



HRM Community Access Plan

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- Nustadia Recreation Inc.
- Strachan, D. & Tomlinson, P., 1994, Coaching Association of Canada, National Coaching Certification Program
- City of Moncton
- City of Hamilton
- City of Oshawa

PARTNERSHIP

This document was created through a partnership with the Halifax Regional Municipality and Nustadia Recreation Inc., was created as the guiding document for the new HRM 4 Pad Arena Complex, and was approved by Regional Council in August 2012 for implementation in all municipally owned arenas. This partnership reflects the concerns and needs of the community in order to create/provide/enhance exceptional sports and recreation experiences in the Halifax Regional Municipality.

HRM Community Access Plan

1.0 Introduction

2.0 Guiding Statements

- 2.1 Vision Statement
- 2.2 Mission Statement
- 2.3 Value Statements

3.0 Strategic Objectives

- 3.1 Fairness and Equity
- 3.2 Inclusivity
- 3.3 Financial Sustainability
- 3.4 Environmental Sustainability
- 3.5 Code of Behaviour
- 3.6 Regional Facilities
- 3.7 User Satisfaction
- 3.8 Transparency

4.0 Implementation Policies/Strategies

- 4.1 Management Policies
 - 4.1.1 Gender Equality Policy
 - 4.1.2 Accessibility Policy
 - 4.1.3 Discrimination and Harassment Policy
 - 4.1.4 Conduct and Disciplinary Procedures Policy
 - 4.1.5 User Satisfaction Policy
- 4.2 Programming Policies
 - 4.2.1 Ice and Other Program Allocation Policy
 - 4.2.2 Special Programs
 - 4.2.3 Regional and National Events Policy
- 4.3 Operational Policies
 - 4.3.1 Operational Best Practices
 - 4.3.2 Risk Management Best Practices

5.0 HRM Community Access Plan-Matrix Cycle

1.0 Introduction

The HRM Community Access Plan for all municipally owned arenas in HRM is a comprehensive living document which promotes the guiding philosophy for the facilities, and the community. As the operational managers, HRM and our operating partners understand we are all part of the community and will develop the facilities through strong community relationships. 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 teams. 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 facilities Best Practices. Adhering to these objectives creates a fully accessible community facility and a win-win relationship for all involved.

Provided in the plan is the HRM 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 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 two 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, 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.

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, and staff will be critical to understanding if the plan is effective and implemented.

Arena Facilities Included in the Community Access Plan:

HRM currently directly operates five arena facilities. These are:

- Bowles Arena
- Gray Arena
- Devonshire Arena
- LeBrun (Bedford) Arena
- Sackville Sports Stadium

Operating Partners currently operate the following nine arena facilities, housing 15 sheets of ice, on behalf of the Municipality. These are:

<u>Facility Name</u>	<u>Operating Partner Name</u>
• BMO Centre	Nustadia Recreation Inc.
• Cole Harbour Place	Community Builders Inc.
• Centennial Arena	Centennial Arena Commission
• Dartmouth Sportsplex	Dartmouth Sportsplex Community Association
• Eastern Shore Community Centre	Eastern Shore Recreation Commission
• Halifax Forum Complex	Halifax Forum Community Association
• Halifax Metro Centre	Trade Centre Ltd.
• Spryfield Arena	Spryfield Lions Rink and Recreation Association
• St Margaret’s Centre	St. Margaret’s Arena Association

HRM would like to thank these partner operating groups for their valuable time and expertise in their roles as managers of municipally owned arena facilities.

The following five arenas are privately owned and do not fall under the umbrella of the Community Access Plan:

<u>Facility Name</u>	<u>Owner Name</u>
• Bedford Dome Arena	Rocky Lake Development Association
• Sackville and District Community Arena	Lake District Recreation Association
• Saint Mary’s Alumni Arena	Saint Mary’s University
• Shannon Park Arena	Department of National Defense
• Shearwater Arena	Department of National Defense

2.0 Guiding Statements

2.1 Vision Statement

“To create facilities that are 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 its unique inventory that benefit and promote the region...”

2.2 Mission Statement

“The HRM 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, environmental sustainability, a code of behaviour for visitors of the facilities, and total transparency to all stakeholders which will promote win-win relationships.”

2.3 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 multi pad arena complexes like the BMO Centre,
- ...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 Outcomes

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 facilities 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 facilities 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 facilities will be operated in a manner which meets or exceeds approved annual budget targets.

3.4 Environmental Sustainability

“The facilities will be operated with a significant focus on environmental steward-ship, including energy conservation, use of “green” products and materials, recycling, and furthermore, we will encourage through example, environmentally friendly practices.”

3.5 Code of Behavior

“We will have ‘zero tolerance’ for aggressive, violent, or abusive behaviour. We will create an atmosphere within the facilities whereby;

- any inappropriate behaviour is not accepted,
- competition and recreation is fair, welcoming, fun, and safe, and
- we promote fair play and the value of positive sport experience

3.6 Regional Facilities

“We recognize the importance of the arena facilities to the Region, and will promote special events and tournaments that will benefit the Community, Regional Municipality, and the Province, when appropriate. 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 facilities, which are operated in a friendly manner that provide 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 facilities.”

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.”

Implementation policies are developed in as a two tier approach. The first tiers, 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.

4.0 Implementation Policies/Strategies

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, collaborative meetings with key internal stakeholders from the Province of Nova Scotia and the municipality took place. 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.

Step 1 – Implementation of the Community Access Policy at BMO Centre

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 existed within the HRM at that time, November 2010 – September 2013 of operations would be the “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 included:

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

Step 2 – Implementation of the Community Access Policy at all municipally owned Arenas in HRM

After the completion of Step 1, and the ice allocation within the HRM marketplace, for the most part, has been adjusted to account for the underserviced groups listed above, the following criteria will be applied 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 April 15th 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 May 30th 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 June 30th of the given year.
5. A final 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 April 15th 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 June 30th 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 determined by management.
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 Halifax Regional Municipality and its partner operating groups 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 Director, Community and Recreation Services.

Background Information and Definitions

In an effort to create gender equity within the operations and structure of all municipally owned arena facilities, 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 behaviour.

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 favoured 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.

What the Words Mean (Strachan & Tomlinson, 1994)

Sex and gender are key words in discussions on gender equity. In this HRM 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 behaviour. In our society, girls and boys, women and men learn different gender roles based on their biological sex. This “gendered behaviour” 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, socio-economic 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

HRM 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. HRM 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, and/or employment endeavours. This policy is written with regards to the shared values of HRM 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 Scotian's with Disabilities Act.

Accommodations

Facility Operators 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

Facility Operators 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.

Facility Operators 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

Facility Operators are 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 HRM, Community and Recreation Services and its partner operating groups 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 Director, Community and recreation Services.

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, deaf- ness 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 municipally owned arenas 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. HRM facility operators are committed to up-holding 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. HRM facility operators will operate with flexibility where required on matters regarding accessibility.

Confidentiality

HRM and its Partner facility operators are concerned with protecting the privacy and confidentiality of users and employees with disabilities. At the same time, management needs sufficient information to reasonably evaluate and respond to a user’s request for accommodation. For this reason, users will be 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 provincial 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 may also be required to demonstrate that the disability impacts his/her ability to benefit equally from the recreational services as provided.

Duty to Accommodate

Without undue hardship to the facilities and services, 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

HRM recognizes the dignity and worth of all citizens 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

The complaint process outlined in this document will not preclude an individual from going outside of a facility for assistance with a complaint, i.e. complaint process through the HRM or the Nova's Scotia Human Rights Commission.

HRM Arena Discrimination/Harassment Complaint Process:

- 1) An individual who feels they have a Discrimination/Harassment complaint against their employer or an individual in connection with a facility should contact the General Manger to report what he or she believes is discrimination/harassment.
- 2) If the complaint is against the General Manager or any member of the operating partner the complaint will be moved to the HRM Manager Regional Recreation and Culture.
- 3) If the complaint falls within the grounds set out in the Nova Scotia Human Rights Act, the Complainant will be asked for a written statement. 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 determines 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 HRM Manager Regional Recreation and Culture whether the matter should be referred to them for further discussion and consideration, or whether the matter should be dismissed. The HRM Manager Regional Recreation and Culture 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.

Review and Implementation of the Policy

It shall be the responsibility of HRM Community and Recreation Services and the partner operating group to review and recommend revisions to the policy and/or associated procedures.

Background Information & Definitions

This Policy applies to full-time staff, non-full-time staff, students, members of standing and ad hoc committees established by the HRM Community and Recreation Services or facility operating groups, members of societies and associations which have a direct relationship, or are under the authority of the HRM, whether they are on the site, off the site, at a municipal 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 arenas 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 municipally owned arena 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 municipal arena 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 municipally owned arenas have 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

HRM facility operators encourage the proper use of municipal recreational facilities which includes positive experiences in sport and behaviour that is appropriate and respectful. Therefore, 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

HRM and Partner facility operators will post this policy and its core principles in each of the arenas as well as the lobby areas as an educational tool as well as a quick reference to remind unruly parent(s)/spectator(s) of the expected behaviour. Furthermore, management will provide pamphlets indicating the entire policy and code of behaviour 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.

4.1.5 USER SATISFACTION

Having strong partnerships and satisfied users is important when promoting positive experiences in sport. To measure whether the community and users are satisfied with the direction and operations of the facility management, two measurements of performance will be completed on an annual basis:

- User Satisfaction survey
- One on One Interviews of user groups

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 operator, or outside resources such as recreation or business students from Community Colleges, private or public institutions of learning. Long-term measurements of user satisfaction will be tracked and will provide guidance as to the overall performance of the facility. Furthermore, user satisfaction surveys provide a means for the facility operator 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 may be conducted on an annual basis to provide further evidence of the performance of the facility operators.

Review and Implementation of the Policy

It shall be the responsibility of HRM Community and Recreation Services and the partner operating group to review and recommend revisions to the policy and/or associated procedures. Authority to make final decisions shall rest with the Director, Community and Recreation Services.

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. Regional Council's commitment of capital investment in the Short Term Arena Strategy resulted in the construction of the BMO Centre, and four additional ice surfaces in the HRM. It is now necessary to more clearly define and communicate how programs will be managed, allocated and distributed.

Our 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
- 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

Minor and adult associations, organizations and groups, who can demonstrate their qualification as “HRM Resident Status” as well as their stability and viability, for priority time access. Affiliation status will be granted by defined group, and will 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 regular season prime time hours as per the annual business plan. Core Programs include:

- Minor Hockey Program (**excluding Major Minor programs**)
- Figure Skating Programs affiliated with Skate Canada
- Ringette Program
- Sledge Hockey
- Junior and 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

Arena 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 30% of total ice time.

Fees

- 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

Definitions for Regular Season Prime Time: (may vary by facility)

Weekdays 4:00 pm – 10:00 pm
Weekends 6:00 am – 10:00 pm

Hours for Core Users

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

BMO Centre:

- Youth programming
 - Weekdays 4:00 pm – 10:00 pm
 - Weekends 6:00 am – 10:00 pm
- Adult programming available
 - 10:00 pm – 12 midnight hours plus
 - all pads 6 hours one week night
 - all pads 6 hours Sunday evening

Other Municipally owned arenas

- Adult access to regular season Prime Time (as per the definition above) **will not exceed** 30% of total available prime time (unless the needs of the minor sport affiliates are already met).
- 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 reallocate 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

The Hockey Canada Recommended Standard is the goal	
Level of Play	Recommended Hours per week
House League	1.5
Competitive/Single A	2.5
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. Facility operators will work cooperatively to 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 year’s total # of teams and # of players.
- Facility operators will provide allocated ice blocks to individual organizations, it is then up to the core users to allocate these hours to meet their program needs. All groups from the 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./Wk			Skaters on ice	Hrs./Wk
House League	All	IP	16	1.0	Recreational	Can Skate	60	1.0
Recreational		Novice	16	1.0		Learn to Skate	60	1.0
Hockey		Atom	16	1.0		Special		
		Peewee	16	1.5		Star Skate		
		Bantam	16	1.5				
		Midget	16	2.0				
Competitive	A, B	Novice	17	2.0	Competitive	Junior	24	5.25
		Atom	17	2.0		Preliminary	24	5.25
		Peewee	17	2.5				
		Bantam	17	2.5		Intermediate	24	5.25
		Midget	17	3.5		Senior	24	9.0
		Minor Junior	17	3.5		Competitive	24	13.75
	AAA	Atom	17	3.0				
	AA	Peewee	17	4.5				
		Bantam	17	4.5				
		Midget	17	5.0				

Conflict Resolution

Ice time request conflicts that arise from the development of the regular season ice schedule once requests are applied to the Standard of Fair Play formula will be highlighted by management. Facility operators will subdivide the time in question in an equitable and fair manner for the groups in question. All municipally owned arena facility operators will work together in an effort to provide ice accommodation in every case if at all possible.

Season Timeframes

- The regular season prime time core season is based on a 30 week program taking into account season interruptions/holidays commencing October 1st and may be subject to change from year to year.
- Allocation for April, May and June (Spring Season) will differ and is handled individually.
- Allocation for July and August (Summer Season) will differ and is handled individually.
- 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 regular 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 regular season timeframes as they are considered part of the program. Tournament rates will be set based on a fair allocation hours used, including non-prime allocations. Tournaments outside the regular season prime time will be charged at the summer tournament rate.

Out of Region Residents

- HRM recognizes the tax-based contribution provided by its residents toward the development and operation of arena facilities and recognizes that municipal 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), facility operators will accept the residency requirements defined by the Sport Governing Bodies (SGB's) which govern the actions of local affiliated ice user groups.
- 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 HRM residents should only occur after the last resident registration has taken place. Registration is limited to available openings only.

Vacant Ice

Facility operators will identify vacant ice and provide notification of such on the facility and municipal web site. (User groups are asked to inquire at their facilities regarding the individual policies regarding this aspect. A centralized approach to this aspect is currently under development as per the Long Term Arena approved by Regional Council in August, 2012.)

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, facility operators require that all affiliated groups supply ice-use schedules and flood requests to the facility staff 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.
- Facility operators reserve 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

Facility operators reserve 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 facility operators 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

Facility operators will recognize a new ice organization or emerging ice sport and will work together to allocate ice time to enable it to establish its programs and services in the HRM. Recognition and ice allocation will occur in concert with the conditions and criteria outlined in the Standards of Fair Play formula and the entire Ice and Other Programs Allocation Policy. Facility operators 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 HRM Community and Recreation Services, and its partner operating groups, to review and recommend revisions to the policy and/or associated procedures. Authority to make final decisions shall rest with the Director, Community and Recreation Services.

4.2.2 SPECIAL PROGRAMS POLICY

Tournaments

HRM 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. Facility operators are committed to achieving a balance between recreational and special event use during the regular ice season.

Other Special Events

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, car shows, motorcycle shows, etc. These special events 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 HRM Community and Recreation Services when necessary. Detailed business plans provided by event organizers should be given priority over those without. Final decisions on fees, time and logistics will be given to the event operator, only after discussions have taken place. 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

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 October and March inclusive (regular season). These tournaments are outside of such tournaments that core/affiliated groups organize which would fall within their ice allocation times.

Permit Amendments and Cancellations

Facility operators 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 HRM Community and Recreation Services, and its partner operating groups to review and recommend revisions to the policy and/or associated procedures. Authority to make final decisions shall rest with the Director, Community and Recreation Services.

4.2.3 REGIONAL & NATIONAL EVENTS POLICY

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, facilities may be sought after as venues 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.

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 regular season 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 facility operator 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
- Best efforts will be made 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 HRM Community and Recreation Services, and its partner operating groups to review and recommend revisions to the policy and/or associated procedures. Authority to make final decisions shall rest with the Director, Community and recreation Services.

5.0 HRM Community Access Plan-Matrix Cycle

