

Northern Skating Academy Policies & Procedures Manual



NORTHERN
SKATING ACADEMY

Version: 1.0
Date: June 2026



Table of Contents

1. Introduction
2. Academy Governance
3. Skate Canada Membership and Payment Policies
4. Coaching Standards and Expectation
5. Skate Code of Ethics
6. Parent and Guardian Code of Conduct
7. Employee and Contractor Code of Conduct
8. Volunteer Code of Conduct
9. Risk Management and Emergency Procedures
10. Dispute Reporting and Resolution Policy



1. Introduction

This Policies and Procedures Manual (the “Manual”) has been developed to establish clear, consistent, and transparent guidelines for the operation of the Northern Skating Academy (the “NSA”). The purpose of this Manual is to support a safe, structured, and positive environment for all members of the NSA, including skaters, coaches, staff, volunteers, and parents and/or guardians.

This Manual outlines the expectations, responsibilities, and standards that govern participation within the organization and serves as a reference point for daily operations. The NSA is committed to maintaining the highest standards of excellence in skating instruction and programming. Where applicable, the policies outlined in this Manual align with the standards, rules, and best practices established by Skate Ontario and Skate Canada.

This Manual applies to all individuals involved in the NSA including but not limited to skaters, coaches, employees, contractors, volunteers, and parents and/or guardians. All individuals are expected to familiarize themselves with and adhere to the policies and procedures contained within this Manual.

The NSA is committed to providing a safe, respectful, and inclusive environment for all participants. The organization prioritizes physical and emotional safety of all skaters; injury prevention and safe training practices; respectful conduct and positive sport culture; and compliance with applicable Safe Sport principles.

The core values of the Northern Skating Academy include:

1. Respect for all participants
2. Integrity in coaching and programming
3. Inclusion and accessibility
4. Excellence in athlete development
5. Positive environment that fosters athletic and personal growth

These values guide all decision-making, behavioural expectations, and program delivery within the organization.

All members of the NSA are required to comply with the policies and procedures outlined in this Manual. Participation in the NSA programs constitutes acknowledgment and acceptance of these policies.

This Manual is a living document and may be updated periodically to reflect changes in operational needs, governing body requirements, or best practices. Updates will be communicated to all relevant stakeholders in a timely manner. All participants are responsible for reviewing the contents of this Manual. Questions should be directed to the Owner and Director, Madison Murray.



2. Academy Governance

The NSA operates under a structured governance model designed to ensure effective oversight, accountability, and alignment with organizational objectives and the standards of Skate Ontario and Skate Canada.

Policy Statement

At the NSA our programs are designed with accessibility and quality in mind. We are taking a refreshing approach to pricing, locations, and coaching in order to serve the Greater Sudbury community to the absolute best of our ability.

The NSA's programs will be offered all around the Greater City of Sudbury. Our goal is to deliver programs to athletes of all locations, levels, ages, and ability to encourage skaters to stay Active for Life!

Our focus is first on physical literacy, followed by development of basic skills and the ABC fundamentals of skating: Agility, Balance, and Control. All of these skills are developed on and off of the ice.

Additionally, resilience and responsibility are fundamental skills that athletes must also learn to become successful and stay motivated. Once these skills have been development for their level, ability, and age, skaters can confidently proceed to more difficult and challenging activities.

We aim to support our coaches through their development and training however we can. We aim to build new coaches through guidance and mentoring, and we aim to offer a platform for experienced coaches to share their wisdom and passion. The core focus of all of our coaches is to offer excellent programming and development opportunities for all skaters.

Mission Statement

Delivering Skate Canada Certified programs to skaters of all ages and abilities through our pillars of focus: positivity, confidence, health, support and FUN!

Roles & Responsibilities

Directors and Coordinators: responsible for the overall governance, strategic direction, and financial stewardship of the NSA. Directors and Coordinators ensure the organization operates in alignment with the NSA's mission and values.

Coaches: responsible for delivering high-quality instruction and fostering a safe, supportive, and developmentally appropriate training environment for all athletes. Coaching practices are expected to align with the standards of Skate Canada and the National Coaching Certification Program (NCCP).

Athletes: responsible for participating in a manner that reflects commitment, respect, and personal responsibility within the NSA. Their behaviour contributes to the overall training environment and culture of the organization.



Volunteers: responsible for playing an important role in supporting the operations and success of the NSA. They are expected to contribute in a reliable, respectful, and responsible manner.

Parents/Guardians: valued partners in the development and success of athletes. Their support is essential in creating a positive and productive skating environment.



3. Skate Canada Membership and Payment Policies

Each skater must pay the Skate Canada Membership fee ONCE per season (i.e., September 1st-August 31st) regardless of the association at which it is processed. The Skate Canada fee is non-refundable by the skating school once processed. All skaters must be registered with Skate Canada prior to taking to the ice. The Skate Canada fee allows the skaters to obtain a membership with Skate Canada for the respective season the Skate Canada fee is paid, covers accident insurance and Safe Sport. For more information regarding the coverage associated with your Skate Canada Membership, please refer to the following link:

<https://info.skatecanada.ca/index.php/en-ca/?id=16:club-and-skating-school-operations-guide>

All programs must be paid in full prior to participation, unless a payment plan is previously discussed with the NSA Owner and Director, Madison Murray.

Administration fees are collected on a per program basis each season. If two or more family members from the same household are registered in the same program and session, only one Administration fee need be paid per family.

All skaters who have not passed their Skate Canada CanSkate Stage 5 (or equivalent) must wear a CSA certified helmet in accordance with the Skate Canada Helmet Use Policy implemented on July 1, 2011. More information can be found at <https://info.skatecanada.ca/index.php/en-ca/policies/58-helmet-use-policy.html>

Skaters who require special consideration (i.e., people with physical, mental, developmental, or learning disability) are allowed to have a parent or worker present on the ice, provided that the worker or parent is registered with Skate Canada and the Owner and Director, Madison Murray, has granted approval.

All members are required to create an Uplifter member account on the Northern Skating Academy's website: <https://northernskatingacademy.uplifterinc.com/login/>.

All registrations, invoices, tickets, and member details will be tracked via the Uplifter member account.

Applicable Payment Options

All administration fees and Skate Canada Membership fee can be paid through the following methods:

1. Cash
2. Cheque
3. E-Transfer
4. Credit Card via Square



Refund Policy

All payments made to the NSA are non-refundable.

Online Privacy Policy

All information collected during online registration is forwarded to Skate Canada for membership registration. We do not trade, sell, or otherwise transfer your personal information to external stakeholders.

The email address provided is used for registration processing and to send information/updates above the program registration, or other information of interest to all NSA members.

All written conversations via email, text message, or through social media accounts including but not limited to Facebook and Instagram, are subject to be used as official records of contact.



4. Coaching Standards and Expectations

The NSA recognizes that coaches play a critical role in the development of skaters both on and off the ice. Coaches are expected to serve not only as technical instructors but also as mentors, leaders, and role models who contribute to the personal growth, confidence, and long-term success of all athletes.

NSA Coaching Philosophy

Coaching within the NSA is grounded in a commitment to positive athlete development, safe sport principles, and continuous learning. Coaches are expected to foster an environment that promotes respect, encouragement, and excellence while prioritizing the physical and emotional wellbeing of all skaters.

As a coach within the Skate Canada system, coaching practice is supported by the National Coaching Certification Program (NCCP), which provides structured education and training to ensure high-quality, ethical, and effective coaching delivery.

Through the NCCP framework, coaches are responsible for developing the skills necessary to create a positive, inclusive, and impactful skating experience for all participants.

Coaching Pathways & Development

Skate Canada, in partnership with the Coaching Association of Canada, offers distinct NCCP coaching pathways. These pathways support coaches at different stages of their professional development.

Coaches are expected to pursue appropriate certification, ongoing education, and professional development in alignment with their coaching role and responsibilities. Further details on each NCCP pathway are available through official NCCP resources and the Coach Guide.

Professional Standards & Expectations

All coaches at the NSA are expected to uphold the following standards:

- Demonstrate professionalism, respect, and integrity at all times.
- Serve as positive role models for athletes, families, and peers.
- Deliver safe, structured, and developmentally appropriate sessions.
- Maintain coaching certifications and required NCCP training.
- Follow all policies and procedures established by the NSA, Skate Ontario, and Skate Canada.
- Foster a positive and inclusive training environment free from discrimination, harassment, or bullying.
- Communicate effectively and respectfully with skaters, parents/guardians, and colleagues.



5. Skater Code of Ethics

The NSA is committed to providing a safe, inclusive, respectful, and positive environment where all athletes can learn, develop, and achieve their personal skating goals. Athletes play an important role in fostering a culture that reflects the values of respect, integrity, accountability, and sportsmanship.

This Athlete Code of Conduct establishes the standards of behaviour expected of all athletes participating in all NSA programs, activities, events, training sessions, and competitions. This code applies to all registered athletes of the NSA, regardless of age, skill, and ability.

Professional Standards & Expectations

In addition to Skate Canada's Code of Ethics, all skaters of the NSA, or their parents and/or guardians on their behalf, agree to:

1. Respect Others

- Treat coaches, fellow athletes, officials, volunteers, parents/guardians, and facility staff with courtesy, dignity, and respect.
- All participants must speak respectfully and at an appropriate volume whenever conducting themselves as representatives of the Northern Skating Academy.
 - No swearing or inappropriate language by or around minors or at other people.
 - No yelling, screaming, or otherwise disruptive behaviour.
 - No interrupting instructors or program assistants.
 - If any questions should be asked, skaters are expected to do so respectfully.
- Respect individual differences and contribute to an inclusive environment free of discrimination, harassment, bullying, or exclusion.

2. Personal Conduct

- All athletes are expected to behave in a respectable and professional manner at all times.
- Wear appropriate attire to all sessions.
 - Off Ice attire:
 - Running Shoes
 - Breathable Clothing
 - On Ice attire:
 - Warm clothing, layers when necessary
 - Skaters must be in activewear to safely and comfortably participate in all on-ice activities (e.g., form fitted clothing with light weight by stretchy, breathable material)



- No jeans or baggy clothing that can restrict safe movement on the ice
- No fuzzy mittens that can stick to the ice surface
- CSA multiple impact approved helmet (required up to CanSkate Stage 5 or equivalent)
- Skates that fit and tied properly
- Follow all NSA policies, procedures, and safety requirements.
- Accept responsibility for ones' own actions and decisions.

3. Training and Participation

- Participate in all off and on ice activities, whenever possible.
- Skaters should commit to being on time to scheduled off and on ice sessions.
- Follow the directions of coaches, instructors, program assistances, and all NSA designated personnel.
- Participate to the best of their ability while maintaining a positive and respectful attitude towards learning and development.
- Communicate promptly regarding absences, injuries, or circumstance impacting participation.
- All participants of reasonable age and development are expected to take responsibility for themselves as an athlete by showing up to sessions prepared, focused, and ready to participate.

4. Safety

- Prioritize personal safety and the safety of others while on and off the ice
- Report any unsafe conditions, injuries, accidents, or concerns to an NSA coach or designated personnel immediately.
- The use of equipment is permitted only when accompanied by an NSA coach or designated personnel who is trained to safely and responsibly use the equipment.

5. Digital and Social Media Conduct & Communication

- Conduct oneself respectfully when using social media to promote and represent the NSA.
- Do not engaging in posting content that may harm, intimidate, harass, embarrass, or discriminate against any other individual.
- Protect the privacy and confidentiality of fellow athletes, coaches, and all NSA members.

Safe Sport & Respect in Sport

All members of the NSA will adhere to all current Skate Canada Safe Sport Policies including:

1. There is a zero tolerance for any harassment, bullying, abuse, discrimination or exclusion by or towards members of the NSA.



2. The NSA is anti-discrimination and welcomes and respects members of all ages, abilities, genders, ethnicities, sexualities and any other defining factors.
3. All measures of inclusion of all demographics are taken to ensure members are comfortable and included in all programs offered by the NSA.
4. All incidents involving injury, harassment, bullying, or abuse will be investigated, and reported to the appropriate authorities.
5. Employees of the NSA are required to complete the Skate Canada Respect in Sport Course Module as per their contracts.
6. All skaters are required to adhere to the Skaters Code of Conduct (see below).
7. All parents/ guardians of skaters are required to adhere to the Parents Code of Conduct (please refer to page 12).
8. All skating aids must be approved by the NSA prior to use on session.

Compliance and Accountability

Failure to comply with the Skater Code of Ethics will result in corrective action. Responses to misconduct will be determined based on the nature and severity of the incident and may include:

- Verbal reminders.
- Written warnings.
- Temporary suspension from all NSA-related programming and/or activities.
- Indefinite removal from specific programs or events.
- Additional disciplinary actions as determined by the NSA Owner and Director.

All disciplinary actions will be administered fairly, consistency and in accordance with the NSA and Skate Canada policies and procedures.

Athlete Acknowledgement

All NSA athletes are expected to adhere to the Skater Code of Ethics. Participation in the NSA programs, activities, and events signifies a commitment to uphold these standards and contribute positively to the NSA community.



6. Parent and Guardian Code of Conduct

The NSA recognizes that parents and guardians are essential in supporting athlete development and creating a positive skating environment. The Parent and Guardian Code of Conduct, establishes the standards of behaviour expectations of all parents and guardians who children participate in any NSA programs, activities, competitions, and events.

The NSA is committed to fostering a culture of respect, safety, and inclusion that supports athlete physical, emotion, and social well-being during their time with the NSA.

This Code of Conduct applies to all parents and guardians of athletes registered with the NSA while attending or participating in any academy-related activities and/or programming.

Professional Standards & Expectations

In addition to Skate Canada's Code of Ethics, all parents and guardians agree to:

1. Support Athlete Development

- Remaining informed via email, social media, phone calls, or in person.
- Helping their athlete arrive to every scheduled session on time and prepared whenever possible.
- Arriving or arranging the pick-up of their athlete post-sessions in a timely manner.
- Encourage their athlete to participate, learn, and develop at their own pace
- Meet the athlete where they are at.
- Support their athlete's commitment to training, competitions, and event participation.
- Encourage independence, responsibility, and respect in their athlete's participation.

2. Demonstrate Professional & Respectful Behaviour

- Speaking and behaving respectfully and professionally towards their athlete, instructors, and all members of the Northern Skating Academy at their athlete's session, on the way to and from the sessions, and at club meetings.
- Treat athletes, coaches, officials, volunteers, staff, and other families with courtesy and respect.
- Maintain appropriate behaviour at all Academy activities and events.
- Refrain from the use of abusive, threatening, discriminatory, harassing, or offensive language or behaviour at all times.
- Respect differing opinions and contribute positively to the Academy community.
- Encouraging their athlete to abide by Skate Canada's Code of Ethics and the Northern Skating Academy Skater Code of Ethics (please refer to page 9).

3. Respect the Coaching Environment



- Recognize and support the professional role of coaches in athlete development.
- Allow coaches to provide instruction without interference during training sessions, lessons, competitions, and events.
- Address questions or concerns through established communication channels and at appropriate times.
- Avoid coaching from the sidelines or undermining coaching decisions.

4. Respectful & Timely Communication

- Notify the Northern Skating Academy's director when they or their skater will be late or absent at any scheduled session in a timely manner.
- Follow established procedures for raising questions, concerns, or complaints.
- Ensure that relevant information regarding their athlete's health, safety, attendance, or participation is communicated promptly.
- Maintain confidentiality when discussing Academy matters involving other athletes or families.

5. Safety & Well-Being

- Support all Safe Sport initiatives and NSA policies designed to protect the safety of all NSA participants.
- Help with promoting a physically and emotionally safe environment for all athletes.
- Report concerns regarding misconduct, inappropriate behaviour, safety issues, or policy violations through appropriate reporting channels.
- Cooperate with NSA investigations and resolution processes when required.

6. Spectator Expectations

- Attending any recommended parent information sessions whenever possible.
- Demonstrate positivity and support to your skater and others.
- Refrain from disruptive behaviour that may interfere with athlete performance, coaching activities, or event operations.
- Respect the decisions of coaches, officials, judges, and event organizers.

7. Prohibited Conduct

- The following behaviours are inconsistent with NSA values and will not be tolerated:
 - Harassment, discrimination, bullying, or intimidation.
 - Verbal, emotional, or physical abuse toward any athlete, coach, or any member of the NSA.
 - Aggressive confrontations with coaches, volunteers, officials, athletes, or other parents.
 - Retaliation against individuals who raise concerns or make reports in good faith.
 - Conduct that compromises the safety, well-being, or enjoyment of all NSA members.



Failure to comply with the Parent and Guardian Code of Conduct will result in corrective action. Responses to misconduct will be determined based on the nature and severity of the incident and may include:

- Verbal reminders.
- Written warnings.
- Temporary suspension from all NSA-related programming and/or activities.
- Indefinite removal from specific programs or events.
- Additional disciplinary actions as determined by the NSA Owner and Director.

All disciplinary actions will be administered fairly, consistency and in accordance with the NSA and Skate Canada policies and procedures.

Parent & Guardian Acknowledgement

Parents and guardians are expected to review, understand, and comply with this Code of Conduct. By registering an athlete with Northern Skating Academy, parents and guardians acknowledge their responsibility to support the values, policies, and expectations established by the NSA and to contribute to a positive experience for all participants.



7. Employee & Contractor Code of Conduct

The NSA is committed to maintaining a safe, respectful, professional, and inclusive environment for all employees and contractors. Employees and contractors play a vital role in delivering programs, services, and supports that contribute to the continual success of the NSA and the development of its athletes.

This code applies to all individuals engaged by the NSA, including but not limited to:

- Full-time and part-time employees
- Contracted coaches and instructors
- Administrative personnel
- Any individual providing services on behalf of the NSA

Professional Standards & Expectations

All employees and contractors of the NSA agree to:

1. Criminal Background Check

- All employees and contractors above the age of majority working with youth are required to provide proof of a Criminal Record Check prior to working with the NSA.
- All employees and contractors above the age of majority are subject to a Criminal Record Check at any point during their employment.
- All employees and contractors are required to provide proof of an updated Criminal Record Check upon expiry.

2. Performance & Accountability

- All employees and contractors must be registered with Skate Canada before taking part in NSA programming.
- All coaches must be "In Good Standing" with Skate Canada prior to delivering lessons to athletes.
- Comply with all applicable training and certification requirements.
- All contractors are required to agree upon and sign a contract with the NSA prior to engaging with work. Copies will be kept by the NSA for the subsequent three years after the contract expires.
- Contractor payment will be agreed upon and followed through on a contractual basis.

3. Professional Conduct

- Treat athletes, parents/guardians, volunteers, colleagues, officials, and facility staff with respect and professionalism.
- Conduct oneself in a manner that reflects positivity on the NSA.
- Support and promote the NSA's mission, values, and objectives.
- Communicate professionally, respectfully, and promptly.
- Maintain professional boundaries in all athletes and parent communication.
- Adhere to the rule of 2, at all times.
- The NSA will not permit the engagement in inappropriate or unprofessional behaviour.
- Be reliable and punctual to all NSA related programming, activities, and sanctioned events.



- Participate in professional development activities as required.
- Comply with certifications, qualifications, and training requirements.
- Professional preparation and delivery of services.

Compliance and Accountability

Failure to comply with the Employee and Contractor Code of Conduct will result in corrective action. Responses to misconduct will be determined based on the nature and severity of the incident and may include:

- Verbal reminders.
- Written warnings.
- Temporary suspension from all NSA-related programming and/or activities.
- Indefinite removal from specific programs or events.
- Additional disciplinary actions as determined by the NSA Owner and Director.

All disciplinary actions will be administered fairly, consistency and in accordance with the NSA and Skate Canada policies and procedures.

Employee & Contractor Acknowledgement

All employees and contractors are expected to review, understand, and comply with this Code of Conduct. By accepting employment, entering into a contractual agreement, or providing services on behalf of the NSA, individuals acknowledge their commitment to the standards and expectations outlined in this document.



8. Volunteer Code of Conduct

The NSA values the dedication, commitment, and contributions of its volunteers. Volunteers play an important role in supporting program delivery, events (e.g., annual ice-skating show), and organizational operations.

This Volunteer Code of Conduct establishes the behavioural standards and expectations for all volunteers of the NSA to ensure a safe, respectful, inclusive, and positive environment for all NSA athletes, coaches, and parents/guardians.

This Code of Conduct applies to all individuals who volunteer on behalf of the NSA including but not limited to program assistances, event volunteers, and any other individuals acting in a volunteer capacity.

Professional Standards & Expectations

All individuals who volunteer on behalf of the NSA agree to:

1. Commitment and Reliability

- Fulfill assigned responsibilities to the best of their ability.
- Arrive on time and prepared for volunteer assignments.
- Notify the NSA Owner and Director, Madison Murray as soon as possible if unable to fulfill a commitment.

2. Respect and Professionalism

- Treat athletes, coaches, staff, officials, parents/guardians, spectators, and fellow volunteers with respect, dignity, and courtesy.
- Conduct oneself in a manner that reflects positivity on the NSA.
- Assist in fostering a welcoming, inclusive, supportive, and positive environment for all NSA athletes and its members.

3. Athlete-Centred Approach

- Prioritize the safety and well-being of all NSA athletes.
- Encourage positive sportsmanship, respect, and personal development.
- Refrain from all behaviour that may undermine the authority of coaches, officials, and NSA leadership.

4. Respect for Property and Facilities

- Respect the NSA property and equipment.
- Follow facility rules and safety procedures.
- Report hazards, damage, or safety concerns promptly to NSA leadership.
- Help maintain a clean, organized, and safe environment.

Confidentiality and Privacy

Volunteers may have access to confidential information relating to athletes, families, coaches, and NSA operations.



Volunteers are expected to:

- Protect confidential and personal information through non-disclosure.
- Discuss confidential information with authorized NSA representatives, only.
- Respect the privacy of athletes and families.
- Comply with all NSA privacy and confidentiality requirements.

Safe Sport Expectations

The NSA is committed to providing an environment free from abuse, harassment, discrimination, bullying, neglect, and misconduct.

Volunteer shall:

- Promote a safe and respectful environment for all NSA athletes and members.
- Comply with all applicable Safe Sport requirements and NSA policies.
- Report concerns regarding athlete safety, misconduct, maltreatment, or policy violations through appropriate reporting channels.

Volunteers must not engage in any form of:

- Harassment or discrimination.
- Bullying or cyberbullying.
- Physical, verbal, emotional, or psychological abuse.
- Intimidation or threatening behaviour.
- Inappropriate relationships or boundary violations.

Compliance and Accountability

Failure to comply with the Volunteer Code of Conduct will result in corrective action. Responses to misconduct will be determined based on the nature and severity of the incident and may include:

- Verbal reminders.
- Written warnings.
- Temporary suspension from all NSA-related programming and/or activities.
- Indefinite removal from specific programs or events.
- Additional disciplinary actions as determined by the NSA Owner and Director.

All disciplinary actions will be administered fairly, consistency and in accordance with the NSA and Skate Canada policies and procedures.

Volunteer Acknowledgement

All volunteers are expected to review, understand, and comply with this Code of Conduct. By volunteering with the NSA, individuals acknowledge their commitment to the standards and expectations outlined in this document.

9. Risk Management and Emergency Procedures

The NSA is committed to providing a safe environment for all athletes and its members. Risks associated with the sport of skating will be mitigated through pre-determined



lesson plans and ice safety evaluations including but not limited to ensuring there are 1 coach for every 10 skaters and ensuring the skaters are with fellow athletes at a similar skill ability.

Risk Management Principles

The NSA is committed to:

- Promoting health and safety on and off the ice.
- Identifying and reducing foreseeable risks.
- Implementing risk management procedures.
- Coordinating emergency preparedness efforts.
- Ensuring all members of the NSA understanding emergency protocols.
- Maintaining incident reporting systems.
- Maintaining safe facilities and operating practices.
- Supporting compliance with application legislation, facility requirements as per the City of Greater Sudbury, and governing standards.
- Providing education and training regarding safety and emergency procedures.
- Reviewing and improving risk management practices on an ongoing basis.

Coaches, Employees, and Contractors shall:

- Follow establishes safety procedures.
- Monitor athlete safety on and off the ice.
- Report hazards, incident, and injuries to the NSA member in charge.
- Participate in emergency response activities when requires.
- Commit to maintaining First Aid and CPR C certification.
- Take reasonable steps to prevent foreseeable harm.

Athletes are expected to:

- Follow safety instructions relayed by NSA coaches on and off the ice.
- Using equipment appropriately, and with a certified/trained coach.
- Report any injuries, hazards, and unsafe conditions.

Parent/Guardians:

- Provide accurate emergency contact information.
- Inform the NSA Owner and Director of any medical conditions or information.
- Support the NSA safety protocols and emergency procedures.

Risk Identification and Assessment

The NSA shall regularly identify and assess risks associated with the following:

- On-ice training activities.
- Off-ice training activities.
- Competitions and events.
- Travel and accommodations.



- Facility operations.
- Equipment usage.
- Volunteer activities.
- Weather-related concerns.
- Health and safety hazards.

Risk assessments will be conducted on a regular and continual basis to mitigate any foreseeable risks to NSA athletes, coaches, employees, contractors, volunteers, parent/guardians and any individual associated with the NSA.

Injury Prevention and Safety Measures

The NSA shall implement reasonable and feasible measures to reduce the likelihood of injury, including:

- Maintaining safe training environments.
- Ensuring appropriate coach to skater ratios.
- Monitoring ice and facility conditions.
- Requiring proper equipment and attire.
- Providing safety education where appropriate.
- Following facility operating procedures.

All NSA athletes are expected to skate and train to the best and within their abilities under coach supervision.

Emergency Preparedness

The NSA assumes all responsibility for implementing appropriate emergency preparedness measures. In the event of an emergency, the NSA staff are committed to the following:

- Assessing the immediate situation and ensure the area is safe.
- Contact emergency medical services (911) when required.
- Provide appropriate first aid within the responder's level of training.
- Notify the NSA Owner and Director.
- Contact the athlete's parents/guardians or emergency contact immediately.
- Complete and incident report immediately following the event.

Individuals shall not provide medical treatment beyond their qualification or training.

Incident Reporting

All members of the NSA are responsible for reporting the following incidents immediately to the NSA Owner and Director or the NSA coach in charge:

- Injuries requiring medical attention
- Facility hazards
- Property damage
- Behavioural incidents



- Safe sport concerns
- Medical emergencies

Reports should be submitted to the NSA leadership as soon as reasonable possible following the incident. The NSA shall maintain records of incidents for risk management and continuous improvement purposes.

Rowan's Law & Concussions

The NSA is committed to adhering to concussion awareness, prevention, identification, management, and return-to-sport requirements established under the concussion policies and protocols of Skate Ontario

(<https://skateontario.org/rowans-law-concussion-information/>).

The NSA recognizes that concussions are a significant health concern and is dedicated to fostering a culture of safety through education, awareness, and responsible injury management. All athletes, coaches, employees, contractors, volunteers, and parents/guardians are expected to support concussion prevention efforts and comply with all concussion-related procedures, including reporting, removal from activity, medical assessment, and return-to-sport requirements.

The NSA will maintain and implement concussion management practices that align with current legislative requirements and the standards established by Skate Ontario to ensure the safety and well-being of all athletes.



10. Dispute Reporting & Resolution Policy

The NSA places the highest priority on ensuring there is a safe, professional, inclusive, and respectful environment for all members of the NSA. This policy promotes awareness, fairness, equity, transparency, prevention, and appropriate timely response and resource of reported violations to this policy. The NSA recognizes that disagreements, concerns, and disputes may arise and is committed to addressing such matters fairly, promptly, and respectfully.

The purpose of this policy is to establish a transparent process for reporting, reviewing, and resolving disputes while promoting open communication, accountability, procedural fairness, and the best interests of the NSA and its members.

Scope/Applicability

This policy applies to dispute involving athletes, parents/guardians, coaches, employees, contractors, volunteers, and all individuals involved with the NSA.

This policy applies to disputes arising from NSA programs, events, competitions, operations, communications, or conduct occurring in connection with the NSA. This policy does not replace reporting obligation relating to:

- Abuse, harassment, discrimination, bullying or safe sport concerns;
- Criminal matters;
- Child protection matters;
- Matters governed by external organizations or regulatory bodies.

Guiding Principles

Northern Skating Academy is committed to resolving disputes in accordance with the following principles:

- Respect and professionalism;
- Fairness and impartiality;
- Confidentiality where appropriate;
- Timely resolution;
- Open and honest communication;
- Protection from retaliation;
- Compliance with applicable laws and governing body requirements.

All parties involved in a dispute are expected to participate respectfully and in good faith.

Informal Resolution

Whenever appropriate, individuals are encouraged to address concerns informally before initiating a formal complaint.

Informal resolution may include:

- Direct communication between the parties involved;



- Facilitated discussions;
- Meetings with coaches, Academy leadership, or designated representatives;
- Clarification of misunderstandings or expectations.

The goal of informal resolution is to resolve concerns collaboratively whenever possible. Participation in informal resolution is voluntary unless otherwise directed by Academy leadership.

Formal Dispute Reporting

If a matter cannot be resolved informally or is of a serious nature, an individual may submit a formal complaint.

Formal complaints should be submitted in writing and include:

- The name of the complainant;
- The names of individuals involved;
- A description of the incident or concern;
- Relevant dates, times, and locations;
- Any supporting information or documentation;
- The desired resolution, if known.

Formal complaints shall be submitted to:

- The NSA Director, or designated NSA representative.

Complaints should be submitted once all members involved have had sufficient time to reasonably calm down following the incident, as per the conflict cool down clause.

Conflict Cool Down Clause

The NSA recognizes that disagreements, misunderstandings, and differing perspectives may arise within a collaborative sport environment. The Academy is committed to resolving disputes and conflicts through respectful communication, active listening, and solution-oriented discussions.

To support effective conflict resolution, all members of the NSA are expected to allow for an appropriate cool-down period when emotions are elevated or when a concern cannot be resolved constructively in the moment. Whenever possible, NSA members are encouraged to allow a minimum of 24 hours before initiating discussions regarding concerns involving heightened emotions or disagreement. Individuals are encouraged to take reasonable time to de-escalate, reflect on the situation, and prepare for a respectful and productive conversation before initiating further discussion.

During this cool-down period, all members of the NSA shall:

- Refrain from engaging in heated discussions, arguments, or confrontational interactions;
- Avoid addressing concerns in the presence of athletes, spectators, or other uninvolved individuals;



- Approach discussions with the intention of understanding, collaboration, and resolution.

Following an appropriate cool-down period, concerns should be addressed respectfully between the involved parties or, where appropriate, with the support of a designated NSA representative.

The use of respectful communication and conflict resolution practices supports a positive, safe, and inclusive environment for all members of Northern Skating Academy. The 24-hour minimum cool-down period does not apply to urgent matters involving athlete safety, misconduct, harassment, abuse, discrimination, or Safe Sport concerns. Such concerns must be reported immediately through the appropriate NSA reporting channels, including the NSA Director or designated Safe Sport representative.

Complaint Review & Assessment

Upon receipt of a complaint, the NSA shall:

1. Acknowledge receipt of the complaint.
2. Conduct an initial review of the information provided.
3. Determine whether the matter falls within the scope of this policy.
4. Determine the appropriate process for resolution.

The NSA may:

- Seek additional information;
- Meet with involved parties;
- Refer the matter to mediation;
- Initiate an investigation;
- Refer the matter to an external organization or authority where appropriate.

The Academy shall maintain records of formal complaints, investigations, decisions, and resolutions in accordance with applicable privacy and record-retention requirements. Access to records shall be limited to authorized individuals.

Investigational Process

Where an investigation is deemed necessary, the Academy shall:

- Appoint an impartial individual to review the matter;
- Provide involved parties with an opportunity to share relevant information;
- Review available evidence and documentation;
- Maintain confidentiality to the greatest extent possible;
- Conduct the process in a timely and fair manner.

All participants are expected to cooperate honestly and respectfully throughout the investigation process.

Resolution Outcomes

Following review or investigation, the Academy may determine one or more of the following outcomes:



- No further action required;
- Informal resolution or facilitated discussion;
- Education, coaching, or training requirements;
- Written warning;
- Behavioural agreement;
- Temporary restrictions or conditions;
- Suspension of privileges or participation;
- Removal from specific roles or responsibilities;
- Other corrective measures deemed appropriate.

Outcomes shall be proportionate to the nature and severity of the issue.

Confidentiality

All individuals involved in a dispute shall respect the confidentiality of the process. Information shall be shared only with those who require access for the purpose of resolving the matter or fulfilling legal, regulatory, or governance obligations. Confidentiality cannot be guaranteed where disclosure is required by law, policy, or participant safety considerations.

Protection from Retaliation

Northern Skating Academy prohibits retaliation against any individual who:

- Reports a concern in good faith;
- Participates in a dispute resolution process;
- Provides information during a review or investigation.

Retaliation may result in disciplinary action.

Acknowledgement

All members, athletes, coaches, employees, contractors, volunteers, and parents/guardians are expected to comply with this policy and cooperate in good faith with the dispute resolution processes established by the NSA, Skate Ontario, and Skate Canada.