To: Chair and Members
    Emergency & Community Services Committee
    Outstanding Business Item No. H and Issue: Ice Rates and Times for Non-
    Affiliated Clubs

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Date: May 1, 2009

Re: Ice Rates and Times for Non-Affiliated Clubs (CS09039) (City Wide)

Council Direction:

At its meeting of May 10, 2006, Council approved Item (g) of the Community Services
Committee Report 06-005, as follows:

(g) Ice Rates and Times for Non-Affiliated Clubs

(a) That staff meet with a representative from the McMaster Ice Hockey Club
to determine if a non-primetime schedule, at a location closer to McMaster
University, can be accommodated.

(b) That staff review the broader Affiliation Agreement to ascertain if the City
is able to develop a practice to assist non-affiliated clubs in the future, and
report back to the Community Services Committee.

Information:

Pursuant to Council’s direction, Recreation Division staff met with McMaster Ice Hockey
Club in 2006 to discuss a relocation of their program to a more convenient time and
location. Allocation for the 2006/07 ice season was completed and there was no
suitable time slot or location closer to McMaster. As a result, the Club continued to rent
the non-prime time ice slot and not the arena of choice.

In June 2007, Recreation staff contacted the McMaster Ice Hockey Club to review all
available ice times and locations. The McMaster Ice Hockey Club was accommodated
with an appropriate time and location (10:00 p.m. – 11:00 p.m., Wednesday nights at
Olympic Arena), and continued to utilize this facility.
The current affiliate minor (youth) ice organizations and non-affiliate clubs/groups ice allocation practice was determined to be sufficient for the allocation of City of Hamilton ice. Recreation staff will continue to work with each non-affiliate group to accommodate ice time as best as possible.

Council requested a review of current allocation practices to ascertain if the current process for allocation of non-affiliate ice best suits the needs of non-affiliate clubs/groups. A review of the broader affiliation and allocation practices was undertaken in 2007/08. Given current parameters of Schedule “A”, Recreation Division of Community Services Affiliation Policy – Hamilton Minor Sports Organizations, (attached as Appendix A to Report CS09039) and the 2003 Council approved Plan “G” ice allocation schedules, as outline on page three of the document entitled, City of Hamilton Recreation Department Ice Allocation (attached as Appendix B to Report CS09039); the current non-affiliated ice allocation practice has been deemed the best available option for scheduling ice.

The “Benefits of Affiliation” on page four of Schedule “A” attached as Appendix “A” to Report CS09039, states the following:

“Affiliated minor sports organizations will have priority access and subsidized use of Hamilton sports facilities. Non-affiliated organizations will be given access to facilities only after requirements of all affiliated organizations have been accommodated, or, as determined by the City in adhering to principles of equity or access.”

The current ice allocation processes, as defined by Plan “G” ice schedules, provides affiliated minor (youth) ice organizations priority access. All non-affiliated groups are then accommodated with ice time according to availability and request. This allocation procedure is administered and facilitated by Recreation staff.

Due to the commitment of Plan “G”, ice schedules to affiliated minor (youth) organizations, there is currently no prime time ice and limited non-prime time ice available for non-affiliated groups.

After reviewing the Affiliation Policy and Plan “G” - ice allocation schedules, it was determined that no City of Hamilton prime time ice could be opened up without compromising affiliated minor (youth) ice organizations allocations, as defined in Plan “G” ice schedules.

Alternative methods of ice allocation, which would dedicate a larger quantity of prime time ice to non-affiliated groups, would require a revision to the existing Affiliation Policy and Allocation (Plan “G”) Principles and approval from Council.
Consideration for this alternative would require strong direction from Council regarding allocation ratios, priority allotment of hours and significant consultation time/resources for affiliated organization consultation.

Joe-Anne Priel  
General Manager,  
Community Services Department
SCHEDULE A
RECREATION DIVISION OF COMMUNITY SERVICES
AFFILIATION POLICY
HAMILTON MINOR SPORTS ORGANIZATIONS

PURPOSE OF POLICY:
The purpose of the policy is to provide principles and guidelines in determining the eligibility of non-profit volunteer Hamilton minor sports organizations for priority use of City facilities at subsidized cost. The policy will also define the relationship between all affiliated groups and the City of Hamilton.

GOALS OF THE POLICY:
1. To ensure that opportunities exist for children and youth to participate in organized and safe minor sports to the level of their interest and ability.
2. To ensure that all youth have an equal level of municipal financial support providing a 50% subsidy of facility use for all ice and field allocation.
3. To ensure the ongoing success of the Hamilton Minor Sports System.
4. To ensure that appropriate levels of transparency, support and accountability are built into the Hamilton Minor Sports System.

GUIDING PRINCIPLES:
1. Minor sport in Hamilton is best served when operated and coordinated by volunteers operating within self-contained, not-for-profit, open and accountable organizations.
2. Executives of Hamilton’s minor sports organizations must ensure transparency and accountability to its memberships.
3. The City of Hamilton, Sport Development unit will partner with SportHamilton to retain responsibility for the overall health of the Hamilton Minor Sports System based on clearly articulated goals, principles and values.
4. Subsidies will only be made available to minor sports organizations that are prepared to meet the guidelines of the policy; non-compliance with guidelines negates subsidy and possibly operation within City-operated facilities.

CORE VALUES:
1. Participation in sport provides important opportunities for children and youth to develop a positive attitude towards physical health and an enhanced sense of the importance of fair play, sportsmanship and teamwork.
2. Children and youth should have the opportunity to play to the level (recreational to elite) of their capability and interest within an organized and safe minor sport system. However where leagues require additional programming beyond a recreational need they will be extended a 25% subsidy to all affiliated organizations for any allocation beyond the core requirement of 1 hour per week.

This subsidy is only applicable during the core programming period (e.g. ice program is from October 1st to March 31st and fields/floor is from May 1st to November 1st) where available based on annual startup and seasonal closures as determined by the City of Hamilton.

3. Participation in organized minor sport can and should be a positive experience for children and youth with an emphasis on fair play.

4. Sport volunteers must be prepared to develop an atmosphere conducive to producing a positive experience for the children and youth they serve and must be dedicated to demonstrating the behaviour of positive role models.

5. Exposure to fair play principles and sportsmanship must be critical elements of the sports experience. Where behaviour is inappropriate or inconsistent to these values the zero-tolerance policy shall be enforced.

**CRITERIA FOR AFFILIATION:**

In order to be deemed an "affiliated Hamilton minor sports organization" the following criteria must be entrenched in organizational constitutions and by-laws and adhered to on an ongoing basis:

1. The organization will be Hamilton-based; the mandate of the organization is to serve Hamilton children and youth; 95% of estimated participants are to be City of Hamilton residents.

2. The organization supports the Goals, Principles and Core Values of the Affiliation Policy – Hamilton Minor Sports Organizations.

3. The organizations acknowledge the oversight role of the City and agree to submit to the department on an annual basis the following:

   * Financial statements
   * Updated registration numbers (detailed lists must be made available if requested for auditing purposes. Reasons for audit will be given with request)
   * Minutes of annual meetings
   * Current constitution and by-laws

All documentation must be received prior to the City of Hamilton issuing annual contracts or permits for regular season play. All ice and field users must submit their information outlined above prior to their season otherwise contracts will not be issued and the benefits of affiliation including priority and subsidized facilities will not be available or permitted.

That the Director may make these documents available to interested parties upon receipt of a written request stating the reason for the enquiry. The Director
shall advise the organization of such request and prior to public disclosure consent will be sought from the organization.

4. a) Organizations must practice the principles of, and be organized in a democratic structure and have included this practice within its constitution. A clear set of rules detailing and defining voting rights and membership must be maintained. Such rules and voting rights, and the ability to run for office must clearly provide access and opportunity for timely succession based upon the voting rights of its members. Such structure must be in a form satisfactory to the City and be open to annual review and revision.

b) It is recognized that elite-level sports require extensive education, knowledge and experience. Therefore, at this level the priorities must maintain stability, program quality, accountability and a process for succession that balances those unique organizational needs with the principles articulated in 4(a) and embodied in the constitution.

5. The organization will take all necessary measures to ensure that its members are kept informed of the business affairs of the organization and will make available to its members; a) financial profiles* b) financial statements** c) constitution and by-laws d) minutes of AGM meetings.

Definition

Financial profiles must be presented annually to all members outlining income and expenses for that operating season.

Any member of any organization may request to review the Annual Financial Statement of its organization following the annual meeting. The member will advise the Executive in writing of such a request.

6. The organization will ensure all players are registered for insurance purposes, to a minimum level established by the governing body of the sport, and subject to the approval of the City of Hamilton.

7. All associated groups agree to the police screening of all volunteers.

8. All associated groups agree to the use of certified referees/coaches as determined reasonable by their governing body and approved by the City.

9. Failing to adhere to 6, 7 and 8 may result in the associated group being denied access to subsidized City facilities.

10. The organization agrees to non-binding mediation by the City of Hamilton to prevent unnecessary legal action between members.

11. The City of Hamilton shall:

   - Recognize the autonomy of each democratic organization or group and support in principle its democratic decision-making processes.

   - Retains the right at all times to alter facility schedules, but agrees to advise all groups of any changes. In addition, no financial or substitute time shall be guaranteed; nonetheless, the City will make every possible effort to advise of
changes, make available compensating time or contract other facilities to minimize any such negative impact.

12. The City of Hamilton shall, in conjunction with the organizations, annually review the needs of the organizations, in regard to expansion, quality, modifications, etc. of facilities.

13. Sport Hamilton will partner with the sport development staff, Recreation Division to facilitate both resources and educational opportunities to advance amateur sport.

**BENEFITS OF AFFILIATION:**

1. Affiliated minor sports organizations will have priority access and subsidized use of Hamilton sports facilities. Non-affiliated organizations will be given access to facilities only after requirements of all affiliated organizations have been accommodated, or, as determined by the City in adhering to principles of equity or access.

2. Affiliated minor sports organizations will be charged the subsidized rates for use of City facilities. Non-affiliated and adult organizations will pay the non-subsidized rate as approved by the City of Hamilton.

3. Officials and volunteers of affiliated minor sports organizations will have priority access to City-hosted sports development seminars and will be recognized at the City's annual sport volunteer recognition banquet, or as determined by the City of Hamilton. Teams or athletes winning provincial or national titles or competing internationally will be formally recognized if requested by the respective sport on an annual basis.

4. City staff will provide mediation and facilitation services to affiliated minor sports organizations.

**AFFILIATION PROCESS:**

1. A revised affiliation package will be delivered to minor sports organizations.

2. Duly authorized officials of the organization will complete the documentation, including a resolution of its membership supporting affiliation, and the terms and conditions of affiliation.

3. City officials will review applications and forward recommendations for approval to the General Manager, Community Services Division for review and approval of affiliation.

4. Duly authorized City and organization representatives will sign an affiliation agreement.

The terms and conditions of the affiliation agreement will be subject to annual review.
Principles:

- Core programs are principally our youth and community programs.
- Core programs are given first priority for ice allocation.

Core Programs include:

- Minor Hockey;
- Hamilton Girls’ Hockey;
- Figure Skating Programs affiliated with the Canadian Figure Skating Association (CFSA);
- Ringette;
- Sledge Hockey; and,
- Junior/Senior Hockey.

The following identifies guiding principles for ice allocation:

- Department is committed to Public Programming;
- Public Skating:
  - Weekdays – one skate everyday of the week, different locations, different times;
  - Weekends – every facility has one Public Skate; and,
  - Skating centre is the main facility offering the bulk of Public Skating.
- All facilities offer day time public programming to include:
  - Family skates, pre-school skates, senior skates, adult and youth shinny, holiday programming during Christmas and March Break.

Fees:

- Core programs provided subsidized rates. Rate of subsidy based on a tiered system. House league rate being provided the greatest subsidy.
- Adult programming pay full cost – no provision allowed for subsidy.
- Department offers an affiliated rate, which is afforded to groups/teams which are department supported, i.e. figure skating/local association teams booking ice beyond the ice allocation plan.
**Hours of Core Users:**

- Youth programming only.
- Weekday 5pm-10pm.
- Weekends 7am-10pm.
- Adult programming only available 10pm-12 midnight or prior to 6pm.
- When the 10pm hours are not booked by Adult-users, they are available to Core program users. Core-user groups may not displace a 10pm Adult-user group, and receive no priority over Adult-users during these hours.
- Adult groups are not afforded the 5pm hours, but if not booked by a youth group, adult groups may book.
- 4pm-6pm hours are denoted as Board of Education hours. Under our reciprocal agreement, they are entitled to hours within this time block.
- We seem to have no problem with ice allocation during weekends. All Core-users have their full complement of hours and many do not use the full scope of hours denoted as youth hours.
- Weekday hours – critical shortage – do not have enough hours available to meet demand. Difficult to adjust or add to weekday hours until the addition of new facilities.

**Allocation Formulas:**

- Presently, all hockey programs are allocated under self-imposed player development ratios:

<table>
<thead>
<tr>
<th>(hours per week)</th>
<th>House league</th>
<th>1.2</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Hub</td>
<td>1.8 plus AE &amp; AA</td>
</tr>
<tr>
<td></td>
<td>Rep</td>
<td>3.0 plus girls rep</td>
</tr>
</tbody>
</table>

*Note: This self imposed ratio is due to the lack of ice availability and not to create a negative impact on other ice programs.*

- Canadian Hockey Association (CHA) recommended stand is the goal:

<table>
<thead>
<tr>
<th></th>
<th>House league</th>
<th>1.5</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Hub/Single A</td>
<td>2.5</td>
</tr>
<tr>
<td></td>
<td>Rep</td>
<td>4.5</td>
</tr>
</tbody>
</table>

- Each Association is allocated hours based on the self imposed ratio.
- One player/one team within allocated ice. Individual teams must book outside the allocated ice plan without subsidy.
- Ice allocation is based on the previous year’s total number of teams and number of players.
• Department only provided allocated ice blocks; it is up to the Core-users to allocate the hours to meet their program needs.
• All groups from previous years are given first right of refusal on the ice for the next season.
• Within the current demand and little opportunity for change – Council approved “that ice time allocation be frozen at the 1999-2000 level for all minor groups and that this cap remain in effect until additional ice time is made available with the City of Hamilton”.

**Season Timeframes (Oct 1st to Mar 31st):**

• A Plan “G” ice season is based on a 24-week program. An additional two-weeks may be allowed to adjust for seasonal interruptions and/or statutory holidays. The season shall commence on the first day of October and end on the last day of March.
• September and April allocations differ and are handled individually, and allocated by the City of Hamilton at their discretion.
• Tournaments are considered outside the season timeframes as they are not considered part of the program, but act as fundraisers for affiliated groups.
• Department budget and manpower availability is based on 26-weeks.

**Out of Town Residents:**

• Under the terms of the Affiliation Agreement all groups must have 95% Hamilton residents.
• Out-of-town residents are not to register until all Hamilton residents have had the opportunity.
• Registration for out-of-town residents should only occur after the last Hamilton resident registration has taken place. Registration is limited to available openings only.

**Monitoring of Ice:**

• With the ice shortage – self imposed monitoring seems to work.
• Facility staff identify vacant ice.

**Responsibilities:**

• Ice allocation remains the responsibility of the Department.