



PO Box 1749
Halifax, Nova Scotia
B3J 3A5, Canada

Item No. 3

Halifax Regional Council

June 8, 2010

Committee of the Whole

June 15, 2010

June 22, 2010

TO: Mayor Kelly and Members of Halifax Regional Council

SUBMITTED BY:

A handwritten signature in cursive script, appearing to read "Paul Dunphy".

Paul Dunphy Director, Community Development

DATE: May 28, 2010

SUBJECT: 4 Pad Arena: Community Access Plan

INFORMATION REPORT

ORIGIN

This report originates from Regional Council's approval to construct the new HRM 4 Pad Arena and the requirement to implement a Community Access Plan which achieves equitable distribution of ice time amongst sport groups and genders.

BACKGROUND

Council approved the construction of a 4 Pad arena for two primary reasons:

- To address the shortage of prime time ice available in the municipality; and
- To begin to address the inequitable access to prime time ice. Groups such as female hockey, sledge hockey, ringette, figure skating and speed skating have not had access to prime time ice which is proportional to their number of participants, while men's hockey (youth and adult) has had a disproportionate share of ice time.

The Operating Agreement with Nustadia Recreation Inc. requires them to develop a Community Access Plan. The Plan addresses such things as Code of Behaviour, User Satisfaction and Equity. The Policy also includes an Ice Allocation Policy which addresses the two goals listed above.

DISCUSSION

Current Ice Allocation Practices

The Municipality does not have an ice allocation policy for any of its 16 arenas. More specifically, the Municipality does not have any gender or sport equity policies or practices in its arenas. While there are currently no formal access policies, there have been two common "practices". These are:

- a practice which favours minor youth sports over adult users when allocating prime time access; and
- a practice of "historic booking" in which first preference is given to renewing ice rental times with existing users each season when bookings are being made.

As a result of the "historic booking" practice, access to prime time ice has become entrenched with existing users and it is difficult to increase access for new or developing sport groups.

4 Pad Ice Allocation Policy

The 4 Pad arena will be the first ice allocation policy at an HRM owned arena. The policy is designed to provide equitable sport and gender access to prime time ice bookings. Staff will begin discussions to implement this policy at all Municipal arenas in the 2011 / 2012 season.

How Will the New Ice Allocation Policy Work?

- Each year every sport group will be required to verify the number of registered participants in their organization. Ice time will then be allocated amongst the various groups in a manner which is proportionate to the number of participants in each sport or gender including disabled participants.
- The number of hours of ice time recommended by each national sport organization (which varies depending upon the developmental level of the athlete) will be also be taken into consideration when allocating ice time. Where equitable access can be provided between sport groups, the Municipality will strive to also provide the recommended number of hours per athlete (i.e. Hockey Canada recommends 1 hr per week for Novice players, and 4.5 hrs per week for Bantam AA players).
- Groups renting ice will not be allowed to sub-lease ice time that they are not using. Any ice time which a group does not require must be returned to the arena operator prior to a designated date, so that it can be rented out to other users based upon the ice allocation policy.

The Role Of Pricing

There will be separate prices for prime time ice and non prime time. This practice is consistent with all other arenas in the region regardless of who the owner/operator is. At the 4 Pad however there will be a lower rate for youth sport groups, regardless of which sport (e.g. male/female minor hockey, ringette, figure skating, high school hockey, speed skating and sledge hockey). Groups who live outside of the HRM will be required to pay the regular rates regardless of age or sport.

Adults will pay full price for both prime time ice and non prime time. In essence, adult ice rentals will be subsidizing youth rentals. This practice will provide the financial stability required for the ongoing success of the facility while providing the affordable access for minor sport.

How Does a Group Get to Purchase Ice at the 4 Pad?

Nustadia completed a lengthy consultation process with user groups prior to responding to the 4 Pad Arena RFP. This consultation was the anchor step for the development of the operating proforma for the facility that was approved by Council. Further consultation was undertaken to afford a wide scope of discussion regarding needs of groups. Groups and individuals have made detailed submissions to Nustadia requesting ice time. Nustadia will finalize contractual discussions with user groups upon receipt of this report by Council.

It should be noted, that although significant, the opening of the 4 Pad Arena will not meet all of the prime time needs of citizens. The Long Term Arena Strategy will comprehensively review ice user needs as an important part of that study. Further recommendations for this area of service delivery will be presented to Council pending the completion of that analysis.

BUDGET IMPLICATIONS

There are no budget implications.

FINANCIAL MANAGEMENT POLICIES/BUSINESS PLAN

This report complies with the Municipality's Multi-Year Financial Strategy, the proposed Operating, Project and Reserve budgets, policies and procedures regarding withdrawals from the utilization of Project and Operating reserves, as well as any relevant legislation.

COMMUNITY ENGAGEMENT

The completed community engagement process for the development of the Community Access Plan complied with the HRM Community Engagement Strategy.

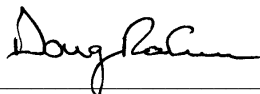
ATTACHMENTS

1. Community Access Plan for 4 Pad Arena

A copy of this report can be obtained online at <http://www.halifax.ca/council/agendasc/cagenda.html> then choose the appropriate meeting date, or by contacting the Office of the Municipal Clerk at 490-4210, or Fax 490-4208.

Report Prepared by: Betty Lou Killen, Coordinator Client Services, Community Development, 490-4833

Report Approved by:



Doug Rafuse, Manager, Service Delivery, Community Development, 490-6205



Community Access Plan

Halifax Regional Municipality
4 Pad Arena Complex



Nustadia Recreation Inc.

OWNERSHIP & COPYRIGHT

The Community Access Plan shall be the sole property of Nustadia Recreation Inc. All patents, copyrights and other industrial and intellectual property rights, including trade secrets, arising in relation to the Community Access Plan, if any, are hereby licensed to HRM for its use only for the HRM Four Pad Arena Complex, 61 Gary Martin Drive (the Complex) provided that HRM's license to use such intellectual property shall survive the expiration of the term or any termination of this Agreement. By acceptance of this document, HRM shall take all reasonable steps to protect information, data or other tangible and intangible property contained in the Community Access Plan, the entire document of which shall be regarded as proprietary and confidential, to ensure that such property rights of Nustadia Recreation Inc. are not violated.

Nustadia Recreation Inc. hereby grants to HRM the restricted, non-exclusive perpetual license to use the Community Access Plan for the purposes of HRM's operation and ownership of the Lands and the Complex.

ACKNOWLEDGEMENTS

The production of this document has evolved through the experiences of and in recognition of:

- Strachan, .D & Tomlinson, P., 1994, Coaching Association of Canada, National Coaching Certification Program
- City of Moncton
- City of Hamilton
- City of Oshawa
- Halifax Regional Municipality

PARTNERSHIP

This document was created through a partnership with the Halifax Regional Municipality and has been established as the guiding document for the new HRM 4 Pad Arena Complex. NRI wants to acknowledge this partnership as well as reflect the concerns and needs of the community in order to create / provide an exceptional sports / recreation experience.

Community

Access Plan

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1.0 Introduction

The Community Access Plan for the new 4 pad development in the Bedford area of the Halifax Regional Municipality (HRM) is a comprehensive living document which promotes the guiding philosophy for the facility and the community. As the operational managers, Nustadia Recreation Inc. (NRI) understands we are part of the community and will develop the facility through strong community partnerships. Creating and implementing this plan is the best way to make a truly exceptional recreational experience for all stakeholders.

Core to this plan are guiding statements detailing the overall vision, mission and values of the management team. Strategic objectives reflect the guiding statements and aide in developing policies for management. These strategic objectives are implemented on several levels through Management Policies, Programming Policies and within the overall operations of the facility through NRI's Best Practice and Risk Management manuals. Adhering to these objectives creates a fully accessible community facility and a win-win relationship for all involved.

Provided in the plan is the Community Access Plan Matrix Cycle. This cycle is a visual representation of this document. The plan is represented as a cycle because it is a living document which will change and adapt to the market as management and the Facility Advisory Committee (FAC) sees fit. The core or start of the cycle revolves around the guiding statements. These statements are meant to represent the overall philosophy of the plan. Management is guided by the vision, mission and values outlined by the plan.

In order to implement the vision, mission and values, strategic objectives are created that are core to the statements. These objectives are by no means all encompassing, however once again are strategic and adaptable in nature. This plan is a living organism that will shift with the marketplace, as such so will the strategic objectives.

Finally, strategic objectives are enforced through policies and strategy. There are three tiers of policies which are divided in order to highlight the larger picture.

- Management policies deal with core principles of gender equality, accessibility, discrimination and harassment, conduct and discipline, financial, environmental and user satisfaction.
- Programming Policies deal with the logistics of the marketplace and how management will create an inclusive facility. Ice allocation, market competition, special programs and Regional / National events are highlighted.
- Operational policies deal with established Best Practices methodology created through NRI's experience in the management of similar facilities.

Once management has cycled through the plan and implemented the policies and procedures outlined, they must return to the start in order to ascertain whether the overall guiding statements are still relevant to the operations. This is the stage that the document becomes living and adaptable. Communication with the community, users, staff and the FAC will be critical to understanding if the plan is effective and implemented.

2.0 Guiding Statements

VISION STATEMENT

"To create a facility that is architecturally and programmatically a source of pride for all of HRM, provides quality services for the community, and generates sport tourism opportunities as a result of it's unique inventory that benefit and promote the region..."



MISSION STATEMENT

"The Community Access Plan outlines the facility's strategic objectives in order to create an environment of fairness and equity for patrons, inclusivity for the entire community, financial and environmental sustainability, a code of behavior for visitors of the facility, the regional significance of the 4 Pad Arena Complex and total transparency to all stakeholders which will promote a win-win relationship."

VALUES

"We value..."

- ...gender equity,
- ...accessible facilities,
- ...community inclusion at all levels,
- ...sport development,
- ...personal growth through active lifestyles,
- ...environmental and financial stewardship,
- ...the regional significance of a four pad arena complex,
- ...total transparency in financial and operational activities,
- ...the youth and those who are still young at heart of the community,
- ...a safe workplace,
- ...a sustainable facility for the community,
- ...a workplace free of discrimination, harassment & prejudice, and
- ...the community.

3.0 Strategic Objectives



3.1 FAIRNESS AND EQUITY

“We believe that all persons and groups should be given a reasonable and fair opportunity to take part in the programs, to use the facility in a proportionate and equitable manner... subject to HRM’s overall recreation service delivery mandate, recreation blueprint and other relevant rules and regulations in effect.”

3.2 INCLUSIVITY

“The facility should be accessible to persons of all ages, abilities and gender, and programming should be provided within the facility that allows for this to occur in a positive manner, in a way that provides recreational opportunities for the community.”

3.3 FINANCIAL SUSTAINABILITY

“The facility will be operated in a manner which meets or exceeds approved annual budget targets after all operating expenses are paid, and after an approved allowance for future capital maintenance is set aside. The budget is to be developed to allow for reasonable “market based” user rates for the various programs.”

3.4 ENVIRONMENTAL SUSTAINABILITY

“The facility will be operated with a significant focus on environmental stewardship, including energy conservation, use of “green” products and materials, recycling, and furthermore, we will encourage and educate all of our stakeholders in environmentally friendly practices.”



3.5 CODE OF BEHAVIOUR

"We will have 'zero tolerance' for aggressive, violent, or abusive behaviour. We will create an atmosphere within the facility whereby;

- any inappropriate behavior is not accepted,
- competition and recreation is fair, welcoming, fun, and safe, and
- we promote fair play and good sportsmanship."

3.6 REGIONAL FACILITY

"We recognize the importance of the facility to the Region, and will promote special events and tournaments that will benefit the Regional Municipality in general, and the Province. We will work with community stakeholders to maximize the benefits of such events within the community, and coordinate our activities with other stakeholders and other facilities to promote the Region in the most effective manner."

3.7 USER SATISFACTION

"Our number one priority is to provide a safe and sustainable facility, which is operated in a friendly manner that provides a high level of customer satisfaction to all the user and stakeholder groups... we will nurture long-term relationships with them to the betterment of their programs and for the success of the facility."

3.8 TRANSPARENCY

"We will be open and transparent in all respects with our partners, users, and stakeholders, and we believe that honesty is the foundation upon which relationships are built."

4.0 Implementation Policies/ Strategy



Implementation policies are developed in as a three tier approach. The first tier, overall management policies, provide guidelines in which management must enforce. These policies promote and create a workforce and community play areas that are gender equal, accessible, discrimination and harassment free, while providing financial, environmental and user satisfaction criteria.

The second tier of policies concern programming policies and set the authority or limit of ice and other program allocation, market competition within the HRM, special programs and finally regional and national events that the facility may hold in the future.

The third and final tier of the Implementation Policies / Strategy section concerns the operational Best Practices which NRI has developed through years of experience. As well, a thorough and concise Risk Management document reflects the manner in which NRI promotes the safety of the users, workforce and company.

4.1 Management Policies

4.1.1 GENDER EQUITY POLICY

In order to proportionally divide the allocated ice times for all user groups and to account for Gender Equity defined below, NRI and the HRM conducted collaborative meetings with key internal stakeholders from the Province of Nova Scotia and the municipality. During these meetings, Gender Equity was discussed in length and a plan on how to implement this policy was created. To target certain groups and offer them special measures is a proven way to eliminate unfair imbalances. Those currently receiving the benefits must learn to share the existing resources and programs. Because we are seeking a sport system in which all people have opportunities to participate, women and other currently marginalized groups need assistance.

Operations Year 1 & 2:

During the collaborative meetings, several groups within the HRM were identified as being under-serviced and in need of additional ice. In an effort to adjust the inequality in ice allocation that exists within the HRM marketplace, year 1 & 2 of operations will be a “catch-up” stage of ice allocation in which these underserviced groups will be given priority for ice allocation and NRI will work to meet their requests. These groups include:

- Sledge Hockey
- Ringette Groups
- Figure Skating Groups
- Women’s Adult Hockey
- Bedford Minor Hockey
- High School Teams



Operations Year 3 & Onwards:

After year 1 & 2 is complete and the ice allocation within the HRM marketplace has been adjusted to account for the underserviced groups, NRI will apply the following criteria to ice allocation for all groups. These criteria fit with the Standards of Fair Play Formulas that is provided in the Ice and Other Program Allocation Policy.

1. User groups must provide actual registered numbers of participants from the previous year on an annual basis for the Standards of Fair Play formula to be applied with their requests for ice times by January 31st of the given year.
2. Management will apply ice usage standards set by Hockey Canada, Skate Canada and other governing bodies of ice sports as deemed within the given year to the ice requests as well as the Ice and Other Program Allocation Policy Standards of Fair Play Formula provided herein.
3. Management will advise all associations of the requested ice times and determine if the requested allotments meet or exceed the proportional Standards of Fair Play formula by February 28th of the given year.
4. Fair and equitable disbursement of ice times will be divided among the core / affiliated groups as per the registered participants and ice requests by March 31st of the given year.
5. A review of the formula and the application of the formula to the user groups will be conducted by August 15th of the given year and decisions concerning reduction or addition of ice hours will be completed by management.

In order to proportionally divide the allocated ice times for Adult Groups;

1. Adult leagues and teams will provide a detailed list of the number of registered participants and the required ice times for the new winter season by January 31st of the given year.
2. Fair and equitable disbursement of ice times will be divided among the Adult Groups by management as per the understanding that on average 14 players per team is the standard by March 31st of the given year.

In order to proportionally divide the allocated ice times for all other requests;

1. All other requests will be provided to management in a timely manner and will be prioritized in an equitable and fair manner as management determines.
2. Gender equity will be a priority in determining the allocation of this ice to other users.



Review and Implementation of the Policy

It shall be the responsibility of the Facility Advisory Committee to review and recommend revisions to the policy and/or associated procedures. Authority to make final decisions on matters regarding the Gender Equity Policy shall rest with the General Manager.

Background Information and Definitions

In an effort to create gender equity within the operations and structure of the new 4 pad development, a defined gender equity policy is provided. Definitions and understanding is key to implementation, therefore background information is provided through research of gender equity in sports.

"As our society continues to place increasing emphasis on fairness and social responsibility, each of us is faced daily with equity issues and decisions. In dealing with the issue of equity, coaches and athletes are challenged to think seriously about their attitudes, values and beliefs about such characteristics as gender, race, sex and sexuality. Through self-reflection we are all confronted with our own judgments and biases, societal stereotypes and "blind spots." The recognition of this bias is a first and critically important step toward changing daily behavior.

Equity is not just the perception of fairness but involves the reality of acting on a daily basis in a fair and unbiased way. Implementing gender equity in sport means addressing the patriarchal nature of sport today. Patriarchy is a system of relations in society that accords value and power to men by virtue of their gender. In sport, patriarchy means that men and boys have greater access, more choices and opportunities, increased prestige, larger resources and more favored status in the media than girls and women simply because of their gender. This inequity in power affects every aspect of how girls and women participate in sport."
(Strachan & Tomlinson, 1994)



Introduction

As recently as 2006, a survey for the Nova Scotia Department of Health Promotion found that only one arena in 10 has an official policy to allocate time for female teams. It is NRI's responsibility to create such a policy for the community, becoming a primary policy of the facility.

What the Words Mean (Strachan & Tomlinson, 1994)

Sex and gender are key words in discussions on gender equity. In this Community Access Plan, they are used to mean different things.

- Sex is the biological character of individuals, of being female or male.
- Gender, in this handbook, refers to learned behavior. In our society, girls and boys, women and men learn different gender roles based on their biological sex. This "gendered behavior" is learned from family, friends, peers, the school system and the political and economic systems.

Gender roles for males and females are not universal; that is, girls and women do not act similarly and boys and men do not act similarly all over the world. In some cultures, women behave in ways identical to those of men in other cultures. Roles also change over time. We are expected to behave very differently today than our parents and grandparents were expected to behave in their day.

To see the world as absolutely gendered into a male social world and a female social world disadvantages females and males because it limits the individual and collective development of both females and males.



To understand equity, it is important to understand something of the nature of discrimination in general. The words most often used in relation to discrimination are stereotype, prejudice, affirmative action and reverse discrimination.

Stereotype

is the broad, often inaccurate belief about the characteristics of a cultural, ethnic or racial group used to describe an individual thought to be a member of that group. People may use stereotypes as the basis for treating some individuals differently from others without seeking to understand the particular characteristics of those individuals. For example, it would be stereotyping to say that all boys enjoy playing hockey and all girls enjoy dancing.

Prejudice

is literally the use of prejudgment. That is, people may make judgments before meeting individuals or groups and then adhere to those judgments, however inaccurate they may be. For example, it is a prejudice to assert that women are weaker than men. Combined with the use of stereotypes, prejudice has been a major barrier to establishing gender equity.

Affirmative action

covers a wide range of programs that an organization can undertake to remove direct or indirect discriminatory practices. These programs can range from a review of practices to ensure that they do not discriminate against girls or women, to an introduction of special measures to encourage girls and women to participate more fully in some aspect of an organization's activities.

Reverse discrimination is a term often used by people in reaction to affirmative action strategies. These people think that giving advantages to groups and individuals who have been traditionally disadvantaged is a form of discrimination. In effect, what they are saying is that the status quo is fine for now and change will come naturally and slowly over time. The fear is that speeding up the process will take opportunities away from those currently benefiting from the system.

The words equity, gender equity and access are used in most discussions about discrimination.

Equity

is the broad umbrella that covers gender equity along with other equity programs. Traditionally disadvantaged groups include women and minority groups such as people from racial or ethnic minorities, Aboriginal peoples and people living with a disability. As these groups and individuals seek to participate more fully in sport, sport is changing for the better. In a society where there are historically advantaged groups that receive continuous systemic reinforcement, equity programs are being developed to eliminate some of the barriers to full participation for disadvantaged groups.

For example, to achieve gender equity, barriers to full participation for girls and women need to be eliminated. There is a tendency to think of equality and equity as the same concepts. Webster's defines equal as "of the same quantity, size, number, value, degree, intensity," and "having the same rights, privileges, abilities, rank, etc."



Equity, on the other hand, is defined as “justice, impartiality; the giving or desiring to give each person their due; anything that is fair.” Equality can be quantitatively measured, whereas equity requires a more qualitative assessment of what is fair and just. Bruce Kidd, a former Olympian and professor of physical education, comments, Equality focuses on creating the same starting line for everyone. Equity has the goal of providing everyone with the full range of opportunities and benefits—the same finish line.

Gender equity

is the principle and practice of the fair allocation of resources, programs and decision-making to both females and males, including the redressing of identified imbalances in available benefits. A primary goal in gender equity is to provide all individuals with equal access to and opportunity in “the full range of culturally valued activities, thus enabling them to realize their human potential.” Associated with equity are values such as inclusion, empowerment, justice, caring and fairness. The realization of gender equity goals eliminates discriminatory practices that are barriers to the full participation of either gender. Opportunities, resources and power become equally accessible to males and females. Gender equity is an essential initiative if the Canadian sport system is to address genuinely the needs of girls and boys, women and men. The changes that gender equity introduces will benefit all participants of the sport system, in both the short- and the long-term.

Access

includes the principles and practices of increasing opportunities for all to participate fully and of changing sport to accommodate the evolving needs of all its participants. So far, many women have not been encouraged or allowed to make contributions to sport. No one disputes that women have valuable contributions to make. Because we want a fair system, special measures are needed to provide equal access to participation in sport and top positions of responsibility in sport organizations. Equal access does not exist today. There is some catching up that has to be supported to create equal access. Implementing gender equity in sport challenges Course Conductors, coaches, athletes, facility managers and others in the sport system to engage in self-reflection about attitudes, values and beliefs related to gender, sex and sexuality, race, socioeconomic status and so on and their impact on participation in sport.

Policy Implementation Statements

Gender equity is the proportionate allocation of ice to all groups.



4.1.2 ACCESSIBILITY POLICY

NRI recognizes that successful recreation and employment outcomes are the result of shared responsibility and commitment on the part of users, employees, management and administrative staff. **NRI** values and actively promotes the right of all individuals including those with disabilities to have an equal opportunity to experience success in their recreational experiences, full-time and/or employment endeavors with the Facility. This policy is written with regards to the shared values of **NRI** that express facility integrity, respect for the individual, and recreational justice for all.

The following statements of the accessibility policy are set to comply with legislation, accommodate the individual, reflect the resources both financial and physical that help achieve accessibility as well as the implementation and review process in both a proactive and reactive manner.

Compliance with Legislation

All Facility policies, procedures and practices regarding accessibility will comply with applicable federal and provincial legislation such as the Canadian Charter of Rights and Freedoms, the Nova Scotia Human Rights Code, and the Nova Scotia's with Disabilities Act.

Accommodations

NRI will make every effort to accommodate the particular needs of self-identified individuals providing the accommodation does not;

- Exceed undue hardship;
- Alter the essential requirements of a program or course;
- Threaten the integrity of contracts of employment by significantly altering essential job requirements or responsibilities.

Facilities

All facilities will be physically and technologically accessible within the limits of physical and financial resources.

Employment Access

NRI will monitor programming policies and procedures to ascertain whether that disability related circumstances for users who are otherwise qualified to undertake the program, are weighed in the process. The Facility will monitor employment postings to ascertain whether that they support and encourage all qualified applicants including those with disabilities.



Legal, Human Rights and Equity Implications

Users, employees, management and administrative staff have a right to work and play in an accessible, accountable and equitable environment.

Implementation & Responsibilities

NRI is responsible for providing an accessible playing and working environment that includes:

- appropriate support services for persons with disabilities;
- the promotion of awareness of accessibility legislation and the promotion of a positive attitude towards persons with disabilities;
- the provision of special accommodations involving a collaborative process which imposes certain responsibilities on all of those involved. This policy reflects the shared responsibilities of users with disabilities, instructors, employees, management, and administrative staff in the provision of these special accommodations and the ongoing development of an accessible, open and supportive facility environment.

Review and Implementation of the Policy

It shall be the responsibility of the Facility Advisory Committee to review and recommend revisions to the policy and/or associated procedures. Authority to make final decisions on matters regarding the Accessibility Policy shall rest with the General Manager.

BACKGROUND INFORMATION & DEFINITIONS

Definitions

For the purpose of this Policy:

“Disability”

- any degree of physical disability, infirmity, malformation or disfigurement that is caused by bodily injury, birth defect or illness and, without limiting the generality of the foregoing, includes diabetes mellitus, epilepsy, a brain injury, any degree of paralysis, amputation, lack of physical co-ordination, blindness or visual impediment, deafness or hearing impediment, muteness or speech impediment, or physical reliance on a guide dog or other animal or on a wheelchair or other remedial appliance or device;
- a condition of mental impairment or a developmental disability;
- a learning disability, or a dysfunction in one or more of the processes involved in understanding or using symbols or spoken language;
- a mental disorder; or an injury or disability for which benefits were claimed or received under the insurance plan established under the Workplace Safety and Insurance Act, 1997.

“Significant Alteration”

- Any change to a course, program or employment requirement that modifies its fundamental nature to the extent that it becomes different in meaning and/or intent.

“Essential Requirements”

- The essential requirements or full-time integrity of a course/program may include, but are not limited to, the knowledge and skills which must be acquired or demonstrated in order for a user to successfully meet the learning objectives of the course/program.

“Undue Hardship”

- The Nova Scotia Human Rights Code prescribes three factors that are to be considered in assessing whether a requested accommodation would cause undue hardship. These are: cost; availability of outside sources of funding; and, health and safety requirements. There may be other factors that are relevant, including, but not limited to, the degree that an accommodation negatively impacts other users, staff and management.

Statement of Purpose

The purpose of this Policy is to establish standards for ensuring that all users, employees and management of NRI experience an optimally accessible learning and working environment.

Basic Principles

Application of the Nova Scotia Human Rights Code

The Nova Scotia Human Rights Code, states that it is public policy in Nova Scotia to recognize the inherent dignity and worth of every person and to provide for equal rights and opportunities without discrimination. NRI is committed to upholding these principles, as they apply to the provision of full-time services. Every person has a right to equal treatment with respect to services, goods, and facilities, without discrimination because of race, ancestry, place of origin, colour, ethnic origin, citizenship, creed, sex, sexual orientation, age, marital status, family status, or handicap.”

Consideration for the individual will prevail. Management and administrative staff will operate with flexibility where required on matters regarding accessibility.

Confidentiality

NRI is concerned with protecting the privacy and confidentiality of users and employees with disabilities. At the same time, NRI needs sufficient information to reasonably evaluate and respond to a user’s request for accommodation. For this reason, users are required to provide information concerning the nature of their disability, their needs and restrictions. At times the accommodation process may require that the user disclose such information to staff and management, on the basis that they “need-to-know” this information to perform their duties under the terms of this policy. All personal information disclosed to such staff or management shall be governed by the NRI guidelines on Access to Information and Protection of Privacy.

Duty to provide Evidence of Disability

It is recognized that there is a duty on the user to provide relevant and recent psychological or medical documentation that substantiates his/her disability. The user must also demonstrate that the disability impacts his/her ability to benefit equally from the recreational services of NRI.

Duty to Accommodate

Without undue hardship to the Facility, all users, employees and management with disabilities shall receive, in a way that respects their dignity, those accommodations required to allow them an equal opportunity to experience success.

Dispute Resolution

Means shall exist for raising concerns and for determining resolution of disputes concerning matters regarding accessibility. In the event of ambiguity in the interpretation or application of this Policy, the matter should be resolved by resort to these basic principles.

4.1.3 DISCRIMINATION AND HARASSMENT POLICY

NRI recognizes the dignity and worth of every member of the new HRM 4 pad arena complex and community and provides for equal rights and opportunities, free of discrimination and harassment, in the understanding that full-time excellence can only be achieved when all members of the community are free to work, play, and learn in an environment which does not exclude or discriminate against them. Accordingly, this Policy establishes that harassment and discrimination are never acceptable and will not be tolerated.



Policy Implementation Statements

As NRI is committed to a strong partnership with the HRM, implementing a discrimination and harassment policy will coincide with the established policy of the municipality. As such, it will be the responsibility of the management team to participate in all or any courses, training, seminars pertaining to discrimination and harassment conducted by HRM staff or on their behalf. Furthermore, the complaint process outlined below will not preclude an individual from going outside of the facility for assistance with a complaint, i.e. complaint process through the HRM or the Nova Scotia Human Rights Commission.

HRM 4 Pad Arena Complex Discrimination / Harassment Complaint Process:

- 1) An individual who feels they have a Discrimination / Harassment complaint against their employer or an individual in connection with the facility should contact the General Manager or Facility Advisory Committee Chairperson to report what he or she believes is discrimination / harassment.
- 2) If the complaint is against the General Manager or any member of the Facility Advisory Committee the complaint will be moved to the Nova Scotia Human Rights Commission and follow their complaint process.
- 3) If the complaint falls within the grounds set out in the Nova Scotia Human Rights Act, the Facility Advisory Committee will request a written statement from the Complainant. Before a formal complaint is filed, the staff at the facility may try to resolve the issue through informal discussions. If the issue is not resolved, facility staff will formalize the Complainant's concern on a Complaint Form, which is signed by the Complainant.
- 4) The Complaint Form is sent to the person or organization that is alleged to have discriminated (the Respondent), who's asked to provide a written reply. The Complainant is given a copy of the response and may reply to the response if they wish (a rebuttal). If the Complainant provides a rebuttal, a copy of it goes to the Respondent. At the end of the first phase of the investigation process, facility staff determine if any other information is required and may investigate the complaint further, summarize the investigation in an Investigation Report conveyed to the parties, or encourage the parties to settle the matter.
- 5) Once an Investigation Report has been compiled, facility staff will recommend to the Facility Advisory Committee whether the matter should be referred to them for a hearing, or whether the matter should be dismissed. The Facility Advisory Committee has the ability to dismiss a complaint for a number of reasons, including that the complaint is without merit, or raises no significant issues of discrimination, or has been appropriately dealt with in another proceeding.
- 6) If the recommendation is for a hearing, the parties will be given an opportunity to mediate a settlement. A hearing at a Facility Advisory Committee is a public hearing. Witnesses are called and evidence is heard before a decision is rendered by the Committee. A complaint does not become public until there is a public hearing before a Board of Inquiry, the Facility Advisory Committee.

Review and Implementation of the Policy

It shall be the responsibility of the Facility Advisory Committee to review and recommend revisions to the policy and/or associated procedures. Authority to make final decisions on matters regarding Discrimination and Harrassment shall rest with the General Manager.

Background Information & Definitions

This Policy applies to full-time staff, non-full-time staff, students, members of the Facility Advisory Committee, members of standing and ad hoc committees established by the HRM 4 pad arena complex, members of societies and associations which have a direct relationship, or are under the authority of the HRM 4 pad arena complex, whether they are on the site, off the site, at HRM 4 pad arena complex -related social functions, on employment or full-time assignments or placements, during work- or work-related travel, or in electronic or telephone communication. It also applies to contractors providing services to the HRM 4 pad arena complex or undertaking research on the site, and to visitors and guests who have no ongoing connection to the facility, but are on the site.

Each member of the HRM 4 pad arena complex community should be aware of, and shares the responsibility for, creating and maintaining an environment free from discrimination, as

defined by the Human Rights Code of Nova Scotia, which states that every person has a right to freedom from discrimination on the grounds of race, ancestry, place of origin, colour, ethnic origin, citizenship, creed, religion, sex, sexual orientation, handicap (physical or mental disability), age, marital status, family status, the receipt of public assistance, or record of offences.

Implicit in the duty not to harass or discriminate is a positive duty to accommodate. That duty includes a specific responsibility on the part of all supervisors, both full-time and non-full-time, to strive to create an environment free of harassment and discrimination in their areas of responsibility. Included within the ambit of that responsibility is an awareness of what constitutes harassment and discrimination based on human rights, knowledge of the procedure in place for dealing with allegations of harassment and discrimination, and cooperation in the processing of complaints made under this Policy. It also means

that supervisors will not condone or ignore activities within their areas of responsibility that violate the rights of any member of the HRM 4 pad arena complex community, and that they will work diligently so that all those for whom they have responsibility are aware that any form of harassment or discrimination is prohibited and that any complaints will be addressed immediately and effectively.

The Nova Scotia Human Rights Commission generally follows a Policy of not pursuing an investigation until internal remedies have been undertaken. However, notwithstanding that the HRM 4 pad arena complex has procedures in place to protect the rights of all parties, this Policy does not preclude the right of any person to seek assistance from more appropriate external agencies, such as the police if assault is alleged to be involved, or the Human Rights Commission.

Definitions

For the purpose of this Policy:

“Harassment”

A series of, vexatious comment(s) or a course of conduct related to one or more of the provisions of the Nova Scotia Human Rights Code that is known, or might reasonably be known, to be unwelcome, unwanted, offensive, intimidating, hostile, or inappropriate. Examples include, but are not limited to, gestures, remarks, jokes, taunting, innuendo, display of offensive materials or offensive graffiti, threats, verbal or physical assault, imposition of full-time penalties, hazing, stalking, shunning or exclusion related to the provisions of the Code.

“Sexual Harassment”

A series of, comment(s) or a course of conduct of a gender-related or sexual nature that is known, or might reasonably be known, to be unwelcome, unwanted, offensive, intimidating, hostile, or inappropriate. In order to constitute sexual harassment, the conduct complained of must detrimentally affect the complainant's work/work environment by creating a hostile atmosphere in which the victim is made to feel inferior, inadequate, or offended. Examples include, but are not limited to, gestures, remarks, jokes, slurs, taunting,

innuendo, threats, physical, verbal or sexual assault, unwanted physical contact, invitations, leering, solicitation, demands, penalties related to sexual orientation, marital, or family status, unwanted attention, implied or express promise of reward or benefit in return for sexual favours, implied or expressed threat or act of reprisal if sexual favours are not given, or sexual assault.

“Discrimination”

The negative valuing, stereotyping, or discriminatory treatment of individuals and/or groups as defined by the provisions of the Nova Scotia Human Rights Code. Discrimination that is directed at any individual or group is unacceptable. Discrimination can be detected by its effects, and can be manifested in both personal attacks and insults, and in the structure of social institutions. It may be intentional or unintentional, the result of activity or arrangements that set out to discriminate or harm, or of ignorance or inadvertence. Discrimination may include, but is not limited to, behaviour such as the dissemination of hate literature, graffiti, racial slurs and jokes, derogatory remarks and gestures, and physical attacks; bias in administrative decisions, employment and workplace practices, tenure, promotion, appointment, leave, and salary increases; behaviour which could reasonably be interpreted as offensive and patronizing, and as undermining self respect or adversely affecting performance or working conditions; discrimination in the provision of goods and services or access to premises, accommodation, and other facilities.

“Systemic Harassment/Discrimination”

Policies, practices, procedures, actions, or inaction that appear neutral, but have an adverse impact associated with one of the provisions of the Nova Scotia Human Rights Code.

“Negative Environment”

One or a series of, offensive, hostile, or intimidating comment(s) or conduct violating provisions in the Nova Scotia Human Rights Code that creates a “poisoned” environment for individuals or groups. A complainant does not have to be a direct target to be adversely affected by a negative environment. Examples include, but are not limited to, exposure to graffiti, signs, or cartoons, remarks, exclusion, or adverse treatment related to one or more of the provisions in the Code.



4.1.4 CONDUCT & DISCIPLINARY PROCEDURES POLICY

NRI encourages the proper use of its recreational facilities which includes good sportsmanship and behavior that is appropriate and respectful. Therefore, NRI believes that all people involved in sports need to advocate and model fundamentally positive aspects of sports, e.g., sporting and human excellence, fair play, honest competition and effort, self-discipline, integrity, personal growth and development.

Policy Implementation Statements

Posting of Policy

Management will post this policy and its core principles in each of the arenas within the facility as well as the lobby area as an educational tool as well as a quick reference to remind unruly parent(s)/spectator(s) of the expected behavior. Furthermore, management will provide pamphlets indicating the entire policy and code of behavior for patrons and users to take and read as they see fit.

Code of Conduct Agreement

The leagues' executive representatives are responsible to ensure that coaches meet with the players' parents at the start of the season to review the Parents' / Spectators' Code of Conduct Policy and ensure both parent(s), where applicable, sign the Code of Conduct Agreement.

Disciplinary Procedures

The penalty to be imposed in any particular case will depend on the nature of the offense and the user's previous conduct record and other relevant considerations. The following are the penalties that may be imposed by the governing body of the sport, League representatives and/or Facility management:

- Warning - no record,
- Warning - noted in user's record,
- Conduct Contract,
- Formal Apology,
- Temporary suspension or eviction from one or more facilities or services of the Facility,
- Restitution (i.e. payment for damage, etc.)
- Permanent suspension or eviction from one or more facilities or services of the Facility,
- Temporary suspension or eviction from the Facility,
- Permanent eviction from the Facility.

Incident Report Procedures

A written complaint (Incident Report Form) must be prepared by the complainant or complainants which will outline the details of the conduct complained of within 14 working days after the incident became known. This written complaint is to be presented to the General Manager, which will also provide assistance in the preparation of the incident report when requested. The onus of proof is on the complainant who must show on clear and convincing evidence that the accused has committed the offense alleged.



The General Manager will review the details of the complaint and then decide whether or not informal resolution via mediation is appropriate. As a part of this review, the General Manager will interview the complainant and the user whose conduct is being questioned as well as any witnesses to the incident. The user whose conduct is being questioned shall not be present when the General Manager interviews the complainant.

The General Manager will compile a written response to the Incident Report, will make a decision, determine a penalty, if one is to be imposed, and communicate such decision in writing, normally within 20 working days of receiving the complaint. In all cases where the user is being interviewed or questioned prior to a ruling being made, the user may choose to be accompanied by an advisor.

Interim Conditions: Ongoing Personal Safety

In cases in which the allegations of behaviour are serious and, if proven, could constitute a significant personal safety threat to other users of the Facility community, the General Manager of the Facility is authorized to impose interim conditions that balance the need of complainants for safety with the requirement of fairness to the respondent user. The interim conditions are in no way to be construed as indicative of guilt, and shall remain in place until the charges are disposed of under this Policy's Incident Report Procedures.

Interim Measures: Urgent Situations

In some circumstances, such as those involving serious threats or violent behaviour, it may be necessary to remove a user from the Facility. Where such an investigation by the General Manager is pending, the Senior Employee in the Facility may suspend a user or users temporarily for up to three working days if there is reasonable apprehension that the safety of others is endangered, damage to Facility property is likely to occur, or the continued presence of the user(s) would be disruptive to the legitimate operations of the Facility. The user(s) shall be informed immediately in writing of the reasons for the suspension and shall be afforded the opportunity to respond. Any such temporary suspension must be reviewed by the General Manager within the three-day temporary suspension period, following a preliminary investigation, and either revoked or continued.



Appeals

All appeals must be prepared in writing within 10 working days of receiving the written decision from the General Manager. The appeal should be presented to a Senior Manager within NRI. After final review NRI's ruling shall be binding and no further appeal will be accepted.

Review and Implementation of the Policy

It shall be the responsibility of the Facility Advisory Committee to review and recommend revisions to the policy and/or associated procedures. Authority to make final decisions on matters regarding the Conduct and Disciplinary Procedures Policy shall rest with the General Manager.

Background Information & Definitions

This Policy is concerned with conduct that the Facility considers unacceptable. In the case of users of the Facility the procedures and sanctions described herein shall apply, unless the matter has been or is to be dealt with under other provisions for the discipline of users. In the case of employees of the Facility such conduct is to be dealt with in accordance with the established policy, procedures and agreements that apply to the employees.

All users are required to adhere to the Facility's Policy on User Conduct and Disciplinary Procedures. Responsibility for the enforcement of the Policy rests with the employees and ultimately the General Manager. Users who violate the Policy are brought before the General Manager as outlined in this policy.

Provisions for discipline should not attempt to shelter users from their civic responsibilities nor add unnecessarily to these responsibilities. Conduct that constitutes a breach of the criminal code or other statute, or that would give rise to a civil claim or action, should ordinarily be dealt with by the appropriate criminal or civil court. In cases, however, in which criminal or civil proceedings have not been taken or would not adequately protect the Facility's interests and responsibilities as defined below, proceedings may be brought under the discipline policy of the Facility.



For the purpose of this Policy:

“User”

Means any person who is:

- Engaged in any recreation or spectator activity in the Facility or grounds; and/or
- Associated with or registered as a participant in any program offered by the Facility; and/or
- Between programs to use facilities.

“Parent”

Means a mother or father, a guardian, and a person with whom the child ordinarily resides who has demonstrated a settled intention to treat the child as a child of his or her family

“Spectator”

Means any person who attends a sporting event in the facility but is not participating in the event.

“Executive representative”

Means any person with managerial or administrative responsibility of the league

“League representative”

Means any person officially associated with a sports team (i.e. coach, assistant coach, etc.)

“Official”

Mean any person who supervises a sporting event to ensure that the competitors obey the rules

“Offence”

A person commits an offence if he or she does it knowingly or recklessly or ought reasonably to have known that it was an offense.

“Peaceful Assemblies”

Nothing in this Policy shall be construed to prohibit peaceful assemblies and demonstrations, lawful picketing, or to inhibit freedom of speech.



Offences and Misconduct

This policy concerns misconduct which includes but is not limited to the following examples:

Unattended Youth

It is the responsibility of all parents to make sure that youth 12 years of age and younger are attended to all times while in the facility. This misconduct will be posted by management in key high traffic areas of the facility so that all users are aware of this policy.

Disruption of Activities

This includes user conduct which makes it difficult or impossible to proceed with scheduled programs, maintenance, meetings, and related activities.

Discrimination

Action(s) or behaviour(s) that results in unfavourable or adverse treatment or preferential treatment as related to the Nova Scotia Human Rights Code prohibited grounds of discrimination.

Harassment

This includes one, or a series of, vexatious, comment(s) or conduct related to one or more of the prohibited grounds of the Nova Scotia Human Rights Code that is known or might reasonably be known to be unwelcome/unwanted, offensive, intimidating, hostile or inappropriate.

Gender Harassment

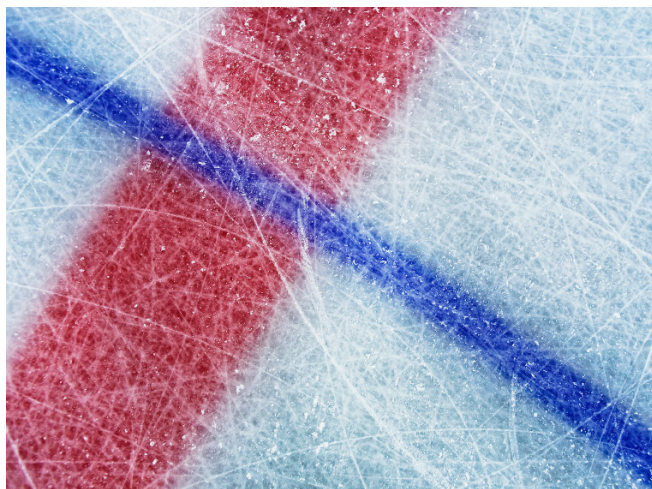
This includes one, or a series of, comment(s) or conduct of a gender-related or of a sexual nature that is known or might reasonably be known to be unwelcome/unwanted, offensive, intimidating, hostile, or inappropriate. In order to constitute gender harassment, the conduct complained of must detrimentally affect the complainant's work/study environment by creating a hostile atmosphere in which the victim is made to feel inferior, inadequate, or offended.

Unauthorized Entry and/or Presence

No user shall, contrary to the expressed instruction of a person or persons authorized to give such instruction, knowingly enter or remain in or on any Facility premises.

Verbal/Physical Abuses, Threatening Behaviour, Criminal Harassment (i.e., stalking), and Dangerous Activity

No user shall verbally abuse any member of the Facility community, physically abuse, threaten or cause any other member of the Facility community to fear physical abuse or bullying. No user shall create a condition which endangers or threatens the health, safety or well-being of themselves or others. No user shall engage in criminal harassment (i.e., stalking), or unwanted pursuit, of another member of the Facility community, whether such pursuit is physical, verbal, through the mail, or via the use of computers or technology.



Damage and Destruction of Property

No user shall misappropriate, destroy or otherwise damage the property of any member of the Facility community. No user shall misappropriate, destroy or otherwise damage Facility property, or property that is not the person's own on Facility property.

Unauthorized Use of Facilities, Equipment, Materials or Services

No user shall use any facility, equipment, material or service contrary to express instruction or without proper authority. No user shall obtain any Facility equipment, material or service by fraudulent means or by providing false information.

Misuse of Facility Supplies or Documents

No user shall, without proper authority, make, alter, use, receive or possess Facility supplies or documents. Facility supplies and documents include but are not limited to equipment, keys, records and permits.

Identification

No user shall refuse to identify him/herself upon request by a Facility official acting in the course of that person's duties.



Aiding and Abetting

No person shall counsel, procure, conspire with or aid a person in the commission of an offence defined in this Policy.

False Charges

No user shall knowingly bring a false charge against any member of the Facility community.

Hazing

No user shall engage in hazing which is defined as an act which endangers the mental or physical health or safety of a user, for the purpose of initiation, admission into, affiliation with, or as a condition for continued usership in a team, group, or organization.

Theft

No user shall possess Facility property or the property of any member of the Facility community without the consent or authority of the Facility or the rightful owner.



Possession of Unauthorized Drugs or Substances

No user shall use, possess, or distribute a narcotic or other controlled substance on Facility premises except as expressly permitted by law.

Weapons

No user shall possess, use, manufacture, distribute or aid in the use, manufacture, production, or distribution of firearms, explosives, other weapons or dangerous chemicals on Facility premises.

Alcohol

No user shall possess, consume, furnish or aid in the consumption of the furnishing of alcoholic beverages on Facility property except as permitted by law. No user shall use alcohol in unauthorized areas.

Smoking

No user shall smoke in the Facility or on Facility premises within 20 m or Nova Scotia / HRM Bi-Law policies of the Facility.

Failure to Comply

No user shall fail to comply with directions of Facility officials, police, or other law enforcement officers acting in performance of their duties, or fail to comply with published Facility policies, rules or regulations.



4.1.5 FINANCIAL OBJECTIVES

It is recognized by all the stakeholders that the Capital Funds for the new HRM 4 Pad Arena Complex has been financed by HRM and the province of Nova Scotia on the basis of achieving a reasonable, fiscally responsible and sustainable business plan.

Economic projections are based on a wide variety of fluctuating variables beyond the control of NRI and HRM. The business plan may have to vary from the original projections in order to meet the required financial goals of the Region, and some of the policies in this document may be impacted by those changes. It is the objective of NRI to work diligently to control these variables, within reason, and to create a sustainable financial operation for the immediate and future success.

NRI and HRM will work diligently to minimize the impact of any changes required to meet these goals, and keep all the users and stakeholders apprised of any impact that changes will have on their programs and constituents.

Review and Implementation of the Policy

It shall be the responsibility of the Facility Advisory Committee to review and recommend revisions to the policy and/or associated procedures. Authority to make final decisions on matters regarding Financial Objectives Policies shall rest with the General Manager.



4.1.6 ENVIRONMENTAL POLICY

NRI's mission is to provide a safe, clean, environmentally sustainable recreation experience for the entire community, in an efficient and professional manner. The facility will operate as efficiently as possible, reducing the Arena's "ecological footprint" by minimizing waste, recycling, and conserving water, electricity and propane/ natural gas.

In keeping with the Green Facility's goal of "learning it by living it," Arena Operations Department staff will also work with user groups, so that conservation and efficiency initiatives can be implemented. We want user groups to see how it all "works," including green housekeeping and efficiencies in building systems, water use, energy use and waste systems.

The HRM 4 Pad Arena Complex also demonstrates the principles of green building design, such as those promoted by the LEED Silver (Leadership in Energy and Environmental Design) program and the Canada Green Building Council, during the construction and commissioning phases of this project. One major Green Facility goal is to change the way we think and behave as a community.

Policy Implementation Statements

We believe our recreation facility can be a classroom. We can educate each other, even when we don't think we're involved in the process of education. By showing our users that we minimize waste, promote recycling, use compostable products, use green cleaning products through partnerships with green friendly suppliers, that we are energy conscious in conserving water usage and fossil fuel usage, we are helping to reduce our environmental footprint and promote a sustainable facility.



As well, to help educate our staff and users, promotional material is available through several media aspects. It will be a priority for management to use such media mediums to help promote and educate the green initiatives of the facility.

Review and Implementation of the Policy

It shall be the responsibility of the Facility Advisory Committee to review and recommend revisions to the policy and/or associated procedures. Authority to make final decisions on matters regarding Environmental Policy shall rest with the General Manager.

4.1.7 USER SATISFACTION

NRI believes in strong partnerships and having satisfied users is one way to promote strong partnerships. To measure whether the community and users are satisfied with the direction and operations of the facility management, three measurements of performance will be completed on an annual basis:

- User Satisfaction survey
- One on One Interviews of user groups
- NRI Facility Audits



Policy Implementation Statement

User Satisfaction Surveys

User Satisfaction surveys will be completed with cross section demographics of all user groups. This annual survey will be administered by either the Facility Advisory Committee, or outside resources such as recreation or business students from Community Colleges, private or public institutions of learning. Currently NRI facilities use a web based survey directly linked to the individual Facility's website. Long-term measurements of user satisfaction will be tracked by the FAC and will provide guidance to this group as to the overall performance of the Senior Management Team of the Facility. Furthermore, user satisfaction surveys provide a means for the Senior Management Team to gauge their own performance as well as a means for them to account for recreational changes or new trends in the marketplace.

One on One Interviews

One on one interview with specific user groups will be conducted on an annual basis to provide further evidence of the performance of the Facility Management. These interviews would be conducted by persons of the FAC and results would be communicated to the Facility Management for feedback and review.

NRI Facility Audits

An internal NRI tool used to gauge performance of the individual facilities under its management is a Facility Audit of the established Best Practices methodology. These audits are conducted by other NRI managed Facility General Manager's on an annual basis. Example of the audit format is provided. These audits deal with operational issues such as cleanliness, ice maintenance, log checks, etc. Programming is also audited through several of the questions. Finally administrative work is controlled and audited through this tool as well as through a Facility Accountant (external to the management team) and the NRI Controller.

Review and Implementation of the Policy

It shall be the responsibility of the Facility Advisory Committee to review and recommend revisions to the policy and/or associated procedures. Authority to make final decisions on matters regarding the User Satisfaction Policy shall rest with the General Manager.

4.2 Programming Policies



4.2.1 ICE & OTHER PROGRAMS ALLOCATION POLICY

HRM's ice and recreation capacities have been significantly expanded, as of the 2010-11 ice year, as a result of Council's commitment of capital investment in the facility. It has become necessary to more clearly define and communicate how programs will be managed, allocated and distributed.

The HRM's goal is to promote and encourage participation in recreational sports to the overall benefit of the community. This Allocation Policy has been developed to address the changing demographics, market supply of indoor ice and other programs, and the distribution of such in a fair and equitable manner as described in the above management policies, and the successful ongoing management of these facilities.

This allocation policy identifies several groups:

- Affiliation / Core Programs
- Public Programming
- Regional / National Events
- Tournaments
- Organized adult programs
- School, College or University programs
- Casual users

The allocation policy also details:

- Guidelines for the Allocation of Ice Time
- Fees
- Hours for users
- General ice management
- Allocation formulas for year 3 of operations and onwards
- Season time frames
- Out of region residents
- Vacant ice
- Ice use and ice flood schedules
- Curfewed ice
- Instructional programming and Leisure skate
- Temporary Ice Cancellation and Redistribution
- New Organization/Emerging Sport

Affiliation / Core Programs

NRI will qualify minor and adult associations, organizations and groups, who can demonstrate their qualification as “Resident Status” as well as their stability and viability, for priority time access. Affiliation status will be granted for the first time in 2010, to be renewed annually. Only Affiliated Minor Groups shall be considered “Core Programs”.



Core Programs are principally our youth and community programs, and are given first priority for program allocation up to approx. 55% of winter prime time hours as per the annual business plan. Core Programs include:

- Minor Hockey Program
- Figure Skating Programs affiliated with Skate Canada
- Ringette Program
- Sledge Hockey
- High School Hockey Programs

Public Programming

- Public Skating
- Weekdays one skate Monday, Wednesday and Friday, different times
- Weekend skates on either a Saturday or Sunday during the afternoon / evening hours
- Facility to offer daytime public programming to include:
- Family skates, pre-school skates, senior skates, adult and youth shinny, holiday programming during Christmas and March Break

Guidelines for the Allocation of Ice Times

In order to meet the needs of all user categories defined and based on identified requests, management reserves the right to adjust these percentages:

- No more than 55% of total ice time available will be allocated to those groups classified under Affiliation / Core Programs.
- To achieve the gender equity policy previously noted, follow aforementioned guidelines for allocation.
- Public programming shall not receive more than 15% of total available ice times,
- Adult groups classified as Organized Adult Programs shall receive no more than 35% of total ice time.

Fees

- Core programs provided at preferred rates as per the financial obligations of the facility's business plan. Ice requests outside of the Standards of Fair Play formula will be charged the market rate at the time.
- Adult programming pay full market rates



Hours for Core Users

(One hour of ice time means 50 minutes of playing time and a 10 minute flood.)

- Youth programming
 - o Weekdays 4:00-10:00pm
 - o Weekends 6:00am-10:00pm
- Adult programming available
 - o 10:00pm – 12midnight hours plus
 - o all pads 6 hours one week night
 - o all pads 6 hours Sunday evening
- When hours are not booked by adult groups they are available to core program users. If a specific hour is not booked by the allocated group, other groups may book it but must pay the allocated group's rate for the ice. There are no reciprocal hours allocated.

General ice management

Management reserves the right to re-allocate unused or cancelled ice time. User groups are prohibited from “selling” ice time to other users and risk the removal of their ice times if found to be in violation of this policy.

Allocation Formulas

(Years 3 & Onward)

- Hockey Canada recommended standard is the goal

o House League	1.5
o Competitive/Single A	2.5
o Rep (AA, AAA)	4.5
- The number of weekly hours allocated to any affiliated minor group or organization will be based on justified need. On an annual basis registration data must be supplied by the user in an approved format. NRI will then apply the data to a 'Standards of Fair Play' (SOFP) formula which will determine the total number of weekly hours each user group is entitled to. The graph below represents the hours per week as proportional to the registered numbers per group.
- Ice allocation will be based on the previous years total # of teams and # of players
- NRI provides allocated ice blocks to individual organizations, it is up to the core users to allocate these hours to meet their program needs. All groups from previous year are generally allocated ice for the next season based on a prorated formula of actual teams and members from the previous year, subject to other restrictions and policies herein.

Standards of Fair Play (SOFP) Formula

Hockey / Ringette					Figure Skating			
		Age Level	Players /Team	Hrs /Week			Skaters on ice	Hrs /Wk
House League Recreational Hockey	All	IP	16	1	Recreational	Can Skate	60	1
		Novice	16	1		Learn to Skate	60	1
		Atom	16	1		Special Olympics		
		Pewee	16	1.5		Star Skate		
		Bantam	16	1.5				
Competitive	A, B	Midget	16	2	Competitive			
		Novice	17	2		Junior	24	5.25
		Atom	17	2		Preliminary	24	5.25
		Pewee	17	2.5				
		Bantam	17	2.5		Intermediate	24	5.25
	AAA	Midget	17	3.5		Senior	24	9
		Minor Junior	17	3.5		Competitive	24	13.75
		Atom	17	3				
		Pewee	17	4.5				
		Bantam	17	4.5				
	AA	Midget	17	5				

Conflict Resolution

Ice time request conflicts that arise from the development of the winter ice schedule once requests are applied to the Standard of Fair Play formula will be highlighted by management. Management will subdivide the time in question in an equitable and fair manner for the groups in question. NRI will endeavor to work with other Arenas in the region to provide ice accommodation if at all possible.

Season Timeframes

- The winter prime time core season is based on a 30 week program taking into account season interruptions/ holidays commencing September 1st and may be subject to change from year to year
- Allocation for April may differ and is handled individually. Allocation for this month is at the discretion of the General Manager responsible for ice allocation and scheduling.
- All Core / Affiliated Groups are required to commit to a 26 consecutive week permit schedule to be completed between the Tuesday after Labour Day in September and the end of winter session. Exceptions to the 26 week commitment may be made when the facility is unable to supply replacement ice for disruptions to regular ice time during Special event and Major Event disruptions and emergency closures.
- All Adult groups are required to commit to the established weeks that fit their requested ice schedule during the winter ice season. Exceptions to the commitment may be made when the facility is unable to supply replacement ice for disruptions to regular ice time during Special event and Major Event disruptions and emergency closures.
- Core User Tournaments are to be allowed for within the winter season timeframes as they are considered part of the program. Tournament rates will be set based on a fair allocation of subsidized and non-subsidized hours used, including non-prime allocations. Tournaments outside the winter prime season will be charged at the summer tournament rate.

Out of Region Residents

- NRI and HRM recognize the tax-based contribution provided by its residents toward the development and operation of the Facility and recognizes that residents will receive priority over non-residents in the allocation of program time.
- For the purpose of supporting the ongoing development of ice user groups (e.g. girls/women's or sledge hockey), NRI will accept the residency requirements defined by the Sport Governing Bodies (SGB's) which govern the actions of local affiliated ice user groups.
- NRI reserves the right to impose residency requirements or limitations on permit applicants at any point in time in the future when it is deemed necessary to do so (e.g. restricted ice capacities).
- In general, core groups should have 95% HRM residents. Out of town residents are not to register until all HRM residents have had the opportunity. Registration for out of town residents should only occur after the last resident registration has taken place. Registration is limited to available openings only

Vacant Ice

Facility staff will identify vacant ice and provide notification of such on the facility web site. Vacant ice will be sold to the first offer at the appropriate rate.

Ice Use and Ice Flood Schedules

- In order to maintain the efficient scheduling of maintenance staff, ice floods and to guarantee the accurate communication of pad and room assignments to participants, NRI requires that all affiliated groups supply ice use schedules and flood requests to the Facility Programmer by reasonable dates specified in the contracts. Failure to comply could result in the cancellation of all or some of the permit contract for the remainder of the ice season.
- NRI reserves the right to accept or modify ice flood requests to guarantee the achievement of operational efficiencies, safety and pad coordination. Special floods for any ice use time of less than two hours will not be considered (e.g. a 90 minute game does not qualify to receive an extra mid game flood), unless special circumstance warrant and / or is agreed upon by management in advance.



Curfewed Ice

NRI reserves the right to curfew any games, including tournament games, to maintain the schedule submitted and will consider the cancellation of any or all permits if the user does not cooperate in the implementation of this Ice and Other Programs Allocation Policy. It is the responsibility of user groups to inform management of any special requirements regarding curfews at the time the schedules are submitted, and must be agreed upon by management in advance.



Instructional Program and Leisure Skate Management

- In general, our policy will be to offer skating programs to any and all qualified applicants. However, in the interests of the general public and in accordance with our financial objectives, facility management reserves the right to exclusively offer instructional programs and leisure skate services for certain time periods if advantageous.
- Instructional programs and ice services proposed to be offered by any permit applicant is subject to managements' review and approval. Through application of the Standards of Fair Play formula and the Ice and Other Programs Allocation Policy, duplication of programs and services may be managed and/or eliminated.



Program or Leisure Skate Cancellations

In order to minimize user frustration and dissatisfaction and related negative impacts, management will not cancel advertised instructional programs and leisure skate times, with the exception of accommodating the following:

- Special and Major events as described herein
- Low registration in instructional programs
- Safety issues
- Emergency shut down situations
- Scheduled Tournaments

Temporary Ice Cancellation and Redistribution

In the event of an unplanned multi-day facility closure, management will act to redistribute ice permits so that all ice users are universally impacted. Facility management will apply predetermined ice priorities within the Standards of Fair Play Formula and the Ice and Other Programs Allocation Policy. Facility management reserves the right to make all final decisions regarding emergency ice cancellations and redistribution.



New Organization/Emerging Sport

When reasonable and feasible, management will recognize a new ice organization or emerging ice sport and will allocate ice time to enable it to establish its programs and services in the HRM. Recognition and ice allocation will occur once the conditions and criteria outlined in the Standards of Fair Play formula and the entire Ice and Other Programs Allocation Policy are met and if existing affiliated users will not be unduly adversely affected. NRI will use appropriate unallocated ice first to meet the needs of a new applicant but reserves the right to reasonably reallocate hours from existing users, if warranted.

Review and Implementation of the Policy

It shall be the responsibility of the Facility Advisory Committee to review and recommend revisions to the policy and/or associated procedures. Authority to make final decisions on matters regarding the Ice and Other Program Allocation Policy shall rest with the General Manager.

4.2.2 MARKET COMPETITION POLICY

It is understood that the new HRM 4 Pad Arena Complex is a major regional facility, will rent ice year round, and represents a large new infusion of ice time into the HRM market place. Since there is a significant shortage of quality ice facilities in the region, it is intended that the HRM 4 Pad Arena Complex will primarily serve the needs of the local community and the unmet demand in the entire region.

Some major users in the Region may choose to consolidate their ice time into a single facility, which will have an impact on the other Community Centers in the Regional Municipality. Most other facilities will have no trouble filling any prime time winter ice with extensions of contracts to their community users. It is not the intent of the new facility to steal user groups, however to complement the existing facilities in the region and provide a larger marketplace for ice sport growth.

Initial Strategies

- The HRM 4 Pad Arena Complex will be the largest ice venue in the province, and will have a prominent year-round role in promoting recreational ice sports in Nova Scotia. Ongoing programs with regional / national impact, interested in relocating to this facility, should be accommodated where possible (see sections 4.2 (iii) Special Programs and 4.2 (iv) Regional and National Events Policy).
- Imperative to the financial objectives (see section 3.3) is the formation / relocation of an adult hockey league(s) that would provide significant enhanced revenue streams for the facility, and enable men and women to enjoy recreational hockey as a group, in one location, year round, and within reasonable hours. We will be advertising for interested groups and accommodating approximately _____ hours of winter prime time ice (see section 4.2 (i) Hours for Core Users) for this purpose.
- We will be actively marketing a summer and shoulder season ice program for anyone interested in utilizing the new building, including programs such as hockey and skating schools, tournaments, training camps, elite training, summer adult hockey leagues and other kids programs.
- Concurrent with, and in conjunction to our beach volleyball summer program, we will be marketing the facility for a series of dry programs including lacrosse, ball hockey, indoor volleyball, badminton, and summer day camps



Market Competition after Initial Allocations

- Once the initial ice allocations are filled, it is the responsibility of management to fill unused hours of ice, pad time and volleyball courts in order to achieve the financial objectives stated in the proforma.
- These hours will be given to those who request on a first-come, first-serve basis as the initial allocations have filled the requests of the core / affiliated groups. When appropriate, all requests will achieve the gender equity formula / strategy.
- Non-traditional events that may request time at the facility will be decided on a case-by-case basis with all details of the event provided to the FAC for feedback. FAC feedback will ascertain whether the event in question fits with the core objectives of the facility and the community.

Review and Implementation of the Policy

It shall be the responsibility of the Facility Advisory Committee to review and recommend revisions to the policy and/or associated procedures. Authority to make final decisions on matters regarding the Market Competition Policy shall rest with the General Manager.

4.2.3 SPECIAL PROGRAMS POLICY

Tournaments

As a regional facility and being the first 4pad arena in the HRM, NRI recognizes the significant positive impacts that tournaments, special events and championships can provide to the community. In order to accommodate these events and minimize disruption to regular programs and league play, when possible, they will be considered and permitted in advance of seasonal applications into pre-determined event slots and facilities. NRI is committed to achieving a balance between recreational and special event use during the regular ice season.

Other Special Events

Due to the size of the facility, from time to time management may receive special requests to host non-traditional events in or around the facility, i.e. concerts, shows, gatherings of a political nature, pageants, boxing events, Mixed Martial Arts events, car shows, motorcycle shows, etc. These special events are non-budgeted items and should be decided upon a case-by-case basis as to the financial risk and reward.

These requests will be discussed internally as well with the FAC. Detailed business plans provided by event organizers will be given priority over those without. Final decisions on fees, time and logistics will be given to the Facility General Manager, only after discussions with the FAC and their feedback. These events will not conflict with the requests of the core / affiliated groups, public programming, tournaments or other traditional events provided the requests are given before that of the non-traditional event organizer.

Opportunities and Restrictions

The HRM 4 Pad Arena Complex will be marketed as the primary facility to host tournaments and some special events. Ice programs will be cancelled at this facility during tournament weekends within a timely manner.

As decided by the FAC, and reviewed annually, initially a maximum of six weekend tournaments, inclusive of "Major Events" as defined in the Regional and National Events Policy, and no more than 2 events per month will be scheduled at the tournament facilities identified in this Policy between September and March inclusive. These tournaments are outside of such tournaments that core / affiliated groups organize which would fall within their ice allocation times.

Permit Amendments and Cancellations

NRI will effectively manage any client requests for tournament and special event permit amendments or cancellations with the goal of minimizing administrative, revenue and operational impacts. When changes or cancellations are requested the guidelines outlined in this Ice and Other Programs Allocation Policy document will be stringently applied.

Review and Implementation of the Policy

It shall be the responsibility of the Facility Advisory Committee to review and recommend revisions to the policy and/or associated procedures. Authority to make final decisions on matters regarding the Special Programs Policy shall rest with the General Manager.

4.2.4 REGIONAL & NATIONAL EVENTS POLICY

The new HRM 4 Pad Arena Complex will be the newest and largest ice facility in the province of Nova Scotia, sharing recognition as one of only two 4 pad facilities in the Atlantic Provinces. HRM is recognized as one of Canada's premiere destinations for tourism, and has an excellent infrastructure to handle large and medium sized events. As such, the Facility will be much sought after as a venue for "Major Events".

A "Major Event" provides significant additional revenue for the facility, but more importantly, has a large impact on the economic health of HRM as a whole. Because they attract visitors from far and wide, the "spin-off" revenues generated through the hotel, transportation, entertainment and restaurant industry in the Region can result in significant benefits.

For the purposes of this Policy, we will define a "Major Event" as one that is relevant to Provincial (Nova Scotia), Regional (Eastern Canada or Atlantic Canada), National or International competitions and / or significance. A "Major Event" should be officially sanctioned by a governing or encompassing body (i.e. Hockey Canada, Hockey Nova Scotia, Skate Canada, etc.), but exceptions may be allowed for independently promoted events with the authorization of NRI.

Policy Implementation Statements

"Major Events" shall take precedence over all other programming provided they meet the following qualifications:

- In any given fiscal year, there shall be a maximum of 4 "Major Events" in what is defined as the winter prime time season and provided they promote sports tourism.
- Must be clearly identified as a "Major Event" as per the definition above.
- There should be an economic justification presented to the FAC for the event prior to booking
- As much prior notice as possible should be made to the disrupted user groups, but the date and duration of disruption to regular bookings of the "Major Event" must be identified a minimum of three months in advance and management will work diligently to reduce the impact the event has on the core / affiliated groups
- NRI will make best efforts to accommodate "bumped" hours in other facilities in the Region where possible
- In the event of a default of a "Major Event", disrupted hours will be offered back to the "bumped" groups first before any others

Review and Implementation of the Policy

It shall be the responsibility of the Facility Advisory Committee to review and recommend revisions to the policy and/or associated procedures. Authority to make final decisions on matters regarding the Regional and National Events Policy shall rest with the General Manager.

4.3 Operational Policies



4.3.1 OPERATIONAL BEST PRACTICES MANUAL

Refer to document...

4.3.2 RISK MANAGEMENT BEST PRACTICES MANUAL

Refer to document...

5.0 Community Access Plan-Matrix Cycle

