



City of  
**Peterborough**

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**To:** Members of the General Committee

**From:** Sheldon Laidman, Commissioner, Community Services

**Meeting Date:** October 20, 2025

**Report:** Delegated Authority to Adjust User Fees, Report CSRPS25-006

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## **Subject**

A report to recommend delegated authority to adjust user fees up to an approved maximum rate, and to seek Council approval on revised amounts of funds allocated towards the purchase of various entertainment, tourism and bid opportunities .

## **Recommendations**

That Council approve the recommendations outlined in Report CSRPCS25-006 dated October 20, 2025 of the Commissioner of Community Services as follows:

- a) That the Commissioner, Community Services and the Director, Recreation, Parks and Cultural Services be delegated authority to apply user fee rates within the Recreation, Parks and Cultural Services division as a pre-approved maximum rate structure and as approved by Council through the annual user fee By-Law.
- b) That staff be directed to complete a financial analysis outlining the anticipated revenue and expenses associated with the purchase of entertainment, tourism and bid opportunities which have a pre-commitment value of \$25,000 or more; and
- c) That following the receipt of the prepared financial analysis, the Director, Recreation, Parks and Cultural Services , the Commissioner of Community Services, and the Commissioner of Finance and Corporate Support Services be delegated authority to approve funds and execute such documents associated with the purchase of various entertainment, tourism and bid opportunities with an associated pre-commitment value of less than \$250,000 CDN; and

- d) That purchase opportunities, with an associated pre-commitment value of more than \$250,000 CDN, require specific Council direction prior to undertaking commitments.

## Executive Summary

- Staff are requesting the delegated authority to adjust user fees to create a more efficient, flexible and competitive facility booking and entertainment purchasing process
- The City of Peterborough receives booking inquiries from major entertainment agencies like Live Nation and AEG, as well as for sport and cultural tourism events often requiring flexible terms on fees and services
- Existing delegated authority provides staff ability to commit up to \$50,000 for entertainment bookings, which is a limit that no longer meets the scale of current opportunities, prompting a need for an increased authorized amount
- Factors affecting the associated costs of rentals such as event hours, food service, attendance, and risk management significantly impact the actual expense of hosting an event, and are not currently reflected in existing user fees or staff delegated authority
- Council would establish through the budget process the revenue targets for each budget year and provide staff with the ability to work with a larger number of groups within a maximum rate framework

## Background

Staff are seeking delegated authority to adjust user fees to provide a more efficient and competitive facility booking and purchase of entertainment process to position the City of Peterborough as a viable option to host various conferences, cultural, sport, and tourism related events.

In February 1996 the City of Peterborough assumed direct management of the Memorial Centre and at that time the staff adopted procedures to work with individual entertainment promoters in three distinct operational outlines;

- (i) direct facility rental in which a promoter approaches the city and rents a designated space;
- (ii) (ii) a promotional rental in which the city obtains an entertainment, tourism or bid opportunity directly from an agency or organization; and
- (iii) (iii) a co-promotional rental in which the city works with an agency or organization and develop a shared revenue and expense model.

Each of these operational outlines come with associated revenue and expense risks.

Due to the nature of the entertainment industry, the City receives inquiries from various entities such as Live Nation and AEG, which often are looking for a specific venue to negotiate and provide outlines of opportunity for artists, sport, cultural or other tourism related activities. Often these entities are looking for adjustments or opportunities on rental rates, merchandising, food and beverage, etc. These agencies include Sport Tournaments such as the Telus Cup or Entertainment Artists, such as Blue Rodeo and Sarah McLachlan.

In August 2003, through Report CSAD03-004 the Manager of the Memorial Centre obtained the delegated authority to purchase entertainment opportunities up to a value of \$30,000 CDN. This was revised in October 2004, through Report FAFS04-29 to a new pre-commitment value of up to \$50,000 CDN. Each year has seen the pre-commitment value in inquiries increase and the current delegated authority value is no longer sufficient to bid on or obtain larger opportunities. Staff are looking to establish a new pre-commitment value in order to continue to facilitate the purchase of entertainment process.

In addition to the pre-commitment value limitations above, staff do not currently have the delegated authority to adjust user fees to remain competitive within the industry market. This means that for smaller events such as a not-for-profit and support groups facility rental fees are often too high for groups to justify the expense and as a result potential revenue is lost as there is no delegated authority to adjust fees. For larger more complex events, such as weddings and banquets rental fees are too low to properly recover operational costs, such as additional staffing or security to host events.

Other considerations that effect the facility rental rates may include;

- Timing of event – includes consideration of operational hours, additional staff required, overtime associated with a rental, and the set-up / take-down schedule associated with the event.
- Complexity of event – includes consideration of food and beverage, additional cleaning or garbage, number of attendees, the complexity of set-up, number of venues requested, and associated costs of cutlery, tablecloths, staging, etc.
- Risk Management of event – includes consideration of alcohol service, additional security, number of attendees, location, required administrative supports, consideration of safety and fire risks, insurance and legal requirements.
- Agreement model for each event – each individual artist or event promotor has a different contract model that can involve a facility rate, a split of merchandise sales, a split of ticket revenue or other split of concession sales

Currently the fee to host the event is established as a fixed rate for a space, meaning that the cost of a facility rental for a support group of 25 people would be the same rate applied to a banquet of 120 people.

Through the delegated authority to adjust user rates, staff would be working within a maximum rate structure with the ability to adapt the established rates to accommodate a greater number of rentals with rates that are associated with the timing, complexity, and risk level of the proposed rental.

## **Strategic Plan**

Strategic Pillar: Governance & Fiscal Sustainability

Strategic Priority: Support a culture of continuous improvement, safety, and innovation to enhance cost-effective delivery of City programs and services. Continue to leverage user fees that are competitive and market-balanced to reduce services subsidies through the tax base.

## **Engagement and Consultation**

Staff consulted with Legislative Services and Finance and Corporate Support Services to ensure this request aligns with approved uses of the Municipal Act.

In addition to the internal consultation informal feedback from user groups and agencies have been consistent in requests for adjustments to user fees, requests for competitive rental rates, and a desire to see increased usage of city facilities.

## **Budget and Financial Implications**

There are no anticipated budget and financial implications for this report. The delegated authority will allow for purchase of entertainment, tourism and bid opportunities, as well as facility rental and events to have various criteria used to inform an appropriate charge is applied to recover operational costs and increase the service offerings to the community, which will provide a greater opportunity for staff to achieve the council approved budget revenue targets.

## **Conclusion**

Staff are recommending delegated authority to allow for the purchase of entertainment, tourism and bid opportunities to increase the number of events and tourism activities coming to the City of Peterborough. In addition to the purchase of entertainment that additional authority be provided to staff to ensure the ability to provide competitive and

market-balanced facility rental rates to provide increased rental opportunities and greater ability to achieve budget revenue targets.

Submitted by,

Sheldon Laidman  
Commissioner of Community Services

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