

Management Directive



Management Directive No.:	MD2018-011
Management Directive Name:	Ice Facility Allocation Management Directive
Date Approved by CAO or Designated Person:	April 24, 2018
Date revision approved by CAO or Designated Person:	November 15, 2022
Related SOP, Management Directive, Council Policy, Forms	Replaces C-019 CCS 002

Directive Statement and Rationale:

The City wishes to facilitate recreational opportunities by providing quality facilities for the recreational and leisure needs of its citizens.

The City wishes to ensure that access to its facilities is fair and equitable for all of its existing and potential users.

The City recognizes the need to consider the following when managing the allocation of indoor ice:

- a coordinated allocation of its various facilities to make the most effective and efficient use of facilities;
- to provide appropriate time slots and opportunities for all levels and types of users;
- to promote and allow growth toward maximum utilization of facilities;
- to service the demand and warranted change resulting from changing demographics and recreation/leisure trends by maintaining sufficient flexibility of scheduling;
- to accommodate local community user groups;
- to establish a clear priority listing for allocation of available facility time.

The City therefore establishes this management directive to guide staff in the allocation of parks and recreational facility space.

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Scope:

This management directive shall apply to all indoor, artificial ice facilities owned and operated directly by the City.

Definitions:

Designated Minor Groups: are organizations located within the City of Kawartha Lakes, providing recreational, athletic and social programming to participants that are generally 18 years of age or under, be the main provider of the particular activity for youth in the community, meeting the residency requirements and seasonal minimum commitment. The organization must be a member in good standing of an affiliated or governing body. (e.g. Ontario Minor Hockey Association, Ontario Women's Hockey Association, Skate Canada) The organization must have a constitution, be incorporated, have an elected body of officers and hold an annual meeting of members, and may be required to provide the City an annual financial statement prepared by a Chartered Professional Accountant (CPA).

Seasonal User Groups: are organizations located within the City of Kawartha Lakes, meeting the residency requirements and seasonal minimum commitment, and whose primary purpose is to offer, and involve, individuals in recreational, athletic and social programming.

Occasional User Groups: any individual, team, organization or group that requests non-repeating ice rentals and/or does not meet the seasonal minimum commitment.

Summer Ice Season: is defined as April 1 through to August 31 inclusive.

Regular Ice Season: is defined as September 1 through to March 31 inclusive.

Ice Maintenance – Period: the City will endeavor to conduct eight (8) hours of uninterrupted ice maintenance and repair to maintain an ice surface, each week per pad

Instructional Program: programs taught by qualified instructors designed to improve specified skills. Registration and fees are generally required.

Commercial User: an organization or individual that use ice time with the intent of generating positive net income (profit). At the City's discretion, not-for-profit groups may be allowed to generate net income from use of allocated ice time so long as the subject's use aligns with the 'fundamental activities' of the group. (i.e. an advertised and/or instructional program/service)

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1.0 Ice Allocation Responsibility

City of Kawartha Lakes Parks and Recreation Division staff have the responsibility to manage the allocation and distribution of ice on a yearly basis to reflect population, registration, utilization and participation patterns in addition to applying municipal, provincial and federal directives where required. The City's Facility Booking Office (FBO) is responsible for implementation of the directive as outlined.

2.0 Ice Facility Operations and Capacities

The City of Kawartha Lakes will responsibly manage its ice resources to ensure optimum usage and programming, to reflect municipal directives and to minimize risk and operational issues.

On an annual basis, city staff will endeavor to organize area wide meetings with ice facility user groups to review information including, but not limited to: the ice season, hours of operation, facility closures, holiday operating hours, proposed allocation schedule, conflicts in scheduling, and process changes. The results of these meetings will enable City staff to update related portions of this document, as well as the annual Ice Allocation Schedule, and provide an opportunity for user groups to network and discuss concerns.

3.0 Ice Allocation and Distribution

On an annual basis Parks and Recreation staff will develop an Ice Allocation Schedule that best reflects the expressed needs of the users and application of approved directives and guidelines. The City of Kawartha Lakes reserves the right to reassign ice annually as required.

3.1 Scheduling Priorities

Ice will be allocated according to the following priority levels:

- i) City of Kawartha Lakes Program - includes public skate and programs
- ii) Designated Minor Groups
- iii) Jr. A, Jr. C, High School and College Varsity
- iv) Seasonal User Groups

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- v) School Board and College Activities
- vi) Occasional and Commercial Users
- vii) Non-Resident Groups

3.2 Residency

The City of Kawartha Lakes recognizes the tax-based contribution provided by its residents toward the development and operation of recreation ice facilities and recognizes that residents will always receive priority over non-residents in the allocation of ice time. For the purpose of supporting the ongoing development of ice user groups, the City of Kawartha Lakes will accept the residency requirements defined by the Sport Governing Body which govern the actions of local ice user groups. Where there is no affiliation with a Sport Governing Body, the residency requirement is a minimum of 75 percent.

The City 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 (i.e. restricted ice capacity).

The City will accommodate the regular use of City ice by non-residents after resident demand is satisfied and under special circumstances. Non-residents will not achieve historical status in regards to permit allocation on a year to year basis. Non-resident use will be reviewed on a case by case basis.

3.3 Seasonal Minimum Commitment

All designated minor and seasonal user groups are required to commit to a minimum:

Fall/Winter – 24 consecutive week permit schedule to be completed between the Tuesday after Labour Day in September, or the regular season start date, and the end of the winter session. Exceptions to the 24-week commitment may be made when the City is unable to supply replacement ice for disruptions to regular ice time.

Spring - 8 consecutive week permit schedule to be completed between April 1 and June 30. Exceptions to the 8-week commitment may be made when the City is unable to supply replacement ice for disruptions to regular ice time.

Summer - 7 consecutive week permit schedule to be completed between July 1 and August 31. Exceptions to the 7-week commitment may be made when the City is unable to supply replacement ice for disruptions to regular ice time.

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3.4 Prime and Non-Prime Ice

A designated user, regardless of gender orientation and level of competitiveness and total demand shall not receive relatively more or less prime time ice access than a similar user group.

Regular Season - Standard Prime Time

Monday – Friday 5:00 pm – 11:00 pm

Saturday – Sunday 8:00 am – 11:00 pm

All Statutory Holidays

Regular Season – Non-Prime Time

Monday - Friday Open – 5:00 pm and 11:00 pm – Close

Summer Season – Standard Prime Time

All operating hours

Non-Prime Time and Summer Season ice will be available within the municipality, however it will not necessarily be provided in all facilities. Non-Prime Time and Summer Season ice use will be consolidated to optimize cost efficiencies, where possible, while ensuring accommodation of user groups within reasonable distances from their normal home ice. Such arrangements will be done in consultation with affected user groups and every effort will be made to accommodate preferred locations, particularly for play-off situations.

4.0 Processing and Management of Tournaments and Special Events

The City of Kawartha Lakes recognizes the significant positive impact 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, they will be considered and permitted in advance of seasonal applications. The City is committed to achieving a balance between recreational and special event use during the regular ice season.

4.1 Permit Amendments and Cancellations

The City 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 the management directive will be strictly applied.

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5.0 Processing and Management of Ice Applications and Contracts

The City has the right to control all ice distribution and use at municipally owned facilities for the duration of the ice contract. Controls must be in place to minimize the negative impacts that unused, returned, amended and cancelled ice can have on the City and its users. As such the City will apply all guidelines outlined in this management directive to reasonably and responsibly manage unused ice or changing ice needs once permits have been issued. Groups shall be denied access to the ice until they have signed and dated their contract for said ice. February and March ice time may be manipulated to accommodate playoff schedules. These decisions are at the discretion of the Division in consultation with user groups.

5.1 Ice Request Process

The following table outlines the ice request and allocation process for the regular and summer seasons.

Parks and Recreation Ice Request/Allocation Schedule		
Season	Fall/Winter	Spring/Summer
Request Form Available Online	First week of May	First week of December
Request Form Submission Deadline	First week of June	First week of January
Contracts Returned to User Groups	Last week of June	Second week of January
Signed Contracts Submitted to FBO	Third week of July	Fourth week of January
Ice Availability Shown Online	First week of August	First week of February

Only Designated Minor Groups, Seasonal User Groups and organizations hosting a special event (camps) are required to submit the Ice Request Form prior to the identified deadline. The Ice Request Form must be completed and submitted online through the municipal website. Staff will allocate ice according to the principles outlined in this Management Directive. Available ice time after the initial allocation will be posted online for remaining user groups to request.

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In order to coordinate an effective and efficient allocation process, and to provide appropriate time slots and opportunities for all ice users, it is important that groups request the most accurate total number of hours needed per season. Tentative contracts are created in line with each user group's overall need for ice time. Variation from the tentative contract, based on the original request, will be subject to an administration fee of 15% of the total change, if the total number of hours needed is less than originally requested.

5.2 Permit Amendments – Returned Ice (Temporary)

Due to unforeseen circumstances, some designated users may not generate the registrations required to utilize ice time originally requested, leaving them with a temporary oversupply of hours. The FBO will “loan” out hours not required for the remainder of the season. The hours will then revert back to the original user in the next ice season. This “loan” process cannot be repeated for a second season.

Time turned back in must be in the same ratio as booked (i.e. a proportionate number of prime and non-prime time ice, weekday and weekend ice). The City reserves the right to accept only hours that hold the greatest potential for rebooking.

Administration charges for permit amendments will be applied based on the structure outlined in this management directive.

5.3 Added Ice (Temporary or Permanent)

All ice hours added to an existing contract will be final on the date issued and accepted. No further changes will be considered.

5.4 Transferred Ice/Ice Trades/Sub-Leased Ice

The City of Kawartha Lakes is the sole permit authority for all ice times. The City must be aware of and be able to control the intended use of all ice permitted within its facilities at all times. The practice of occasionally transferring ice, trading ice or sub-leasing ice between contract holders is strictly prohibited and may lead to the cancellation of a season permit and future ice allocation reductions.

It is recognized that last minute changes to the intended use of the ice may occur under rare, infrequent and unforeseen circumstances; however, the FBO must be notified by the permit holder, even after the occurrence.

5.5 Permit Cancellations

To allow for league scheduling and unforeseen amendments, all Designated Minor and Seasonal User Groups will be able to request one (1) amendment to their confirmed Fall/Winter permit prior to October 1st without the administration charge being applied. All amendments will take effect 30 days after request is received.

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Returned ice will be charged an administration fee based on the table below. This structure will be in place immediately following the respective permit being approved.

Cancellation 30 days or more in advance	An administration fee of 15%, of the standard ice fee, will be applied for each hour of ice cancelled.
Cancellation less than 30 days and up to 14 days in advance	An administrative fee of 30%, of the standard ice fee, will be applied for each hour of ice cancelled.
Cancellation less than 14 days in advance	Full payment of ice will be charged.

5.6 Permit Cancellations by the City of Kawartha Lakes

The City reserves the right to reasonably postpone, reschedule or cancel any permitted activity due to justified circumstances. The City reserves the right to cancel a contract or portion of the contract without notice should there be a breach of the conditions or regulations or should the City be of the opinion that the facilities are not being used for the purpose contained in the application.

Where postponement or rescheduling cannot be mutually coordinated, the contract holder affected will receive a full refund/credit for the time owing.

5.7 Unused Ice

User groups are not permitted to book ice that will go unused except for the purpose of ensuring that sufficient ice time is available, as a contingency, to prevent a curfew situation for tournaments or league games. Unused ice (no shows) reflects badly on the contract holder and on the City's administration of ice and is not acceptable. The guidelines in this management directive for managing unused ice will be strictly applied.

5.8 Inclement Weather

In the event the local police service or municipal senior administration deems the roads unsafe for travel, the permit holder has the right to reschedule the ice with no fee. Communication regarding the cancellation due to weather must be sent to the FBO prior to the scheduled ice time.

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6.0 General Ice Management

6.1 Ice Use and Ice Flood Schedules

In order to maintain the efficient scheduling of maintenance staff, ice floods and to ensure the accurate communication of pad and room assignments to participants, the City requires that all user groups supply ice use schedules and flood requests to the Area Supervisor by the date determined on a seasonal basis. Failure to comply could result in the cancellation of all or some of the permit contract for the remainder of the ice season.

The City reserves the right to accept or modify ice flood requests to ensure the achievement of operational efficiencies.

The City of Kawartha Lakes has adopted the following one-hour block of ice time definition:

A one (1) hour block of ice time shall be defined as fifty (50) minutes of ice time play. The remaining ten (10) minutes shall be utilized by facility operations staff for ice maintenance purposes.

Where there exists only one ice pad within a facility, all rentals shall commence on the hour mark, with the flood occurring at the end of each hour.

Where there are two ice pads within the same facility complex:

- All rentals on Pad 1 shall commence on the hour and half hour (1/2) mark
- All rentals on Pad 2 shall commence on the quarter (1/4) hour and three-quarter (3/4) hour mark to allow appropriate time for ice maintenance.
- The flood for either pad will occur at the beginning of each hour.

6.2 Curfewed Ice

The City 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. It is the responsibility of the user groups to inform the FBO of any special requirements regarding curfews at the time the schedules are submitted.

6.3 Program or Leisure Skate Ice

The City of Kawartha Lakes reserves the right to exclusively offer programs and leisure skate services at its arenas for the benefit of the general public.

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6.4 Introduction of New Community Ice Programs and Services

New programs/services and sponsoring organizations/associations will be accommodated only to provide for unmet community needs. Existing or new groups must demonstrate/justify the need for a new program or service while also meeting other criteria outlined in this Management Directive.

The City will use unallocated ice first to meet the needs of a new applicant but reserves the right to reasonably reallocate hours from existing users, if warranted.

6.5 Opening Arenas Outside of Standard Hours of Operation

The opening of arena facilities when they are normally closed, or beyond established operating hours (as identified by staff annually), will be considered only if the applicant agrees to pay a 60 percent premium on the requested ice time and a minimum of three (3) consecutive hours is scheduled, pending staff availability. For further clarification the municipality reserves the right at its sole discretion to determine the length of the operational season on a per facility basis (i.e. not all pads must be open for the entirety of the defined Regular Ice Season. All reasonable requests will be reviewed and responded to. Application does not guarantee approval.

Revision History:

Proposed Date of Review:

Revision	Date	Description of changes	Requested By
0.0	April 24, 2018	Initial Release	
	Feb 2021	Definitions, 3.1, 3.4, 6.1	
	Nov 2022	Allocation schedule dates	