direct the allocation of public facility space. As the population of the City of Waterloo continues to grow and change, demand for facility space and use for a greater variety of activities is anticipated to increase. This policy helps ensure public facilities are used to the greatest benefit for the entire community, to provide access to a broad range of activities, and to address budget limitations while optimizing the use of the existing inventory of public facility space.

## **PURPOSE:**

The Public Facility Space Allocation Policy defines foundational principles and practices that determine how affiliated community organizations and seasonal user groups will be allocated space in public facilities in a fair, equitable, transparent and consistent manner.

This policy will inform procedures for allocation of each type of public facility in the City of Waterloo's current inventory, as outlined in section 2.0

**Mandatory Policy, *Municipal Act*:** No  
**Policy Administration Team, Review Date:** February 25, 2015  
**Corporate Management Team, Review Date:** March 4, 2015

**DEFINITIONS:**

Admission Programs: scheduled activities operated by the City of Waterloo that provide drop in activities, where users pay per visit.

Affiliated Community Organization: is a community organization that works collaboratively with, and is formally recognized by the City of Waterloo in a manner that is consistent with the City's Policy for affiliation status.

Allocation: refers to the process of assigning public facility space to user organizations/groups based on requests made via an annual or semi-annual application process over an ongoing or extended period of time.

Community: all residents of the City of Waterloo, including non-permanent and temporary residents such as post-secondary students.

Registered Programs: instructor led activities operated by the City of Waterloo that require advance registration, have limited enrolment and a defined start and end date.

Rental Agreement: a document issued by City of Waterloo staff to confirm reserved facility space that also outlines fees, conditions of use, payment schedules, and other policy requirements.

Seasonal Use: the regular use of a facility space within a defined start and end date by an organization/group.

Seasonal User Group: A non-affiliated group or organization that is allocated public facility space on a seasonal basis through the allocation process.

Special Events: a one-time or infrequent event outside normal programs and activities, for example, but not limited, to a tradeshow, exhibition, fundraiser, or provincial or higher level tournament.

Subletting: formally leasing or renting public facility space by a rental agreement holder to another user through a formal agreement or informally allowing use of a public facility space by a user other than the rental agreement holder.

Tournaments: a condensed competition hosted at the local or regional level. Provincial or higher level tournaments will be considered a special event.

Unused Facility Space: Space a user group has booked but does not use and has not cancelled. This does not include unused space due to weather cancellations by the City of Waterloo.

Youth: Waterloo residents age 18 years and under.

**SCOPE:**

This policy outlines the criteria for the allocation of facility space.

The policy applies to:

- € all affiliated community organizations and seasonal user groups renting public facility space for seasonal use or over an extended or ongoing period of time, as part of an annual or semi-annual application and allocation process
- € all public facilities, in the Community Services inventory, whether owned, operated, leased, and/or managed by the City, that are available for community use, as outlined in section 2.0, except those listed below

The policy does not apply to:

- € the Waterloo Public Square, Grey Silo Golf Course, passive-use green spaces, or meeting rooms at City administration buildings such as City Hall or the Service Centre.
- € occasional users who rent public facility space from time to time. Occasional use of public facility space can only be scheduled after the allocation process for seasonal users has been completed.

**POLICY COMMUNICATION:**

This policy is available on the City of Waterloo's website and will be communicated to user groups/individuals as part of the allocation application process and through discussion and meetings with City staff.

**POLICY:****1.0 Responsibility for Allocation of Public Facility Space**

City of Waterloo staff is responsible for allocating facility space in a manner that is consistent with this policy and the procedures for each facility type listed in section 2.0, with the exception of requests for public facility space for special events which will be allocated at the discretion of the facility manager.

**2.0 Allocation Procedures**

This policy presents high-level foundational principles and direction for all public facility allocation. Separate policies that are specific to each facility type will be developed to support staff in allocating facility space. These facility type specific policies will respond to the unique aspects of facility use based on facility type. Separate allocation policies will be developed for each of the following facility types:

- € ice facilities
- € indoor sports facilities (excluding ice)
- € outdoor sports facilities
- € pools
- € meeting, banquet, and program rooms

### 3.0 Foundational Principles of Allocation

Foundational principles speak to the basic values that the City embraces in adhering to this policy. Specifically, Public Facility Space Allocation will:

- € Support an array of opportunities by:
  - € Providing access for sport, recreation, leisure, culture, social, and community activities;
  - € Allowing for activities that are accessible to the community, and reflect a variety of interest areas, skill levels, and program formats;
  - € Allowing for short and long term activities, and a mix of planned and spontaneous activities.
- € Be benefits-focused by:
  - € Encouraging and maximizing opportunities for participation;
  - € Actively supporting the benefits of participation in sport, recreation, leisure, culture, social, and community activities for the health, wellness, and skill development of residents, and the economic benefit of the community as a whole.
- € Be balanced and fair by:
  - € Allocating public facility space based on actual, substantiated current needs and future demand;
  - € Encouraging participation by all residents regardless of ability, age, gender, culture, and economics;
  - € Considering historical facility allocation patterns and aiming for consistent allocation of facility space throughout the season and from year to year to the greatest extent possible.
- € Support responsible use of resources by:
  - € Recognizing public facilities as resources for use by the entire community;
  - € Maximizing facility use in a manner that considers quality, safety, and the need for maintenance;
  - € Balancing revenue targets identified in associated budgets with community accessibility.
- € Be responsive and flexible by:
  - € Demonstrating integrity and excellence in customer service;

- € Evaluating and updating the policy and associated procedures as needed to effectively respond to changing community needs;
- € Facilitating and supporting collegiality, and cooperation among organizations, user groups, and participants in the application of the policy and use of public facility space for the benefit of the entire community;
- € Tracking use of and demand for facility space to support long-term planning

#### **4.0 Scheduling Sequence**

While the City of Waterloo provides some program activities directly, it relies heavily on community organizations and groups to deliver programs to meet community needs and interest.

The following sequential order is based on the foundational principles and will be used to allocate public facility space when demand exceeds supply:

1. Existing contractual obligations for tenants, leases, and special events
2. City of Waterloo Admission Programs (all age groups) and Registered Youth Programs
3. Affiliated Youth Community Organizations
4. Affiliated Adult Community Organizations
5. City of Waterloo Registered Adult Programs
6. Non-Affiliated Youth Seasonal User Groups
7. Non-Affiliated Adult Seasonal User Groups
8. Commercial Groups

#### **5.0 Additional Considerations**

##### **5.1 Consistency in Allocation**

Efforts will be made to provide a degree of consistency in facility scheduling (including both location and time) from year to year, or season to season, as well as from week to week within a season. Historical allocation will be considered and balanced against maximizing facility use. However, the City reserves the right to alter the days, times and locations allocated to a given organization/group. Whenever possible, staff will provide advance notice for any significant change.

##### **5.2 Allocation Application and Allocation Process**

Allocation will be based on need. Affiliated community organizations will be allocated space based on consideration of the number and age of regular seasonal participants; standards for game, practice, and warm up time as established by provincial or national sport organizations when available; and/or as defined in the facility type procedures.

To be considered in the standard allocation process:

1. Applications must be submitted in writing by the deadline, determined on a season to season/year to year basis.
2. Applications must be completed, and include data on participation numbers and ages. For new programs and new activities where there are no participation statistics available, trend information in the program area will be utilized.
3. The organization should be in good financial standing with the City of Waterloo.
4. Requests received after the deadline or that are incomplete may be processed outside of the standard process, based on a first come, first served basis, according to facility availability.

### **5.3 Allocation Distribution**

1. Each affiliated organization will receive a similar ratio of prime and non-prime facility space time.
2. When allocating space to affiliated groups that service Kitchener-Waterloo residents, the City of Kitchener facility allocation may be taken into consideration.
3. Staff will consider participants' age and facility requirements when allocating public facility space.
4. An appropriate percentage of facility space will be reserved to accommodate non-affiliated groups. This percentage will be reviewed each year, and adjusted when deemed appropriate by staff.
5. Allocation of facility space for special events will be determined by the appropriate facility manager. Facility managers must consider the impact to existing facility user groups, potential for revenue generation, and positive impact to community and residents as part of the decision-making process.
6. Tournament requests of a local or regional significance received prior to the allocation application deadline will be handled as part of the allocation process.
7. Tournament requests received after the allocation application deadline are subject to approval by the Facility Manager in the same manner as special event requests. Efforts will be made to minimize the displacement of existing user groups to accommodate tournament requests.

8. No organization/group will dominate a specific time block to the detriment of another organization/group. Organizations requiring more than one facility per night will be required to first permit vertical (earlier or later) time periods at one facility before booking at another facility. The age and program needs of the participants will be taken into consideration.
9. The City reserves the right to determine daily booking start and end times, seasonal start and end times for use of each facility, to set use maximums per facility, and to set daily curfews on use.

#### **5.4 Allocation Forum**

When needed, City staff will facilitate a forum/meeting between all affiliated user groups in advance of allocation being finalized to allow for an opportunity for all groups to share information. The goal of these sessions will be to promote collaborative solutions.

#### **5.5 Allocation Conflicts**

In the event of an allocation dispute or conflict, staff will facilitate a meeting to negotiate a compromise between conflicting parties. If a suitable compromise cannot be reached the original staff decision will stand.

#### **5.6 Allocation Cancellations**

1. Organizations/groups must comply with all City policies/procedures. Failure to comply may result in the loss of rental agreement privileges and the ability to rent facility space for a period of up to one year.
2. The City reserves the right to cancel permitted time to accommodate the needs of tournaments and special events. The permit holder will be provided as much notice of the cancellation as possible and alternate facility space will be allocated where possible.
3. The City reserves the right to cancel permits/rental agreements to address maintenance needs/issues, or unsafe conditions. The rental agreement holder will be provided as much notice of the cancellation as possible and alternate facility space will be allocated where possible.
4. The City reserves the right not to renew a rental agreement or contract at its discretion.

5. Rules regarding organization/group initiated cancellation of their allocated public facility space/time will be articulated in the policy/procedures for each facility type.

### **5.7 Unused Facility Space**

1. No organization/group is permitted to book facility time that is intentionally unscheduled, except as a contingency for time delays in tournaments.
2. Subletting of any facility is strictly prohibited. Subletting of facility space may result in cancellation of the rental agreement/revocation of all permits.
3. The City, in collaboration with rental organizations/groups, will strive to minimize the impact of unused, rented facility space. Understanding that circumstances may occur which result in unused, rented facility space, organizations/groups should make every attempt to notify staff as soon as possible when a space will not be used as per their rental agreement to provide opportunity for re-allocation.
4. Additional details around how the city will respond to unused facility space will be articulated in the policy/procedures for each facility type.

### **6.0 Respectful Behaviour Policy**

- € The City's Respectful Behaviour Policy (A-009) defines behaviour that may negatively impact the experience of others or creates unsafe conditions, and how these behaviours will be addressed when it occurs within any City facility or in association with any service, program or event provided by or associated with the City of Waterloo.
- € The City of Waterloo is committed to promoting a safe, healthy, respectful, and positive environment for all members of the public, volunteers, and staff. The achievement of this goal requires the cooperation and support of all facility user groups.
- € Organizations using City facilities must take primary responsibility for managing the behaviour of all associated participants, volunteers, officials, spectators, patrons, parents, guests and the general public, in accordance with the Respectful Behaviour Policy.



**LINKAGES:**

- € Service Delivery Policy
- € Affiliation Policy
- € Facility Rental Discount Policy
- € Respectful Behaviour Policy
- € Facility type specific policies/procedures

**POLICY REVIEW:**

The Public Facility Space Allocation Policy will be reviewed by staff at least once per council term, and revised as needed.

**COMPLIANCE:**

In cases of policy violation, the City may investigate and determine appropriate corrective action.