



Sport Field Strategy



Youth soccer practice on a field in Vancouver



LAND ACKNOWLEDGEMENT

We acknowledge that the sport fields and other facilities we discuss in this project are built on the unceded territories and homelands of the xʷməθkʷəy'əm (Musqueam), Skwkwú7mesh (Squamish), and səlilwətał (Tseil-Waututh) Nations. We thank them for continuing to care for these lands and waters since time immemorial. The Park Board recognizes its own legacy of colonialism, including the forced removal of Indigenous peoples from their lands to create parks and athletic facilities. This work aims to contribute to athletic facilities that better reflect and support local First Nations cultures and provide more equitable opportunities for Indigenous athletes and field users.

EXECUTIVE SUMMARY



Young soccer players practicing on West Point Grey field.

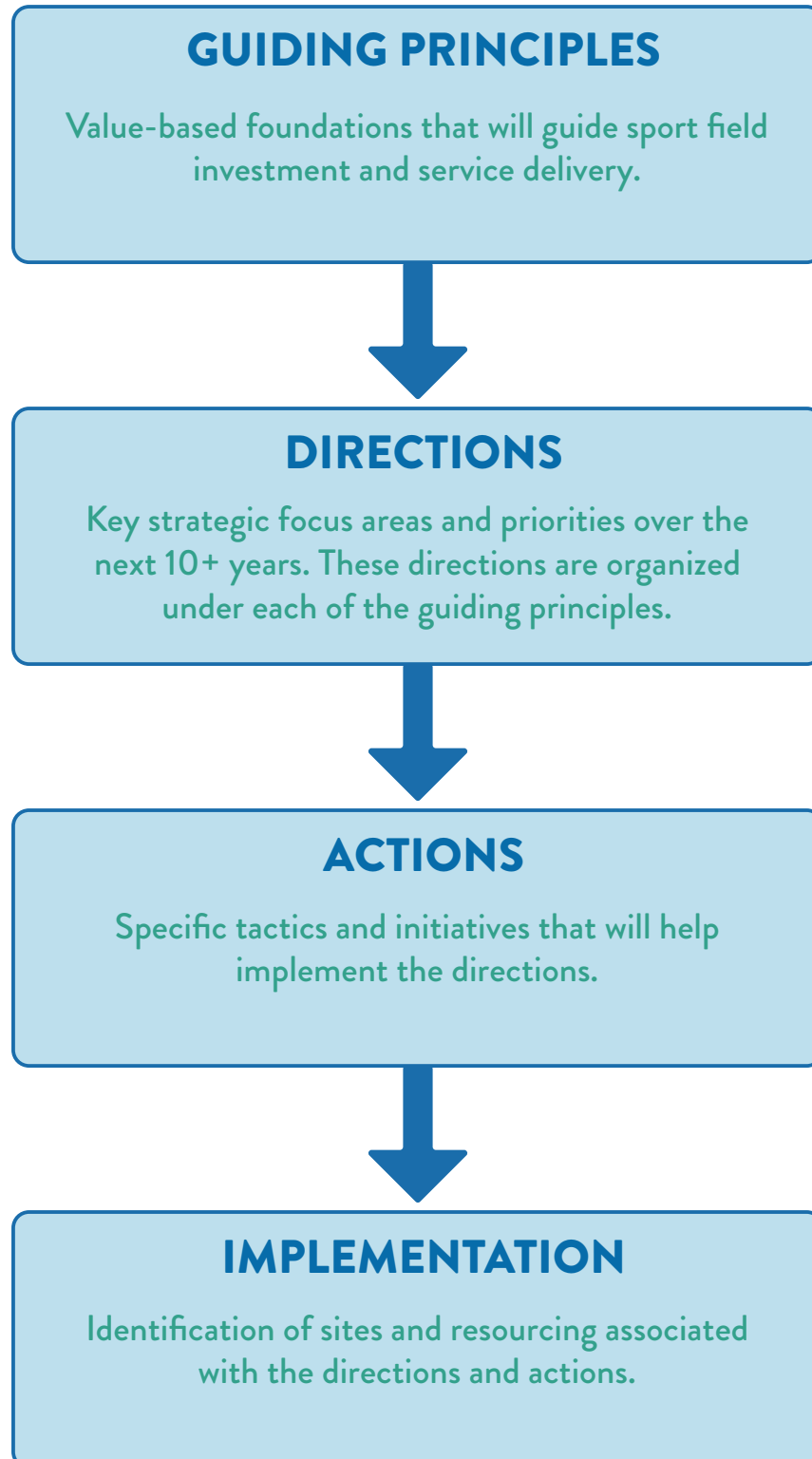
The Sport Field Strategy (SFS) has been developed to guide city-wide sport field development, management and maintenance decision-making in Vancouver over the next 10+ years, and to provide a basis for ongoing capital and operating plans and budgets.

The Strategy, including its implementation plan, responds to direction provided by VanPlay, the Park Board's Parks and Recreation Services Master Plan, considering the management, maintenance and renewal of the sport field inventory through a city-wide equity lens to service delivery, while making a commitment to Reconciliation and decolonization. This aligns with VanPlay's first two strategic bold moves: to meet asset needs and to advance equity.

The Strategy's implementation plan is based on the background review, research, analysis and engagement undertaken through the development of the Strategy as outlined throughout the appendices, and summarized in sections 1-4 of the Strategy. For a complete picture of inputs that informed and shaped the implementation plan, the Strategy should be read in conjunction with the appendices, especially the Current State Research Findings Report (Appendix A), the Environmental and Human Health Report (Appendix B), and the "What We Heard" Reports that provide the findings for the three phases of engagement (Appendices C, D, and E).

Figure 1 on the following page provides an overview of the key guiding content that comprises Sections 5 - 7 of the Strategy. This content is further explained and summarized on subsequent pages of the Executive Summary (pages IV - XVIII).

FIGURE 1: STRATEGY CONTENT OVERVIEW



Section 5 introduces the Strategy’s four guiding principles. These guiding principles provide value based foundations that will guide sport field investment and service delivery.

GUIDING PRINCIPLES



Players on the field at Hillcrest Park

Section 6 outlines the Strategy's eight directions. The directions and their associated action reflect key focus areas that will strengthen how sport fields are planned and managed.

DIRECTIONS



1. Implement a renewed Sport Field Classification System.



2. Seek opportunities to apply a revenue generating lens.



3. Implement an equity model for allocation, booking, and permitting of fields.



4. Facilitate spontaneous use of select rectangular sport fields and ball diamonds for residents.



5. Focus available capital resources on field quality and adding functional capacity.



6. Work with local First Nations and the urban Indigenous population to increase the ways in which the sport field inventory reflects Indigenous culture and sport needs.



7. Enhance collaboration with key local and regional partners in the planning, delivery, joint use and maintenance of sport fields.



8. Continue to leverage opportunities from sport hosting.

The implementation plan can be found in Section 7. It recognizes that implementation of the Strategy will occur over a number of years and is dependent on the availability of resources through capital planning and budgeting processes, grant opportunities through senior levels of government, new or expanded sources of potential revenues, and partnerships. The sport field system is primarily funded through the city's capital and operating budgets. The implementation plan clearly identifies resourcing requirements to enable delivery of this strategy and the financial impacts for budget deliberation. Occasionally, other levels of government provide capital funding associated with a major event, which can benefit the community beyond the event date. This strategy recommends that consideration should also be given to alternative mechanisms for funding including a sport field renewal reserve (Action 2.C), a sustainable funding source to support minor upgrades (Action 5.C) and other mechanisms including fundraising initiatives and partnerships.

The implementation plan consists of two primary components:

41 operational and administrative actions related to the 8 Strategy directions that will require work by various Park Board divisions, and in some cases may require external support. Section 7 provides a roadmap for the implementation of these actions and includes resource requirements, and proposed phasing. The table below presents a summarized version, highlighting just the actions with recommended phasing. The implementation of the actions will require incremental operational resourcing and will need to be considered in conjunction with other Park Board and City needs.

Action	Timing Short Term (0-5 yrs) Medium Term (5-10 yrs), Long Term (10 years +), Ongoing (entire duration of the Strategy)
DIRECTION #1: Implement a renewed Sport Field Classification System	
A. Review the Sport Field Classification on a periodic basis to ensure continued alignment with current best practices and review if any existing sport fields require re-classification.	Ongoing (Annual)
B. Align maintenance practices with the new Sport Field Classification System.	Short, Ongoing
C. Undertake an accessibility audit of all sport fields including access to the fields and associated amenities.	Medium Term
D. Update the bookable rectangular sport fields and ball diamonds information in the ActiveNet Reservation System; update booking processes, and marketing information, and add accessibility information to ActiveNet details.	Short Term
E. Create and maintain a master list of classified sport fields in a comprehensive (GIS) database including spatial referencing, ensuring it is available to staff and updated regularly.	Short Term, Ongoing
F. Create and maintain a master list of sport field amenities such as lighting and player benches in a comprehensive (GIS) database including spatial referencing, ensuring it is available to staff and updated regularly.	Short Term, Ongoing
G. Utilize the guidelines provided for each class of sport field to inform new facility builds, support amenity upgrades (e.g. lighting, storing, fencing), field retrofits, and overall alignment with best practices in accessibility (expanding beyond mobility). <i>*See sport field cut sheets in Appendix G.</i>	Ongoing
DIRECTION #2: Seek opportunities to apply a revenue generating strategy lens.	
A. Upon completion of the Fees and Charges Policy (VanPlay rec R.2.3), update and align all outdoor permit fees with new field classifications and new user group types to be developed through the sport field allocation framework (Direction #3).	Short Term
B. In concert with the Park Board's implementation of the Auditor General's Revenue Management Performance Audit, create a Pricing Strategy (cost recovery targets based on identification of direct and indirect costs) as a complement to the completed Fees and Charges Policy and a means to determine ROI (Return on Investment) while balancing needs for equitable access and affordable core services.	Short Term
C. In concert with the Park Board's development of the Infrastructure Fee Framework, pursue the creation of a sport field renewal reserve to be utilized and dedicated specifically to sport field renewal and minor upgrades.	Short Term
D. Establish an equipment storage fee associated with the implementation of Action 5.F, the development of an equitable sport equipment storage plan.	Short Term

Action	Timing Short Term (0-5 yrs) Medium Term (5-10 yrs), Long Term (10 years +), Ongoing (entire duration of the Strategy)
DIRECTION #3: Implement an equity model for allocation, booking, and permitting of fields	
<p>A. Complete a new sport field allocation framework (per VanPlay recommendation R.2.6) that includes:</p> <ul style="list-style-type: none"> » Clarity on how user groups and programming will be prioritized and how use of all facilities will be maximized to benefit users, operators and administrators; » How seasonal, league and event needs and applications will be processed and managed; related user expectations and commitment requirements; » Clear standards of play for every permitted activity to ensure that each sport receives the right amount of play and practice time for different levels of play and age groupings to be successful under the Long Term Development Model (Sport for Life) for their sport; guidelines on how sports are optimally located/placed and scheduled ensuring all groups have equitable access to a range of facility classifications, days of the week and times; in season field and facility management; with particular emphasis on; management of new and emerging sports, non-resident organizations, exceptions to regular operating seasons and hours, scheduled and unscheduled closures, etc.; related administration and authority clarifications. 	Short Term
<p>B. Establish clear expectations and enforcement guidelines/code of conduct for sanctioned and unsanctioned use and maintenance of facilities and amenities and establish a monitoring program to report and support.</p>	Short Term
<p>C. Restructure and resource the Outdoor Sport Facilities (OSF) office, its permit processes and communication methodologies to support transition from historical to needs based and equitable allocation.</p>	Short Term, Ongoing
<p>D. Following the implementation of the new sport field allocation framework undertake a periodic review of the sport field system's capacity compared to known need for prime permit hours and projected growth needs in order to ensure the inventory's total size and distribution between classification is meeting community needs. Consider reclassifying bookable fields to Class C or D, or removing select fields from the sport field inventory, to facilitate additional spontaneous use and events spaces if there is a surplus of prime permit hours available in the inventory. Consider rest periods for fields and factor in a sufficient amount of "spare" fields to offset impacts of fields being offline for renewals or upgrades.</p>	Medium Term, Long Term
DIRECTION #4: Facilitate spontaneous use of select sport fields and ball diamonds for residents.	
<p>A. Encourage the spontaneous and casual use of select natural turf, all-weather fields and diamonds by removing perceived barriers to accessing them; use promotional campaigns and structured communications to encourage use when facilities are available for use (e.g. not permitted for sport or special events use and not closed for maintenance).</p>	Medium, Ongoing

Action	Timing Short Term (0-5 yrs) Medium Term (5-10 yrs), Long Term (10 years +), Ongoing (entire duration of the Strategy)
DIRECTION #5: Focus available capital resources on field quality and adding functional capacity.	
A. Undertake the recommended “big move” capital projects, as funding permits.	Short, Medium, and Long Term (refer to Section 9.3)
B. Use the Strategy’s site selection criteria to identify, prioritize, and sequence future major and minor sport field capital projects, and on an ongoing basis to re-evaluate these potential projects, and as needed when prioritizing as part of the capital planning process.	Ongoing
C. Advocate for and implement the use of a formalized sustainable funding source to support the minor upgrades program in order to complete priority field renovation projects which will yield immediate improvements to functional capacity, playability and safety.	Short Term, Medium Term
D. Develop minor upgrades program project list cross departmentally, aligned with budget cycles. Validate with user groups through the Vancouver Field Sport Federation. The list may be modified between budget cycles to respond to emerging safety concerns or sport rule changes (e.g. new outfield lengths).	Ongoing
E. Develop and implement a system to better understand operating costs of each classification of sport fields, including future potable water charges, in order to ensure sufficient operating budgets for the existing system, as fields are reclassified, and as new fields are developed.	Medium Term
F. Work with the City’s Real Estate, Environment and Facilities Management (REFM) staff to establish roles and responsibilities for user installed lighting, exploration of new remote light management, field lighting improvement and maintenance plan for all existing and future fields.	Short Term, Ongoing
G. Develop and implement an equitable sport equipment storage plan that uses the inventory of sports storage spaces in fieldhouses and explores standalone storage options in parks to meet the storage needs associated with the field classification system, as feasibility allows. Storage should be seasonal, paid, and tied to park use. <i>This could be embedded into the Outdoor Field Allocation and Management Policy.</i>	Short Term, Ongoing
H. Establish a sport equipment storage booking system.	Short Term
I. Install the necessary technology that will enable a remote access control management solution, enabling permitted user access to secured field, washroom, changeroom and storage units in new and renewed fieldhouses. Prioritize implementation of remote access control in new and renewed facilities as part of the implementation of the Washroom & Fieldhouse Strategy.	Medium Term
J. Establish clear roles and responsibilities matrix and related documentation for user groups involved in the planning, design, construction, maintenance, renovation and general management of outdoor facilities and amenities.	Short Term

Action	Timing Short Term (0-5 yrs) Medium Term (5-10 yrs), Long Term (10 years +), Ongoing (entire duration of the Strategy)
DIRECTION #6: Work with local First Nations and the urban Indigenous population to increase the ways in which the sport field inventory reflects Indigenous culture and sports.	
A. Work with Musqueam, Squamish and Tsleil-Waututh Nations on an ongoing basis to identify high priority sport field projects and initiatives.	Short Term, Ongoing
B. Continue to submit project referrals to Musqueam, Squamish and Tsleil-Waututh Nations to seek rights holder input on upcoming or active projects including the location and scope of changes to sport fields including, but not limited to, opportunities for cultural visibility in facility design.	Ongoing
C. Consider the inclusion of sport fields within ongoing discussions regarding park naming protocols with Musqueam, Squamish and Tsleil-Waututh Nations.	Medium Term
D. Incorporate decision making around major sport field capital projects, allocations and sport field classification within Stanley Park into ongoing discussions with the Musqueam, Squamish and Tsleil-Waututh Nations through the Stanley Park Comprehensive Plan. <i>This Strategy is providing information to help inform those discussions without providing direction.</i>	Short Term, Ongoing
E. Reflecting upon the Indigenous Long-Term Participant Development Pathway and in consultation with the Indigenous Sport, Physical Activity and Recreation Council (iSparc), the Indigenous Physical Activity and Cultural Circle and local Indigenous sport leaders, collaborate on key administrative actions emerging from this Strategy, including the development of the Outdoor Facility Allocation and Management Policy.	Short, Medium and Long Term
F. Support the growth of Indigenous sport and cultural priorities, including lacrosse, in Vancouver through consideration in the allocation policy as well as the implementation of Big Move #5.	Short, Medium and Long Term
DIRECTION #7: Enhance collaboration with key local and regional partners in the planning, delivery and maintenance of sport fields.	
A. Consider regional supply and demand when assessing sport field needs and, wherever possible, communicate with regional municipalities to avoid duplication and make best use of available resources.	Ongoing
B. Work with surrounding municipalities and government partners to establish and maintain a sport field task force to discuss data sharing, share information on upcoming capital projects and share best practices.	Long Term
C. Create a joint Vancouver Park Board - Vancouver School Board outdoor sport facility working group with a commitment to meet regularly to address the planning, design, operation and permitting of Park Board and school sport facility sites.	Short Term, Ongoing
D. Formalize joint use agreements and payment structures for all schools (VSB, private and Conseil Scolaire Francophone (CSF) utilizing Park Board fields.	Ongoing
E. Work collaboratively with the Vancouver Field Sport Federation (VFSF) on sport field planning and development.	Ongoing
F. Explore opportunities for access to high quality, well maintained fields at private or UBC facilities to offset field loss during times that Park Board fields are offline due to renewal.	Ongoing

Action	Timing Short Term (0-5 yrs) Medium Term (5-10 yrs), Long Term (10 years +), Ongoing (entire duration of the Strategy)
DIRECTION #8: Continue to leverage sport hosting opportunities.	
A. Collaborate with other City departments to seek an appropriate return on investment from sport hosting ventures considering both revenue generation and community benefit.	Ongoing
B. Working with host organizers, leverage their event and funding sources, to create significant legacy infrastructure or programs at no or low taxpayer cost to be enjoyed by user groups and the community.	Ongoing
C. Direct any requests from affiliated and/or established sport groups and organizations seeking facility upgrades to host a championship or event to the Park Board’s unsolicited proposals process. In doing so, clearly identify timelines for proposal submission in relation to target tournaments, and expectations that proposal acceptance by the Park Board must be completed prior to applying to host.	Ongoing

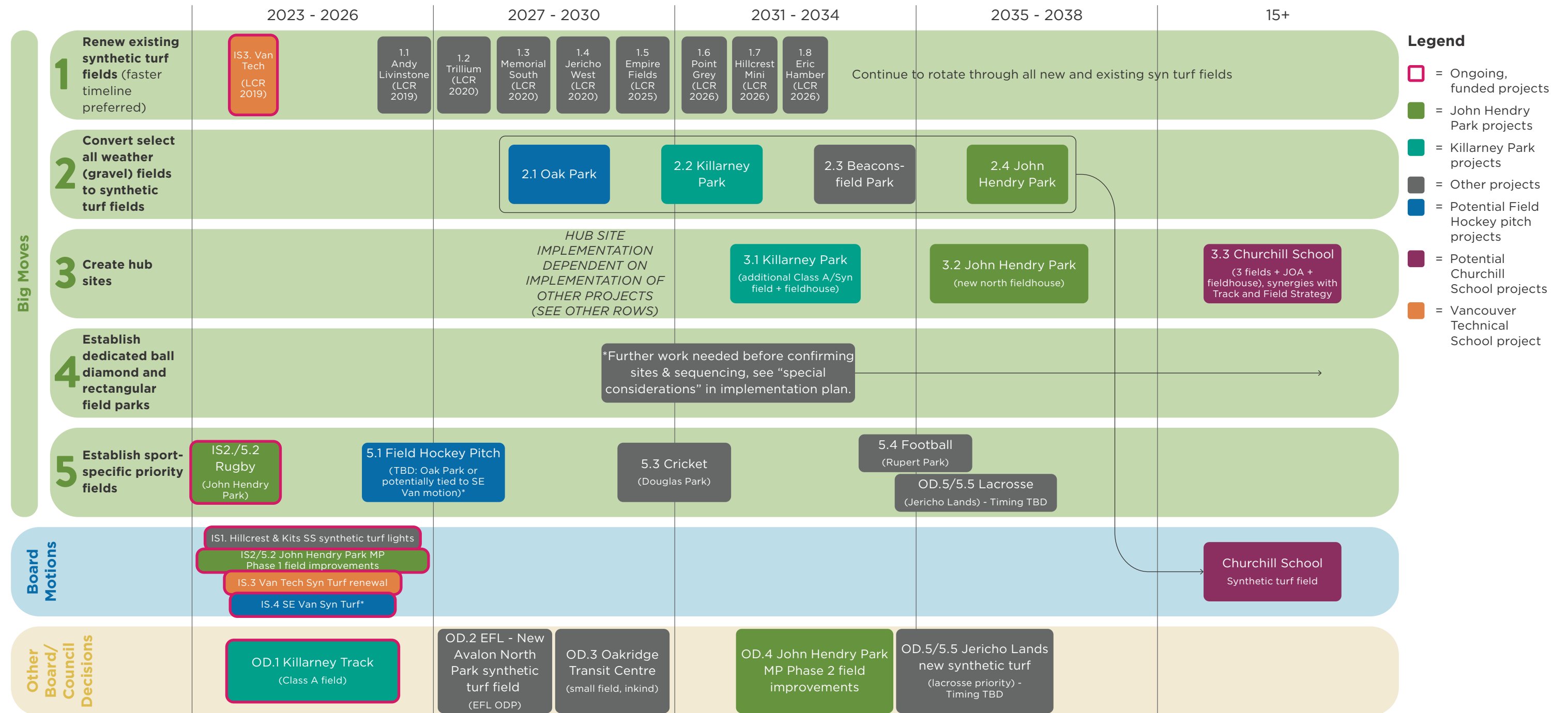
Recommended capital projects associated with a series of “big moves”:

1. Renew existing synthetic turf fields
2. Convert select All-weather (gravel) fields to synthetic turf fields
3. Create hub sites
4. Establish dedicated ball diamond and rectangular field parks
5. Establish sport-specific priority fields

Pages XVI to XVII provide a sequencing diagram which identifies specific projects recommended for each “big move” with a focus on proposed sequencing and capital costs aligned with the city’s four year capital plan cycle. A detailed table including costing is also included in Section 7 on pages 102 - 108. The table and diagram integrate the “big move” projects with major sport field capital projects outside of the Strategy, identified through past Board motions and decisions. Instream (current/ongoing) projects are identified for reference. The sequencing diagram is included below in Figure 2. Implementation timing for capital projects recommended through the Strategy is not confirmed and will be contingent on future capital planning processes along with other requests from Park Board for funding and projects from across different City service areas.



FIGURE 2: SEQUENCING PLAN: “BIG MOVES” AND OTHER SPORT FIELD PROJECTS



note: “ongoing” projects, and OD.3 have confirmed funding sources. All others are contingent on future capital planning. This diagram is intended to highlight sequencing and inter-relationships.
* SE Van Syn Turf is an active board motion, outside of the SFS, details pending

Section 7 also includes a series of special considerations related to capital project implementation. Special considerations associated with FIFA World Cup 26 Vancouver™, timing of Big Move #4, impacts to baseball diamonds resulting from the implementation of the instream and “big move” projects, field hockey, Vancouver School Board sites, rainwater management, City of Vancouver land use and neighbourhood planning, fieldhouse projects, as well as a series of site specific considerations are also included to support the implementation of the Strategy by providing guidance on decisions related to sport fields that are expected to be made outside of the Strategy or which cannot be fully realized until other work is completed.



PROJECT ACKNOWLEDGEMENTS

The Vancouver Board of Parks and Recreation would like to thank all those who have contributed to the Sport Field Strategy by providing guidance, direction and feedback.

Staff would like to thank the members of the Vancouver Field Sport Federation for their contributions to the development of this Strategy and their ongoing advocacy for improvements to Vancouver's sport field system since their inception.

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GLOSSARY OF TERMS

ACCESSIBILITY: Accessibility refers to the universal design of products, devices, services, or environments for people who experience barriers to participation.

AFFILIATION POLICY: Outlines the terms and conditions by which a sport group qualifies for a priority status and its related privileges such as discounted fees and preferred access to permitted sport facilities. It reflects Park Board priorities and, in particular, its commitment to diversity, inclusion, equity and reconciliation.

ALLOCATION: Refers to a data and policy driven process used to optimize the use of and prioritize access to sport fields. The process includes the calculation of seasonal hours of entitlement for organized sport groups and the distribution of those hours by day of the week, time of day and by type and location of facility.

AMENITY: Refers to an element of a sport and recreation site. Core amenities include a sport field surface itself. Support amenities refer to infrastructure such as lighting, storage, washrooms, etc.

“BOOKABLE” SPORT FIELDS: Categorized based on the practical, variable field spaces as they are currently allocated for play and in which fees are collected.

COMMUNITY SPORT: Includes sports instruction, camps, practice, games and competitive activities delivered by local youth, adult and commercial organizations in addition to sport related programs and camps offered by the Park Board and their partner organizations. These activities are authorized and permitted by the Park Board. Permitted/affiliated community sport users can permit multi-user spaces in fieldhouses for occasional or ongoing use.

COST RECOVERY: The percentage of expenditures recovered through revenues, most commonly through user fees. For example, if a sport field had expenditures of \$1,000 per year and generated \$100 in revenues would be a cost recovery of 10% (or \$0.10 recovered for every \$1.00 spent).

DEDICATED FIELD: Refers to a field that is built and/or allocated for a targeted type of sport field activity or user group. The Park Board generally attempts to provide sport fields that accommodate multiple types of activities and uses, however in some instances dedicated fields are required due to specialized surface or support amenity needs.

EQUITY: As it relates to VanPlay’s definition of equitable access: “Recognition of the inherent privileges some populations have to access and enjoy parks and recreation and provide added support and welcome to those populations without this privilege.”

INSTREAM PROJECTS: Ongoing sport field implementation projects, approved or directed by the Board outside of the Sport Field Strategy including projects directed by the Board on December 5th, 2022.

LEGACY FUNDING / FACILITY: Refers to infrastructure that was funded in full or part through resourcing tied to a special event that results in a broader, long-term community benefit.

LONG TERM DEVELOPMENT MODEL (LTD): Provides a framework for the development of every child, youth and adult to enable optimal participation in sport and physical activity. Known as ‘Long Term Development in Sport and Physical Activity’ (Sport for Life) this approach promotes both sporting excellence at the highest international level and life-long engagement in health-enhancing physical activity.

LOW BARRIER RECREATION: In the context of the Strategy, refers to sport field opportunities that are available at no or a low cost. Programming that meets this criteria (or which can be subsidized through available support programs) and fields available for spontaneous / unstructured use without the need for a permit are examples of low barrier recreation within the sport field context.

MULTI-FIELD HUB SITES: Generally used to refer to field sites with three or more Class A and/or synthetic turf fields at a single location. Due to larger volumes of use, these sites often have a higher level of support amenity provision such as permanent washrooms, storage, concentration of parking, etc.).

OVERLAPPING FIELDS: Overlapping fields are areas within a park that have overlapping sports programming occupying the same area during the same season. While overlapping fields are found in other communities, the prevalence (quantity) that exists within Vancouver’s inventory is higher than most, providing both advantages and operational challenges.

PERMITTING: Reflects the work undertaken to formalize the allocation process in the issuance of a permit (legal document) that specifies which field(s), on which days and times are reserved exclusively for the applicant organization. The process includes the collection of associated fees. Permits are also generated to respond to single use, short term uses requested through an application process.

PRIME TIME: Refers to hours when sport field permitting is highest in demand, generally late afternoon into evening during the week and all day on the weekends and holidays. The analysis included in the “Current State” Research Findings Report (see Appendix A) includes pertinent definitions of prime time.

SAFE SPORT: [Safety in Sport - Ensuring Equity & Inclusion | viaSport](#)

SERVICE LEVEL PROVISION: Quantity of an amenity on a per resident/per capita basis. For example, if a neighbourhood has 2,000 residents and 2 sport fields the level of service is 0.001.

SPECIAL EVENT: An organized gathering of people for the primary purpose of supporting a community, cultural, recreational or sport experience within a limited period of time and available to the general public; a sport competition or recreational or cultural activity that is sanctioned by a recognized authority.

SPORT FIELD: Defined as open surface areas (all-weather, natural turf, synthetic turf) used for organized or spontaneous sport activities and play. When used in this document, refers to rectangular fields and ball diamonds:

- **BALL DIAMOND:** A four cornered area of a field that is enclosed by three bases and a home plate and associated outfield. All ball diamonds have a backstop. There are two types of diamonds: baseball and softball diamonds. Dimensions of baseball and softball diamonds come in various sizes based on age groups and levels of play.
 - » Baseball diamond: used for baseball (hardball)
 - » Softball diamond: used for slow-pitch, fast-pitch and softball
- **RECTANGULAR SPORT FIELD:** A rectangular shaped open planar playing surface that is used for sports such as soccer, football, ultimate, cricket, lacrosse, field hockey and rugby. Each of these activities have specified, official dimensions with varying levels of adaptability based on age groups and levels of play.
 - » All-weather field: Field with a gravel playing surface.
 - » Natural turf field: Natural turf playing surface fields, with either a sand or soil base.
 - » Synthetic turf field: Also referred to as “artificial turf”, these fields have synthetic fibres that resemble natural turf. Infill materials vary depending on types of use and era of installation.

SPONTANEOUS / UNSTRUCTURED USE: Refers to sport field use by individuals for casual recreation and/or leisure uses that are not part of an organized program. These types of uses are typically not subject to permitting.

SPORT FIELD CLASSIFICATIONS: A system used to organize the sport field inventory by characteristics such as field quality, size, types of use, surface type, and amenity provision. A sport field classification system can be used as a basis for setting maintenance levels, fees and charges, and allocations.

STANDARD OF PLAY: Is a formula used to determine hours of permit entitlement to a sport organization to meet the basic requirements for successful delivery of its program. Once calculated, the hours an organization is entitled to each week is expressed as a ratio of permit hour per number of registrants or teams, which will differ based on a sport's requirements and calibre/level of play (recreational/competitive).

TRUE SPORT: [True Sport | \(truesportpur.ca\)](http://truesportpur.ca)

UNSANCTIONED USE: Organizations, groups, businesses or institutions that use sport fields on a regularly scheduled basis without permission or permit. Includes structured, organized and commercial activities such as fairs, recess, practice, games, camps, fitness sessions, physical education classes, personal training, etc.

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1. INTRODUCTION AND CONTEXT

INCLUDED IN THIS SECTION:

- Background on the Strategy purpose and process.
- Overview of key planning and policy documents that the Strategy aligns with and advances.



Youth soccer players running on a field

1.1 STRATEGY PURPOSE AND CONTEXT

The purpose of the Sport Field Strategy is to guide city-wide sport field development, management and maintenance decision-making in Vancouver for the next 10+ years, and to provide a basis for ongoing capital and operating plans and budgets. The Strategy expands on groundwork and responds to direction provided by **VanPlay**, the Vancouver Board of Parks and Recreation's (Park Board) Parks and Recreation Services Master Plan, which provided initial asset targets and identified the need for further review, analysis and data collection on rectangular sport fields and ball diamonds. As the Sport Field Strategy considers the management, maintenance and renewal of the sport field inventory, it does so through a city-wide equity lens to service delivery, while making a commitment to Reconciliation and decolonization. This aligns with

VanPlay's first two strategic bold moves: to meet asset needs and to advance equity. Recommended capital funded implementation projects identified in this Strategy will be considered as part of the larger Park Board and City capital planning process, along with requests for funding to advance other parks and recreation services and thus funding for their implementation is not guaranteed through its adoption. The Strategy will be a resource to guide decisions on operations and resource allocation. As is the case with the capital recommendations, operational and administrative actions identified in the Strategy are not guaranteed by its adoption. They require incremental operational funding and will need to be considered in conjunction with other Park Board and City operational needs.

1.2. STRATEGY PROCESS AND INPUTS (HOW WAS THE STRATEGY DEVELOPED?)

This Strategy is informed by background information, including an inventory of Vancouver’s current sport field system, review of leading practices in sport field provision, benchmarking against other comparable municipal sport field systems, research, and engagement with the public, stakeholders, rightsholders and Park Board and City staff. Analysis of this information has ensured a comprehensive understanding of the current state of the

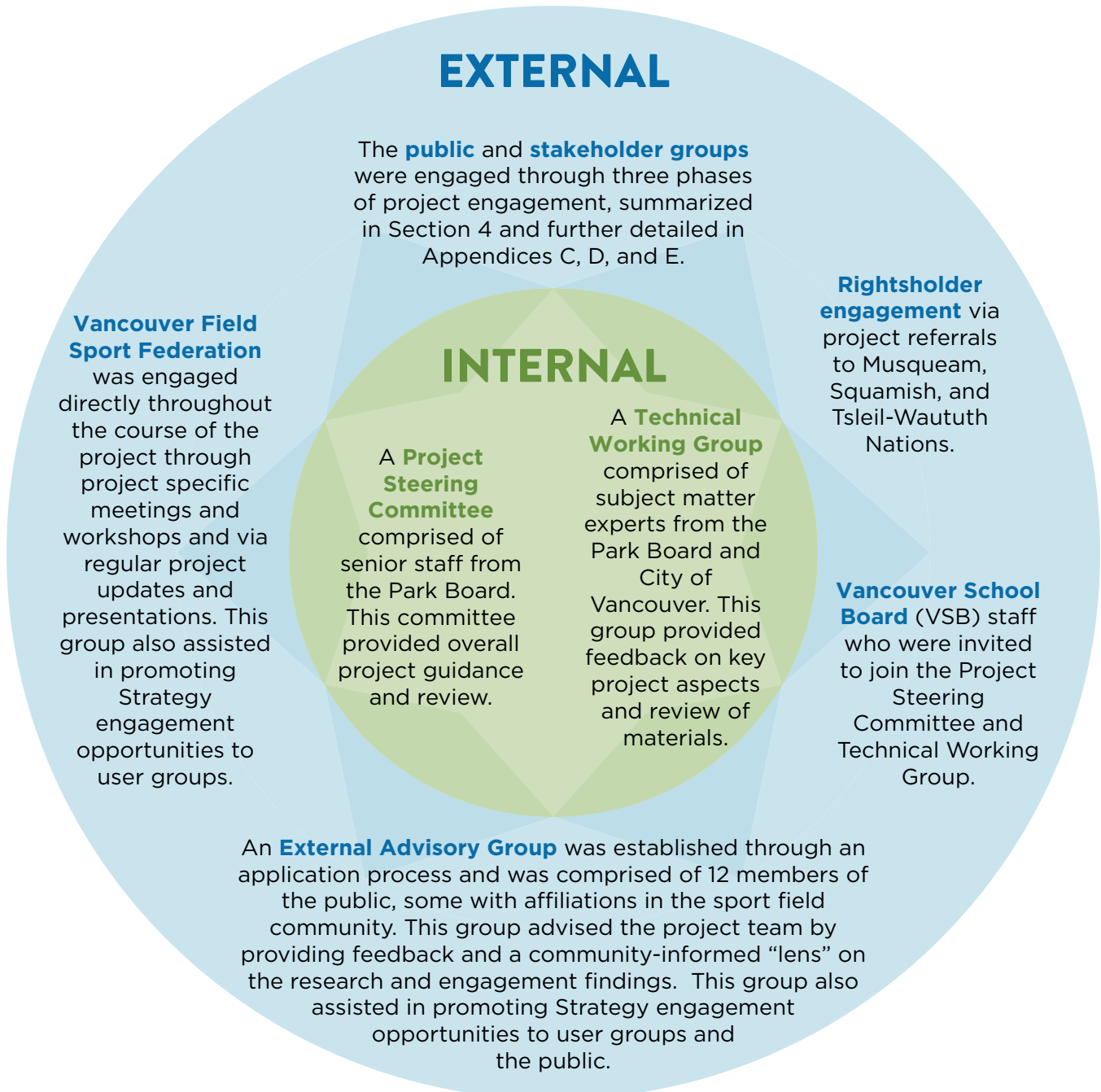
sport field system, the needs of its users, and the critical planning considerations that will need to inform its future.

The Strategy’s project team was guided by input from several internal and external groups. Further information on engagement is included in Section 4 and in Appendices C, D, and E.



Youth playing soccer

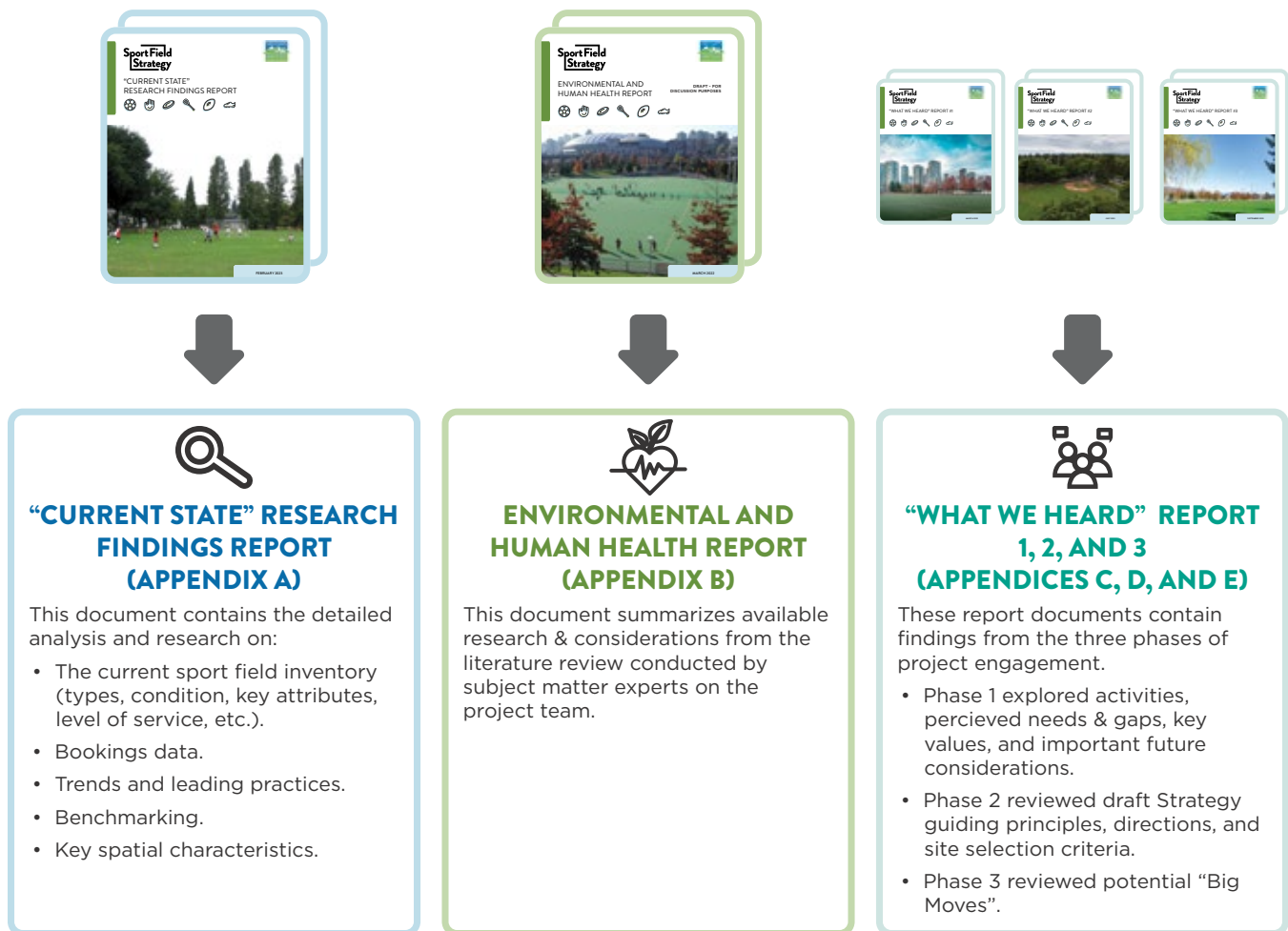
FIGURE 3: STRATEGY CONTRIBUTORS OVERVIEW



THE PROJECT BACKGROUND DOCUMENTS

The development of the Strategy included a series of background reports. These are summarized at a high level in Sections 2-4 and included in full in Appendices A - E.

FIGURE 4: STRATEGY INPUT DOCUMENTS



1.3. STRATEGY AND POLICY ALIGNMENT

The Strategy presents the opportunity to build upon the direction provided by VanPlay. The development of this Strategy also included review and consideration of the following Park Board and City planning documents and adopted strategies to ensure alignment:

Park Board:

- Unsolicited Proposals Process (2023)
- Think Big Action Plan (2023)
- Vancouver Community Centre Strategy (2022)
- Parks Washroom Strategy (2020)
- Vancouver Track and Field Strategy (2019)
- VanPlay (2019)
- Water Conservation Action Plan (2017)
- People, Parks, and Dogs: A strategy for sharing Vancouver's parks (2017)
- Adoption of Truth and Reconciliation Calls to Action (2016)
- Turf and Horticulture Inventory (2016)
- Two-Spirit, Trans, and Gender Diverse: No Limits to Recreation (2STGD) - Park Board commitments and policy statements (2014)

City of Vancouver:

- UNDRIP Strategy (2022)
- Rain City Strategy and Integrating Blue-Green Systems Planning (2019)
- Climate Emergency Response (2019)
- Climate Change Adaptation Strategy (2012, updated 2018)
- Healthy City Strategy (2014)
- Vancouver Sport for Life: Vancouver Sport Strategy (2008)
- Neighbourhood and community land use planning documents

The development of the Strategy also considers a number of ongoing draft works including the Washroom & Fieldhouse Strategy update, the Parking Strategy, Stanley Park Comprehensive Plan, and ongoing instream sport field related Board motions which are further noted in Section 7.5.

In 2022, the Musqueam Indian Band, Squamish Nation, Tsleil-Waututh Nation and Vancouver City Council endorsed the UNDRIP Strategy including a series of specific Calls to Action for the implementation of UNDRIP. The UNDRIP Strategy introduces concepts such as revenue sharing which will need to be considered within broader City and Park Board policy. At time of completion of this Strategy, Park Board staff were working on aligning work with UNDRIP calls to action.

THE PARK BOARD'S COMMITMENT TO DECOLONIZATION AND RECONCILIATION

In 2016, the Vancouver Park Board adopted eleven Reconciliation strategies in response to the Calls to Action provided by the Truth and Reconciliation Commission of Canada (TRC). The Park Board and City's commitment to decolonization and Reconciliation (which reflect the diverse range of Indigenous identities, cultures and traditions) will be reflected throughout the planning and ongoing provision of sport fields in Vancouver.

1.4 THE BENEFITS OF SPORT FIELDS

The Park Board invests in sport fields and associated amenities to provide a public benefit by providing space for both organized and spontaneous activities.

Benefits achieved through the Park Board's investment in sport fields include:

- Providing space and promoting opportunities for physical activity which results in sustained long-term health, increased social connectedness, improved general mental and physical well-being and better quality of life;
- Providing a variety of well-maintained, welcoming and safe sport fields configured for different sports and ability levels to deliver on the Park Board's commitment to diversity, equity, inclusiveness and accessibility;
- Providing high quality, regulation sized fields to support the recreational and competitive goals of local sport organizations and their participants;
- Supporting tournaments and competitions that increase community pride, positive economic impact and leave lasting social and health legacies;
- Supporting programming and spontaneous use opportunities that provide children and youth with physical literacy skills that will provide innumerable life long benefits; and
- Providing low barrier recreation for all residents.

While the provision of sport fields offer many benefits to residents there is room for improvement as outlined through the directions and actions in Section 6 of the Strategy. This includes ensuring historically excluded groups are better included.

SPORT FIELD QUICK FACTS - BENEFIT AND VALUE INDICATORS



40% of Vancouver residents use sport fields. (*Appendix C, Quantitative Resident Survey findings in the “What We Heard” Report #1*)



Over 80% of Vancouverites agree that all members of their community should have equal opportunity to use sport fields, that it is important for children/youth to have access to sport fields, and that it’s important for Vancouverites to have access to fields for casual/unstructured use. (*Appendix C, Quantitative Resident Survey findings in the “What We Heard” Report #1*)



On average, approximately 90,000 hours of time are permitted at Park Board sport fields and ball diamonds annually. This figure equates to approximately 250 hours per day. (*Appendix A: “Current State” Research Findings Report*)



84% of Canadian youth between 3 - 17 participate in sports of some kind and 60% do so through organized sports. (*Key Findings from the Canadian Youth Sport Report as summarized in Appendix A, the “Current State” Research Findings Report*)

2. THE CURRENT SPORT FIELD SYSTEM

INCLUDED IN THIS SECTION:

- Overview of how the Park Board provides sport field opportunities.
- Overview and key aspects of the Park Board's sport field inventory.

Bird's eye view of a baseball diamond

Appendix A consolidates findings from background research and analysis on Vancouver’s sport fields as well as more broadly, where relevant. A summary of key aspects is included below.

2.1. OVERVIEW OF THE EXISTING SPORT FIELD INVENTORY

This section provides a brief overview of the Park Board’s existing sport field inventory. Additional analysis of the system, including an inventory by field typology, service levels, and key geographic characteristics can be found in Appendix A, Section 2.

NUMBERS AND TYPES OF FIELDS

As reflected in Table 1, the system includes 151 rectangular fields and 116 ball diamonds for a total of 267 sport fields. This includes 72 overlapping fields that include rectangular fields and ball diamonds. The sport fields are located across 79 parks, approximately a third of the parks in the system.

TABLE 1. OVERVIEW OF THE SPORT FIELD INVENTORY

Field Type	#
Synthetic Turf Fields	12
Rectangular Natural Turf Fields	129
All-weather Fields	10
Baseball Diamonds	53
Softball Diamonds	63
Total	267



Lacrosse sticks in the air

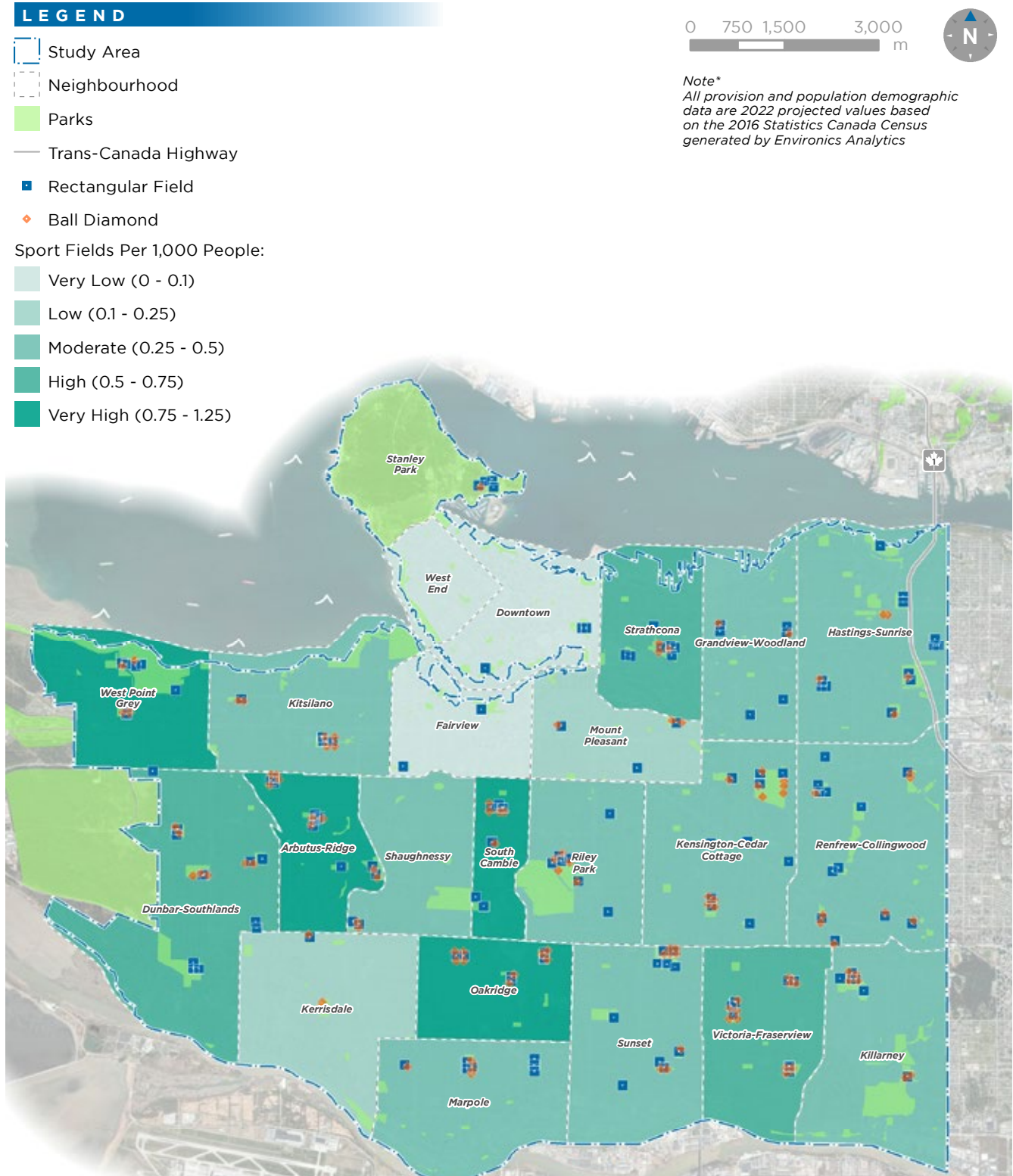
SPATIAL DISTRIBUTION AND SERVICE LEVEL PROVISION

Vancouver's sport fields are not evenly distributed across the city. This is similar to other large urban municipalities in North America where the distribution of fields is impacted by the historical land development context, population density and land supply, synergies with other civic infrastructure (schools, community centres, parks, etc.), historical locations of sport groups, and neighbourhood participation trends. The following map and table highlight the relationships between sport field provision between neighbourhoods, and between density and provision of sport fields. The key finding is that, generally, the provision of sport fields is higher per 1,000 residents in areas of lower density. As such, service provision by population is lower in downtown Vancouver and surrounding core areas than in other parts of the city.

TABLE 2. DISTRIBUTION OF SPORT FIELDS (SERVICE LEVELS)

Neighbourhood	Population	Synthetic Turf	Natural Turf Rectangular Fields (Class A - C)	All-weather	Baseball Diamond	Softball Diamond	Neighbourhood Provision Per 1,000 Residents
Arbutus-Ridge	16,855	-	12	-	6	3	1.25
Downtown	72,946	2	1	-	-	-	0.04
Dunbar-Southlands	23,796	-	9	3	6	1	0.80
Fairview	36,548	-	2	-	-	-	0.05
Grandview-Woodland	30,321	-	6	-	-	2	0.26
Hastings-Sunrise	36,178	2	10	1	4	-	0.47
Kensington-Cedar Cottage	52,626	-	9	1	3	9	0.42
Kerrisdale	16,142	-	1	-	3	-	0.25
Killarney	31,382	-	5	1	4	2	0.38
Kitsilano	45,861	-	6	-	-	6	0.26
Marpole	27,834	-	6	1	4	1	0.43
Mount Pleasant	37,395	-	3	-	-	3	0.16
Oakridge	14,811	-	6	-	1	8	1.01
Renfrew-Collingwood	55,637	1	10	1	2	6	0.36
Riley Park	25,442	1	6	-	5	-	0.47
Shaughnessy	9,573	1	1	-	2	-	0.42
South Cambie	10,187	1	6	-	-	5	1.18
Stanley Park	-	-	4	-	-	1	-
Strathcona	15,294	2	4	1	-	3	0.65
Sunset	38,146	1	9	-	4	4	0.47
Victoria-Fraserview	31,700	-	8	-	5	8	0.66
West End	53,052	-	-	-	-	-	-
West Point Grey	14,505	1	5	1	4	1	0.83
Grand Total	696,231	12	129	10	53	63	0.38

FIGURE 5: NEIGHBOURHOOD PROVISION OF SPORT FIELDS



2.2 SERVICE DELIVERY CONTEXT AND PARTNERS

Park Board staff from various departments have a role in the ongoing operation and maintenance of the system's bookable sport fields. The primary staff groups involved are Park Operations and the Outdoor Sport Facilities office (OSF). Information on staff roles are included in Appendix A, Section 1.

The Park Board works with several other entities and partners to provide sport fields, including the Vancouver School Board (VSB) and Vancouver Field Sport Federation (VFSF). VSB and the Park Board are partners on three synthetic turf fields, with a fourth in progress, and work together to facilitate access to other fields on a case-by-case basis through a limited number of joint-use agreements. The development of joint use agreements for all shared use fields and the identification of opportunities to expand collaborations and partnerships between the Park Board and VSB will be important in the future to make the best use of limited land supply and maximize sport field opportunities for all.

VFSF is an advocacy group representing over 40,000 adult and youth sport field users that aims to influence Park Board policy and resource allocation to improve the quantity and quality of organized amateur field sport resources in Vancouver. The VFSF's main role is to advise and advocate on behalf of all outdoor sport field users as a coordinated voice.

Additional detail on how sport fields are provided, including organizational charts and information on partnerships and collaborations, can also be found in Appendix A, Section 1.

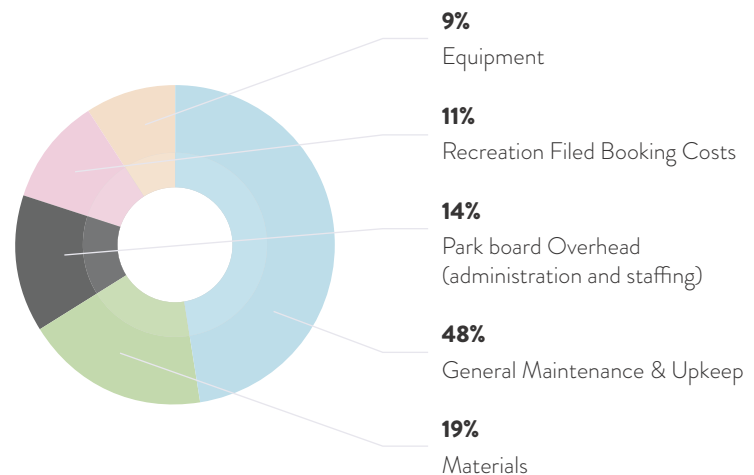
2.3. ONGOING INVESTMENT AND USER FEES

Summarized as follows are key financial aspects of providing sport fields. Please refer to Appendix A, Section 3 for additional information.

On average between 2017 and 2019, the annual operational costs to provide sport fields were estimated to be approximately \$1.66 million dollars. 46% of this cost was recovered (\$0.46 recovered for every \$1.00 invested), exclusive of utility charges (which will become part of the costs borne by City departments beginning in 2024). These annual operational costs are paid out of operating funds (as maintenance represents the most significant expenditure) and do not include capital expenditures such as new sport field builds or major upgrades or replacements. Ongoing sport field maintenance represents the most significant expenditure.

FIGURE 6: SPORT FIELD EXPENDITURES BY FUNCTION

SPORT FIELD EXPENDITURES BY TYPE/ OPERATIONAL FUNCTION



**General maintenance and upkeep costs includes operations staff.*

OTHER NOTABLE FINANCIAL CONSIDERATIONS

- Cost structure, user fees and recovery rates vary significantly across the different field classifications. As an example, synthetic turf fields recover more than 100% of expenses through revenues (i.e. operate at net positive revenue) while Class A and B natural turf fields recover just 8-10%.
- Fees are consistent with those charged by other regional providers of sport fields.



2.4 BOOKING DATA KEY FINDINGS

Comprehensive analysis of permitting data was undertaken to better understand levels of field use and the amount of capacity that exists within the sport field system. The following summarizes key findings. Please refer to Appendix A, Section 3 for additional detail.

- **Synthetic turf fields do a significant amount of “heavy lifting”.** The 12 synthetic turf fields operated by the Park Board account for 46% of all bookings for rectangular sport fields, yet only represent 8% of the total rectangular field inventory. At optimal booking levels, synthetic turf fields can accommodate approximately 3,000 hours of bookings per year, compared to 300 – 600 hours per year on natural turf surfaces.
- **Opportunities exist to spread out usage across more natural turf rectangular fields.** 27% of bookings on natural turf rectangular sport fields occur at just 10% of the total inventory of this field type.
- **Opportunities exist to spread out usage across more ball diamonds.** Approximately three-quarters of baseball diamonds (73%) and over 90% of softball diamonds are booked to less than half their bookable capacity. Similarly to rectangular sport fields, a relatively small number of diamonds receive the highest concentration of use.
- **Booking rates of different field surfaces are related to weather conditions.** Groups require surfaces that are usable during the rainy fall and winter months. All-weather fields are booked to 6% of their capacity during the spring/summer months but 32% of their capacity during the fall/winter months. Synthetic turf fields are booked to between two-thirds and three-quarters of their functional capacity with the highest levels of demand occurring in the fall/winter season when many natural turf fields are unavailable.

- **There is enough park land dedicated to sport fields in the city, but surfacing type and classification needs to be better aligned with user needs.** Overall analysis of current bookings and the sport field inventory suggests that there is sufficient land dedicated to sport fields in the City at present, and it will likely accommodate anticipated growth over the next 10 – 20 years. However, many field locations are undesirable due lack of amenities, surface conditions, entrenched historical booking allocations or other factors. **Conversion of existing natural surface or all-weather fields to additional synthetic turf fields will increase the capacity of the system and could result in the ability to decommission some natural turf fields and convert the land to other park uses.**

THE UNIQUE SPORT FIELD CONTEXT IN VANCOUVER

Vancouver is unique within the Canadian context, with a climate that enables winter season sport field activities and a limited land supply. Due to these factors, it is critical to make the best use of available land resources and ensure that the sport field inventory can be functional in all seasons – a key theme heard through the engagement. A significant advantage of synthetic turf surfacing is the ability to provide year-round, functional sport fields (unlike natural turf fields there is no need to limit use for maintenance reasons) and make optimal use of scarce land resources (synthetic turf fields can provide at least 4 times the capacity as natural turf fields).

Unlike most other large jurisdictions in Canada, sport field activities in Vancouver occur throughout the year. This requires the sport field inventory to be adaptable to a wide array of weather patterns, including increasingly hotter summers and wetter winters.

2.5. KEY SPORT FIELD TRENDS

Sport and recreation trends are dynamic and continually evolving. Noted below are important factors that influence sport field trends and needs.



Population and demographic shifts



The strength of local program providers



The success and popularity of professional and national teams



Changes to international, Canadian and Provincial sport systems and facility requirements



Social and cultural shifts and priorities



Available infrastructure to support sport growth

Summarized as follows are key trends identified through the current state research that are impacting sport field demands and provision locally, regionally, provincially, and nationally. Please refer to Appendix A, Section 6 for additional detail on trends and leading practices.

Key Provincial and National Trends and Leading Practices



A large proportion of sport and recreation demand nationally is being driven by demands for unstructured / spontaneous (non-programmed) opportunities.



Alignment with best practices True Sport, Safe Sport, Sport for Life's Long Term Development (LTD), and organizational commitments to diversity, equity, and inclusion.



Continued demand for synthetic turf fields, including covered facilities (permanent or seasonal) that can support training and play during inclement weather.



Integration between indoor and outdoor recreation infrastructure in order to share support amenities and create operational synergies.



Key Trends Identified in Vancouver



Continued growth of soccer, rugby, field hockey, baseball, softball, cricket and ultimate.



Demand for sport field time is at its highest during the fall, winter, and spring months - leading to high demand for sport field surfaces that are usable during these seasons.



Evolving nature of volunteerism and shifts by some amateur sport organizations towards more paid staff.



User demands for sites that provide multiple sport and recreation opportunities at a single location ("hub" sites).



Use of sport fields for alternative purposes like event hosting and the film industry.

2.6. POTENTIAL OPPORTUNITIES FOR OPTIMIZING THE SYSTEM

Through the project research and engagement, the following were identified as potential opportunities to optimize the sport field system:

- Up to now, the classification system has been inconsistent. Fields within each class should be similar in terms of their size, purpose, and amenities (e.g. washrooms, lights, etc.).
- Many of Vancouver's sport fields can be adapted for emerging and non-traditional sport field activities in addition to their current uses.
- The Park Board's approach to allocating field time (permitting) is based in historical practices, with tenured and larger groups often receiving preference in the permitting process. There is a need and opportunity to shift permitting practices to provide greater levels of equity and support new and emerging groups including Indigenous and equity denied user groups.



Field hockey players on synthetic turf

3. ENVIRONMENTAL AND HUMAN HEALTH CONSIDERATIONS



Young cricket player batting

INCLUDED IN THIS SECTION:

- Overview of the environmental and human health research and literature review.
- Summary of key considerations.

3.1. OVERVIEW OF THE RESEARCH PURPOSE AND KEY CONSIDERATIONS

In **September 2019** the Board directed staff to provide the most recent science on synthetic turf sport fields, and to work with consultants to review the associated implications. The Environmental and Human Health Report in Appendix B provides a review of available literature and analysis that contrasts the considerations of synthetic and natural turf surfaces. A summary of key findings is included below.



Mesh bag of soccer balls

ENVIRONMENTAL CONSIDERATIONS

- Synthetic turf generates microplastics (tiny plastic particles) that can migrate. However, the migration of these microplastics can be significantly mitigated through maintenance best practices including capture systems.
- Both synthetic turf and natural turf sport fields are net producers of greenhouse gases. Most emissions from synthetic turf are related to production and disposal. Most natural surface field emissions are from maintenance and upkeep (e.g. mowing, fertilizing, etc.).
- Natural turf field surfaces require a significant amount of water for irrigation. Both natural turf and synthetic turf fields require stormwater management measures to meet Vancouver's runoff quantity and quality requirements. These measures help prevent microplastics, fertilizers, and other potentially harmful liquids from entering the stormwater system.
- Synthetic turf fields provide no biodiversity value, and natural turf fields are a highly maintained mono-culture providing poor biodiversity relative to other planted landscapes.
- Natural surface fields require significant water volumes (between 1.4 and 2.7 million gallons of water per year). Synthetic turf fields only require water for special circumstances (e.g. cleaning or cooling) and dedicated uses (e.g. water based field hockey pitches).
- Synthetic turf fields can be booked at least four times more hours than can premium natural turf fields. The addition of synthetic turf fields to the system therefore has the potential to allow decommissioning of some natural turf fields and conversion of the land to other park uses with higher value for biodiversity, climate change mitigation, carbon capture and stormwater runoff management (see Figure 7 below).

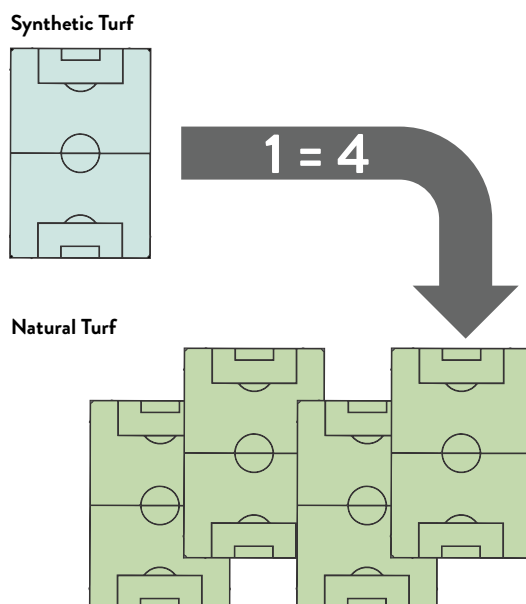
HUMAN HEALTH CONSIDERATIONS

- Both natural turf field and synthetic turf fields provide safe surfaces for sport, if well maintained and properly constructed. There is no conclusive research to support that one surface is safer than the other.
- Vancouver Coastal Health’s position on synthetic turf is that “serious health risks, including cancer, are not increased from playing on synthetic turf fields with crumb rubber infill” and “there is no public health reason for discontinuing the use of synthetic turf.”
- To date, no peer reviewed clinical study has concluded synthetic turf fields cause an increase in negative human health impacts.
- Methods exist to mitigate issues associated with synthetic turf fields, including micro-plastic migration via water run-off and “heat dome” effects.

Natural turf fields can typically accommodate between 300 – 600 hours of use depending on several factors including the field base (e.g. sand or soil), levels of maintenance, site conditions (e.g. drainage), and irrigation. Based on most manufacturers guidelines, synthetic turf fields can accommodate up to 3,000 hours of use per field depending on the existence of lighting, types / nature of use, and local demand context. The 3,000 hours figures also generally reflects the amount of “prime-time” hours (weekday evenings and weekends). Based on these assumptions and rationale, it can be reasonably stated that synthetic turf fields provide at least 4x the capacity of natural turf fields.

FIGURE 7: SYNTHETIC AND NATURAL TURF CAPACITY COMPARISON

**1 SYNTHETIC TURF = 4+ NATURAL TURF FIELDS
IN BOOKABLE HOURS OF PLAY**



4. COMMUNITY ENGAGEMENT SUMMARY



INCLUDED IN THIS SECTION:

- Overview of the community engagement methodology and participation touch points.
- Key findings from the three phases of engagement.

Youth soccer team huddle

4.1. ENGAGEMENT OVERVIEW

The development of the Strategy included three phases of community engagement aimed at gaining a comprehensive understanding of the current sport field situation and future needs (Phase 1) and reviewing key aspects of the Strategy as they were developed (Phase 2 and 3).

ENGAGEMENT TOUCHPOINTS INCLUDED:



2,186 survey responses across three surveys **Translated into six languages*



408 responses to quantitative survey - A statistically representative sampling of Vancouver residents



10 “pop up” events in parks



23 stakeholder and user group/permit holder discussion sessions with 38 participants.



74 permit holder user groups engaged through a series of surveys and questionnaires fielded throughout the project process



3 workshops/special meetings with the VFSF, in addition to regular project updates at bi-monthly meetings

4.2. KEY FINDINGS

Key findings from the three phases of engagement are summarized below. Detailed findings have been compiled into respective “What We Heard” Reports for each phase – these documents are available in Appendices C, D, and E.



Football on empty field

PHASE 1 ENGAGEMENT THEMES



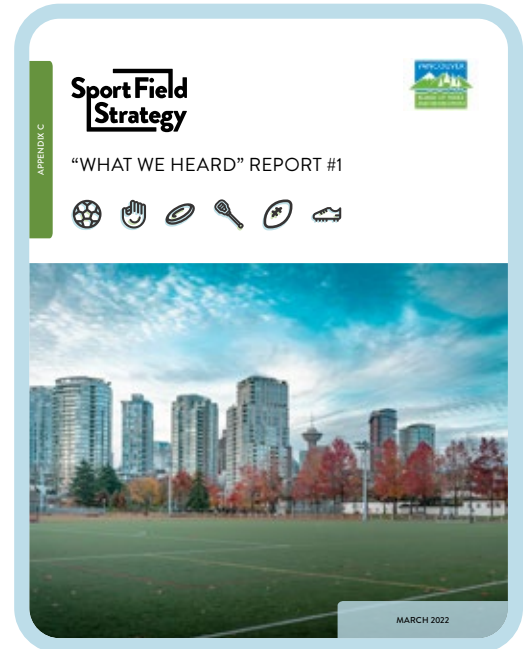
PERSPECTIVES ON KEY PRIORITIES AND FOCUS AREAS

Amenity upgrades and enhancements such as more or better washrooms, change areas, seating areas, and the overall quality of the field surface are a priority for both residents and user groups. The amenities, and their condition, are crucial factors when residents and user groups decide which fields to use.

User groups and residents across the city identified the need for both basic neighbourhood level fields and “hub” facilities.

Most residents and approximately half of user groups indicated that synthetic turf fields should be prioritized for future investment.

Residents value opportunities for casual (“spontaneous”) play and want quality sport field surfaces available for these activities close to where they live.



KEY TOPICS EXPLORED DURING THE PHASE 1 ENGAGEMENT

- Activities and sport field preferences.
- Perspectives on current sport field availability and quality.
- Barriers and factors that impact participation.
- At a high level, future needs, priorities, and focus areas.



KEY THEMES AND PLANNING CONSIDERATIONS

- Ensuring fields are accessible for both traditional and emerging uses is important and needs to be considered in capital planning and ongoing operations (e.g., in allocation of field space and time).
- Activity preferences and trends are varied across the city and are influenced by factors including the capacity of organizations delivering the program(s), the availability of suitable sport fields, and demographics.
- Residents across the city feel strongly that equity and access, especially for youth, should be prioritized when planning sport field investment.
- While the pandemic has been disruptive and presented challenges, most groups expect their numbers to grow in the coming years.



PHASE 2 ENGAGEMENT THEMES



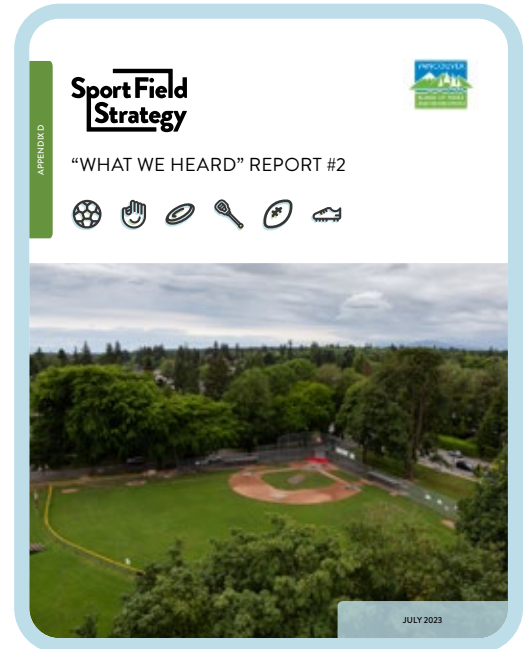
FEEDBACK ON THE DRAFT GUIDING PRINCIPLES, STRATEGIES AND ACTIONS

- Over 80% of survey respondents confirmed that all the draft guiding principles are important to achieve.
- The draft directions were viewed favourably by most respondents: all draft directions and their associated actions were supported by at least two-thirds of respondents.
- Focusing available capital resources on field quality and adding functional capacity (direction 5), and implementing an equity model for allocation, booking, and permitting of fields (direction 3) were considered somewhat or very important by over 90% of respondents.



FEEDBACK ON THE SITE SELECTION CRITERIA

- Most respondents were supportive of all draft site selection criteria.
- Parking considerations were viewed as important. Previous phases of engagement also identified the importance of parking.
- Respondents indicated that health, safety, and neighbourhood context are important in the application of the criteria and evaluation of potential sites being considered for sport field investment.



KEY TOPICS EXPLORED DURING THE PHASE 2 ENGAGEMENT

- Level of support for the guiding principles, directions and actions (see Sections 5 and 6 for additional information on these key Strategy elements).
- Feedback on the site selection criteria used to identify potential projects.

PHASE 3 ENGAGEMENT THEMES



FEEDBACK ON THE “BIG MOVES”

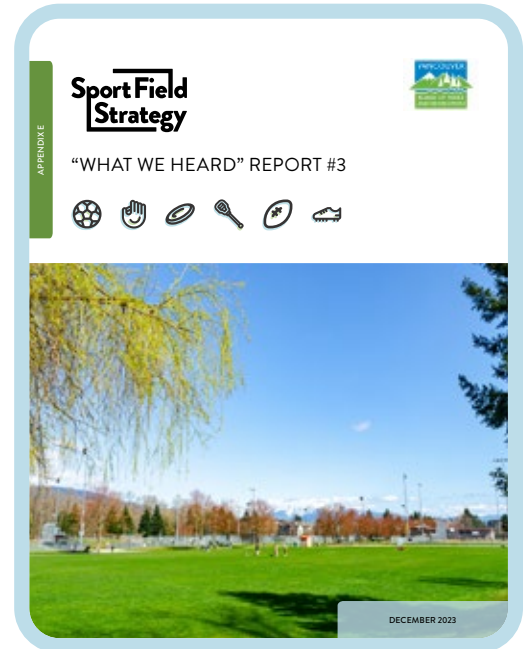
Big Move #1: The renewal of synthetic turf fields, #2. Conversion of select all-weather (gravel) fields to synthetic turf, and Big Move #3: The creation of “hub” sites to support simultaneous play and competitions were supported by the majority of respondents.

Big Move #4: The creation of some dedicated rectangular field, and ball diamond parks where field types are currently overlapping and Big Move #5: The creation of additional sport specific sites were more mixed, with many survey respondents, stakeholders, and user group/permit holder representatives indicating that they required additional information on specific sites and associated impacts (specific sites were not identified for these “big moves”) These “big moves” were further reviewed with VFSF in a series of workshops.



ADDITIONAL FEEDBACK

The importance of small investments and “easy wins” was reiterated, with many stakeholders and user group representatives indicating that these projects can help improve the system, address specific site issues, and potentially mitigate the need for larger changes or investments.



KEY TOPICS EXPLORED DURING THE PHASE 3 ENGAGEMENT

- The “big moves” - more significant projects and potential shifts to the sport field inventory.

**Please refer to Appendix E for additional information on the Phase 3 engagement, including findings and information on the specific “big move” sites and considerations that were shared during this community engagement and discussed with the VFSF. Additional detail on the final “big moves” (specific projects where applicable, next steps, and timing) is provided in Sections 6 and 7.*

STRATEGY SECTIONS 5-7 OVERVIEW

The following sections of the Strategy build upon one another to provide a long-term plan. The purpose of each section is as follows.

SECTION 5 - GUIDING PRINCIPLES:

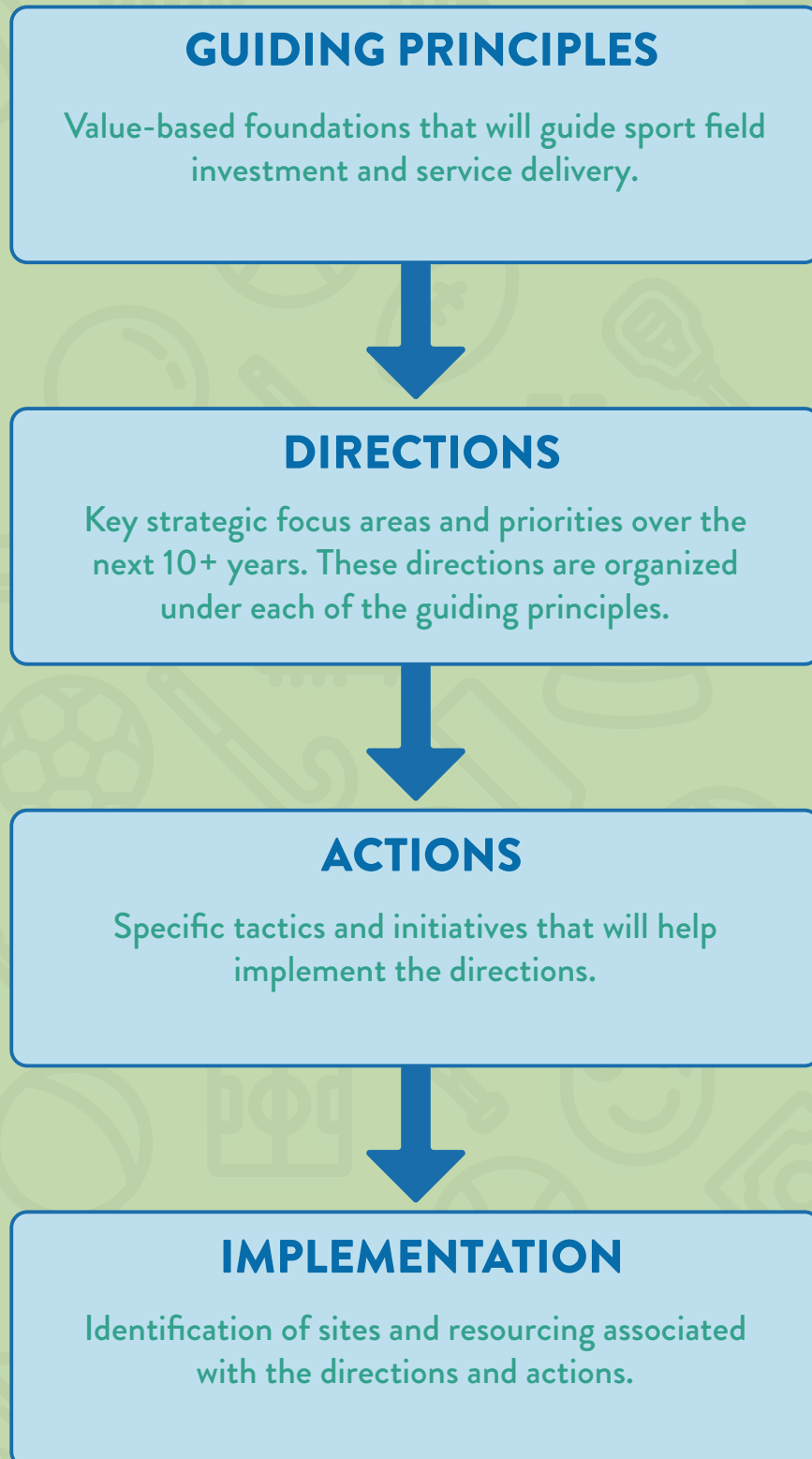
The principles are value statements that will be used to guide sport field investment and service delivery. They outline foundations for how sport fields will be provided and invested in to achieve maximum public benefit. They reflect important equity and access considerations and practical factors that providers of public sport and recreation services need to consider to ensure a sustainable approach to operations.

SECTION 6 - DIRECTIONS AND ACTIONS: The directions are recommended approaches to help achieve the guiding principles, optimize the sport field system, and address key needs and gaps. Each direction has a series of implementation actions.

SECTION 7 - IMPLEMENTATION PLAN:

The implementation plan includes both operational and administrative actions, as identified in Section 6, and proposed capital projects. The implementation plan proposes sequencing, prioritization, pre-requisite requirements, and required financial resources.

FIGURE 8: STRATEGY CONTENT OVERVIEW



5. GUIDING PRINCIPLES

INCLUDED IN THIS SECTION:

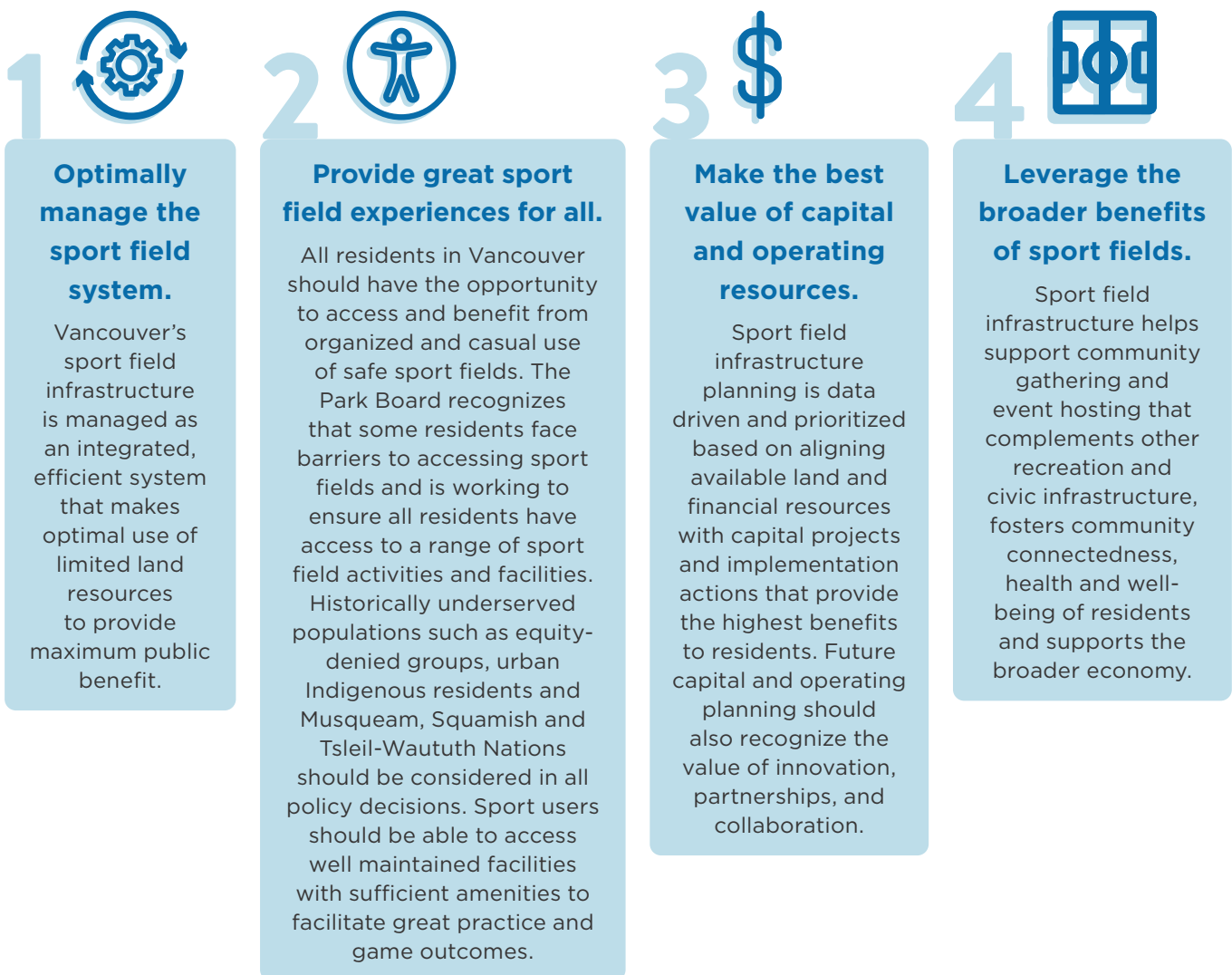
- Overview of the 4 Guiding Principles – key foundations that will guide sport field investments and priorities.

An empty field in Vancouver

5.1. THE GUIDING PRINCIPLES

The Strategy’s guiding principles provide the Park Board with value-based foundations to guide overall sport field investments and priorities. While changes in trends, resources and emerging opportunities may necessitate small shifts in focus or the need to reprioritize some implementation actions or capital projects, the guiding principles should remain constant and provide a structure for decisions and setting priorities.

FIGURE 9: GUIDING PRINCIPLES DESCRIPTION



6. DIRECTIONS AND ACTIONS

INCLUDED IN THIS SECTION:

- Overview of the 8 directions.
- Description of the “big moves” – significant changes to both specific fields and the entire inventory (see Direction #5).

Baseball player sliding to base

OVERVIEW OF THE DIRECTIONS

8 overarching directions have been identified to help achieve the guiding principles. These will guide future sport field planning, resource allocation, and service delivery. Figure 10 summarizes the directions and their alignment with the guiding principles.

FIGURE 10: DIRECTIONS OVERVIEW

DIRECTION #1: Implement a renewed Sport Field Classification System.



Guiding Principles Advanced:

- Optimally manage the system of sport fields (Guiding Principle #1)
- Provide great sport field experiences for all (Guiding Principle #2)
- Effectively plan and make the best value of capital resources (Guiding Principle #3)

DIRECTION #2: Seek opportunities to apply a revenue generating lens.



Guiding Principles Advanced:

- Optimally manage the system of sport fields (Guiding Principle #1)
- Effectively plan and make the best value of capital resources (Guiding Principle #3)

DIRECTION #3: Implement an equity model for allocation, booking, and permitting of fields.



Guiding Principles Advanced:

- Provide great sport field experiences for all (Guiding Principle #2)
- Leverage the broader benefits of sport fields (Guiding Principle #4)



DIRECTION #4: Facilitate spontaneous use of select rectangular sport fields and ball diamonds for residents.

Guiding Principles Advanced:

- Optimally manage the system of sport fields (Guiding Principle #1)
- Provide great sport field experiences for all (Guiding Principle #2)
- Leverage the broader benefits of sport fields (Guiding Principle #4)



DIRECTION #5: Focus available capital resources on field quality and adding functional capacity.

Guiding Principles Advanced:

- Embedded throughout all Guiding Principles.



DIRECTION #6: Work with local First Nations and the urban Indigenous population to increase the ways in which the sport field inventory reflects Indigenous culture and sport needs.

Guiding Principles Advanced:

- Embedded throughout all Guiding Principles to advance and demonstrate the Park Board's commitment to decolonization, reconciliation, and partnership.

Empty gravel field

DIRECTION #7: Enhance collaboration with key local and regional partners in the planning, delivery, joint use and maintenance of sport fields.



Guiding Principles Advanced:

- Optimally manage the system of sport fields (Guiding Principle #1)
- Effectively plan and make the best value of capital resources (Guiding Principle #3)

DIRECTION #8: Continue to leverage opportunities from sport hosting.



Guiding Principles Advanced:

- Optimally manage the system of sport fields (Guiding Principle #1)
- Effectively plan and make the best value of capital resources (Guiding Principle #3)
- Leverage the broader benefits of sport fields (Guiding Principle #4)



6.1. **DIRECTION #1:** IMPLEMENT A RENEWED SPORT FIELD CLASSIFICATION SYSTEM

DIRECTION #1 ACTIONS

- A. Review the sport field classification on a periodic basis to ensure continued alignment with current best practices and review if any existing sport fields require re-classification.
- B. Align maintenance practices with the renewed sport field classification system.
- C. Undertake an accessibility audit of all sport fields including access to the fields and associated amenities.
- D. Update the bookable rectangular sport fields and ball diamonds information in the ActiveNet Reservation System; update booking processes, and marketing information, and add accessibility information to ActiveNet details.
- E. Create and maintain a master list of classified sport fields in a comprehensive (GIS) database including spatial referencing, ensuring it is available to staff and updated regularly.
- F. Create and maintain a master list of sport field amenities such as lighting and player benches in a comprehensive (GIS) database including spatial referencing, ensuring it is available to staff and updated regularly.
- G. Utilize the guidelines provided for each class of sport field to inform new facility builds, support amenity upgrades (e.g. lighting, storing, fencing), field retrofits, and overall alignment with best practices in accessibility (expanding beyond mobility). **See sport field cut sheets in Appendix G for guidelines.*



RATIONALE AND CONTEXT FOR THIS DIRECTION AND ITS ACTIONS

A renewed sport field classification system will ensure that the right users are on the right fields supported by the right amenities and that the fields are maintained and managed efficiently. The Strategy includes a renewed sport field classification system which is summarized in Tables 3 and 4. Please refer to Appendix F for the reclassification of all sport fields within their renewed class and Appendix G for additional detail on each classification.

Historically, the inventory has been classified using two different classification methods – operational fields and bookable fields. Neither considered accompanying field amenities. While the two methods served some purposes, they have created inconsistencies as fields were defined, booked and maintained using different names, locations, and metrics by the permit office and park operations teams. The creation of a clear classification system will improve management and operational efficiency and will help create the best sport field experiences for users. The renewed system will bring greater certainty to user groups in what can be expected by field classification and allocations can be applied accordingly.

The Park Board has a team of operational staff working to maintain sport fields. This team has been under resourced and as such, maintenance efforts have been thinly spread over a high number of fields with field conditions varying widely throughout the city. Although there was a one time fund provided in the most recent capital plan to begin to address field conditions there is not currently an ongoing, sustainable source to undertake minor upgrades. Fifty percent of the inventory is defined as Class A in the existing system, which is unachievable and unsustainable, both within current operational budgets, and also given the physical properties of the fields. Beginning in 2025 the City will begin billing all departments, including the Park Board, for water use and sewage disposal fees which will have further implications on operational and maintenance costs of Class A fields, which are irrigated.

ESTABLISHMENT OF THE RENEWED SPORT FIELD CLASSIFICATION SYSTEM

The renewed classification system is in alignment with best practices in sport field management, including:

- Sport field specifications, maintenance, and other physical characteristics; and
- Management and experiential factors (e.g. identifying how each field will advance Sport for Life principles).

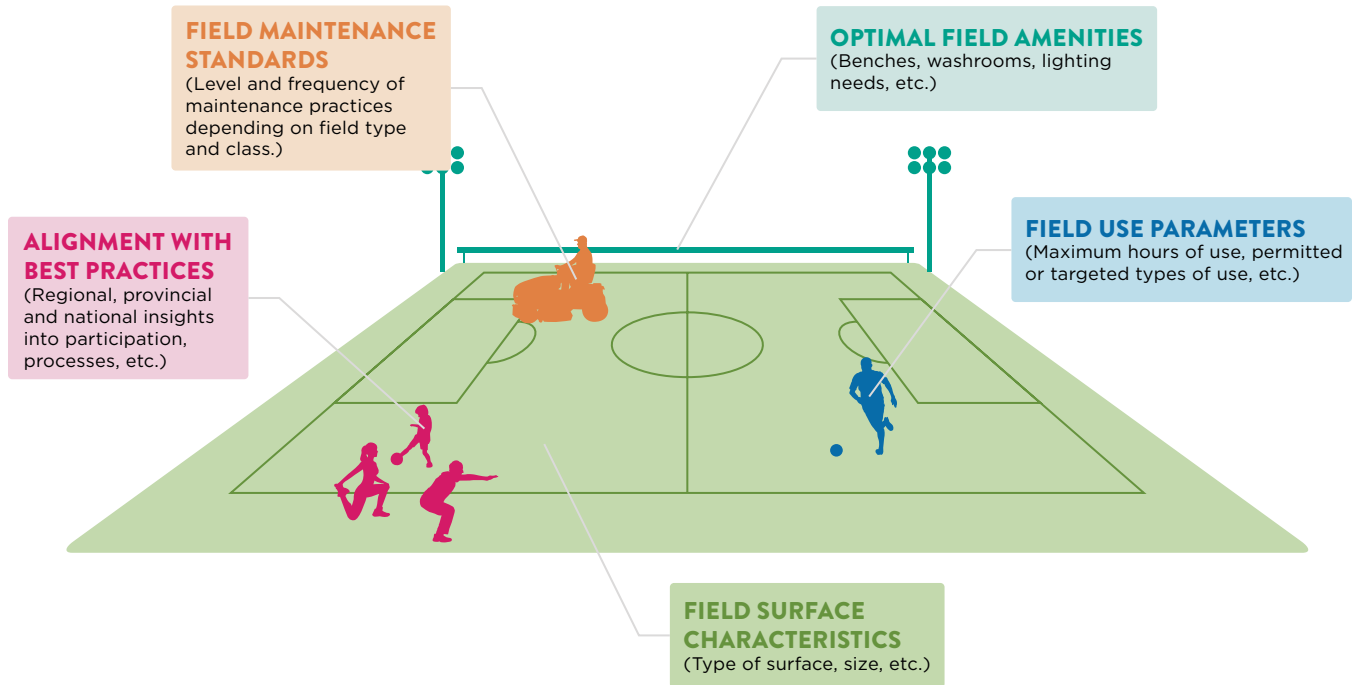
Following Sports Turf Canada standards, the re-classification of Vancouver's sport fields is based off the physical properties of the field. The renewed system establishes clear quality and performance expectations for fields. This approach is focused on providing fields that are:

- Safe
- High quality
- Playable
- Consistent by classification
- Better aligned with optimal amenities

The renewed classification system introduces classifications for ball diamonds which are not currently classified, other than when they overlap with rectangular sport fields. The classification of both rectangular fields and ball diamonds recognizes the unique characteristics and needs of both surface types and field amenities. Aligning the inventory to the renewed classification system will also provide a consistent point of reference for capital planning and design, especially through the standardization of synthetic turf, Class A and Class B1 and B2 fields. A corresponding new fee structure, reflective of the different maintenance standards and associated costs for each classification, could also be considered as part of a Park Board User Fee Policy.



FIGURE 11: KEY ASPECTS OF THE RENEWED SPORT FIELD CLASSIFICATION SYSTEM



Youth soccer players team photo

TABLE 3. OVERVIEW OF THE RENEWED CLASSIFICATION SYSTEM BY KEY ATTRIBUTES

Field Class	Surface Type	Amenities	Optimal Utilization*	Optimal Field Size	Fees**	Bookable	Operating Costs
Synthetic Turf	Synthetic Turf	High	3,000 hrs / year	Regulation	\$\$\$\$	Yes	\$\$\$\$
Class A	Natural Turf Field - Sand	High	600 hrs / year	Full Size Regulation	\$\$\$	Yes	\$\$\$\$
Class B-1	Natural Turf Field - Soil	Medium	600 hrs / year	Variable	\$\$\$	Yes	\$\$\$
Class B-2	Natural Turf Field - Soil	Medium	300 hrs / year	Variable	\$\$	Yes	\$\$
Class C	Variable	Low	Variable	Non Regulation	\$	Yes	\$
Class D	Variable	Low	N/A	N/A		No	\$

**For natural surface fields (Classes A - D), utilization figures reflect an approximate maximum amount of upset limit use based on best practices aimed at preserving field surface integrity. For synthetic turf fields, 3,000 hours reflects an optimal capacity for prime-time hours based on most manufacturers guidelines, typical hours of prime time demand, and operational hours. Please refer to Appendix G for additional detail on how capacities vary based on seasonal usage and field specifications.*

***Reflects a general order of magnitude level of user fees to access the field. To be further determined as part of future fee setting.*



IMPORTANT CONTEXT ON SPORT FIELD MAINTENANCE PRACTICES

Sport field surfaces are not always maintained throughout the year due to environmental conditions and the variety of factors that impact the ability to sustain a quality natural turf surface. Identified as follows are situations in which regular maintenance may be interrupted or not occur at certain times:

- Regular spring maintenance start up, including irrigation systems testing, ongoing fertility programs, and surface renewals for topdressing, overseeding and aerating.
- Fall maintenance shut down, including irrigation systems winterization, fall fertility programs and surface repairs.
- Set up, take down and repair time allowances for permitted special events.
- Ongoing surface reviews and repairs for trip hazards, rotating high wear areas, rotating goal locations to prevent high wear areas.
- Occasional rest periods for fields that require longer recovery and repairs on high use, high demand fields.
- Synthetic turf fields require regular maintenance on a weekly, monthly and yearly basis, and require specialized equipment and materials to ensure manufacturer's warranty requirements are met. Sufficient unpermitted time is needed to undertake these maintenance activities.

Baseball player batting

TABLE 4. DESCRIPTION OF THE NEW SPORT FIELD CLASSES

Field Class	Description and Recommendations
<p>Synthetic Turf</p>	<p>Synthetic turf fields contain four primary components: the turf fibre, backing materials, shock pad, and infill. Synthetic turf technologies continue to evolve, particularly as it pertains to infill and turf fibre components. Due to their resilient surfacing, synthetic turf fields can provide more hours of play than natural turf fields and are the most consistent playing surface through All-weather conditions. Due to their high use, field lighting is recommended to maximize use through the winter months. As a result of the high demand and use, comprehensive amenities are recommended for user and spectator experience and comfort.</p> <p>These are intended to be premier level fields that significantly increase year-round capacity and versatility. Based off best practices and field warranties, the Strategy recommends this class of field be for sport use only. Any discussion on the consideration of any specific exceptions for non-sport uses to be undertaken during Outdoor Facility Allocation and Management Policy development.</p> <p>Up to 3,000 hours of annual permit-based use is recommended as an optimal maximum level of use.</p>



Field Class	Description and Recommendations
Class A	<p>Class A natural turf fields are defined as the highest quality natural turf fields in the inventory. They are built on a sand base structure with an extensive drainage and irrigation system to ensure a quality turf surface. Due to the premier nature of this playing surface, the highest level of maintenance is required to ensure the surface is consistent throughout the year, and will require high investment in turf health, as well as adequate time for turf recovery and repair including a rest period.</p> <p>Class A fields should be prioritized for game play, with practice times allotted at the discretion of staff to accommodate high level sport needs only. A maximum 600 hours of annual permit-based use is recommended.</p> <p>Rest periods are recommended for Class A natural turf fields.</p>

THE IMPORTANCE OF ENSURING SPORT FIELDS ARE PHYSICALLY ACCESSIBLE

In alignment with Park Board policies, City of Vancouver Accessibility Strategy, and best practices for inclusive design, all field classifications and typologies will incorporate universal design principles for field users and spectators accessing the playing surface or viewing areas. Barrier free design principles should be incorporated into the access to and from the field, and in the design of amenities (e.g. accessible diamond dugouts or pathways leading to the play surface).

Field Class	Description and Recommendations
<p>Class B (B-1 and B-2)</p>	<p>Class B natural turf fields are divided into B-1 and B-2 levels. This division is based on the physical properties of the field structure (the ratio of sand to soil in the growing medium) and the presence of civil infrastructure to support conditions.</p> <p>Class B-1 fields have a higher sand content in the soil and require irrigation and drainage, which allows for a higher quality field and higher field utilization. A maximum 600 annual permit-based use is recommended.</p> <p>Class B-2 fields have a lower sand content in the soil, and drainage and irrigation is not required, and therefore field utilization for Class B-2 is lower. A maximum 300 annual permit-based use is recommended.</p> <p>Class B fields offer a wide range of uses, are suitable for games and practice, youth small area game play, as well and youth and adult programming. Special events may be booked on these fields under processes to be outlined in the Outdoor Facility Allocation and Management Policy.</p> <p>Rest periods are recommended for Class B fields.</p>
<p>Class C and D</p>	<p>Classes C and D present a wide range of field surfaces, including natural turf field, All-weather, and hard surfaces. They are intended to serve neighbourhood level drop in and less structured sport and recreation opportunities and special events. Natural turf fields in this category are maintained to a lower level than Class A or B. Class C fields can be permitted at an economical fee, while Class D fields are not subject to sport use permitting.</p>

**For information on amenities associated with each classification please refer to Appendix G.*



COMPARISON OF EXISTING AND RENEWED INVENTORIES

Table 5 and Table 6 provide a summary of the change in the breakdown of sport field by classification in the existing versus renewed system. This reflects the inventory in its current state, based off existing conditions. It does not reflect future changes in classification that may result from minor and major changes to existing fields including those recommended in the Strategy’s implementation plan (see Section 7).

TABLE 5. RECTANGULAR FIELD COMPARISON OF EXISTING VS RENEWED CLASSIFICATION SYSTEM

Existing Classification	# of Fields	Renewed Classification System	# of Fields
Synthetic	12 (8%)	STF	12 (8%)
Class A	67 (44%)	Class A	3 (2%)
Class B	49 (32%)	Class B-1	59 (39%)
		Class B-2	16 (11%)
Class C	13 (8%)	Class C	54 (36%)
All Weather	10 (7%)	Class D	7 (5%)
Total:	151		151

COMPARISON OF EXISTING AND RENEWED INVENTORIES (CONTINUED)

TABLE 6. BALL DIAMOND COMPARISON OF EXISTING VS RENEWED CLASSIFICATION SYSTEM

Existing Classification*	# of Diamonds	Renewed Classification System	# of Diamonds
STF	1	STF	1
Natural Turf - Stand alone	16	Class A	16
Natural Turf - Overlapping**	98	Class B-1	33
		Class B-2	23
All Weather	1	Class C	43
Total:	116		116

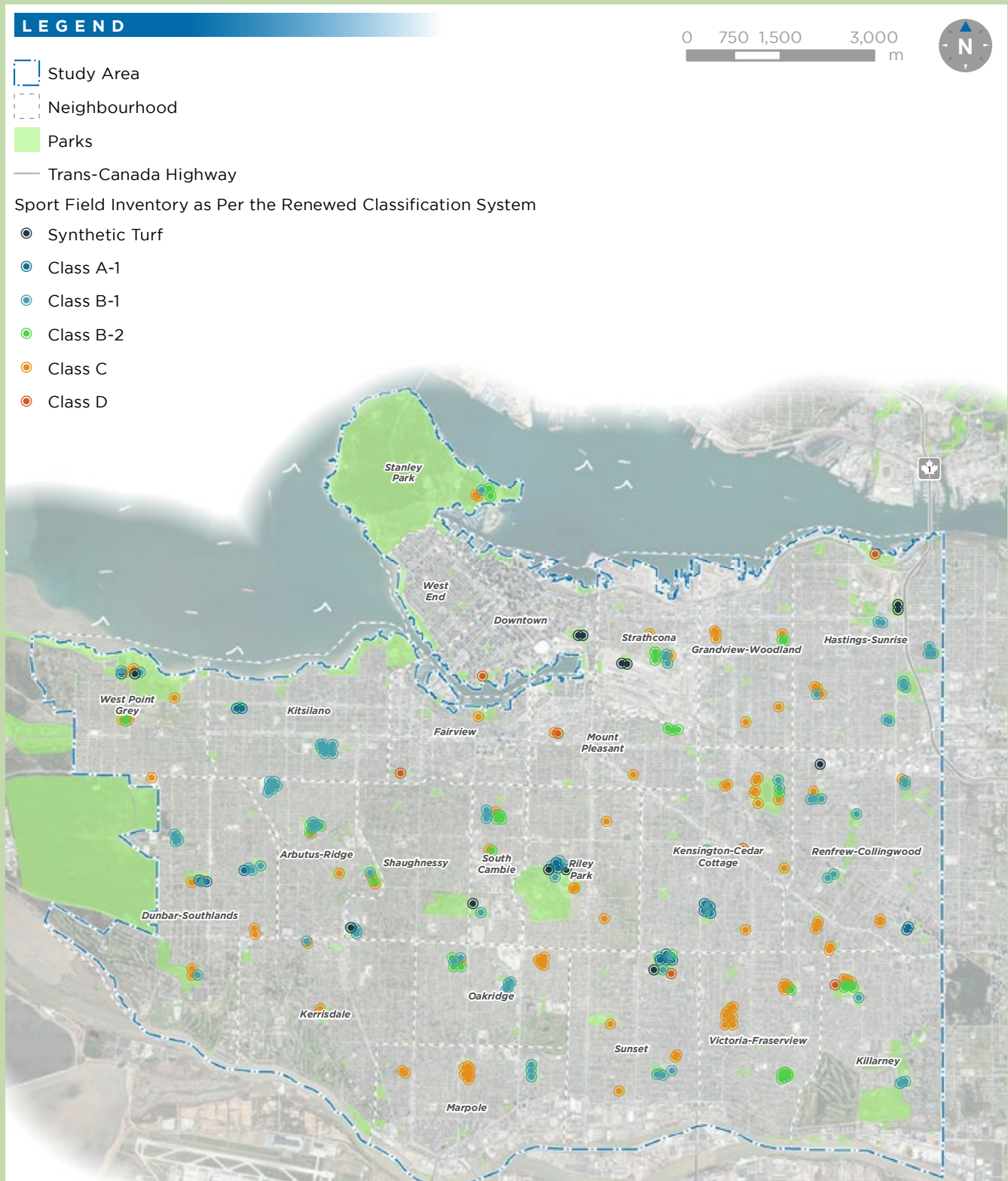
*Existing ball diamond classifications were inconsistently documented between different Park Board departments. For the purposes of inventory comparison, existing diamonds were noted as either standalone (single use) diamonds, or overlapping (multi-use) diamonds.

**Montgomery Park Diamond NE was completed after initial inventory and assessments were completed. It is included in the current inventory as a Natural Turf - Overlapping diamond.

Appendix G provides best practices for each field classification typology including physical properties, size, amenities and programming considerations. It also includes maintenance levels and best management practices per classification, based off Sports Turf Canada field classification to ensure a standard level of care.



FIGURE 12: OVERVIEW OF THE SPORT FIELD INVENTORY IN THE RENEWED SPORT FIELD CLASSIFICATION SYSTEM



***See Appendix F for specific field names and locations.**

6.2. **DIRECTION #2:** SEEK OPPORTUNITIES TO APPLY A REVENUE GENERATING LENS

DIRECTION #2 ACTIONS

- A. Upon completion of the Fees and Charges Policy (VanPlay rec R.2.3), update and align all outdoor permit fees with new field classifications and new user group types to be developed through the sport field allocation framework (Direction #3).
- B. In concert with the Park Board's implementation of the Auditor General's Revenue Management Performance Audit, create a Pricing Strategy (cost recovery targets based on identification of direct and indirect costs) as a complement to the completed Fees and Charges Policy and a means to determine ROI (Return on Investment) while balancing needs for equitable access and affordable core services.
- C. In concert with the Park Board's development of the Infrastructure Fee Framework, pursue the creation of a sport field renewal reserve to be utilized and dedicated specifically to sport field renewal and minor upgrades.
- D. Establish an equipment storage fee associated with the implementation of Action 5.F, the development of an equitable sport equipment storage plan.



RATIONALE AND CONTEXT FOR THIS DIRECTION AND ITS ACTIONS

In 2023 the Park Board endorsed two reports related to revenue generation:

- In July 2023 the Park Board endorsed the *Think Big Action Plan* aimed at exploring new revenue generating strategies and approaches. The report reflected that the Park Board's interest in revenue generation is driven by a desire to address the growing maintenance and renewal needs of parks and recreation assets and sustain service delivery while reducing the burden on taxpayers. The report identified several tactics that will be further explored. Where these are applicable to sport fields they will be implemented via the implementation of the Think Big Action Plan.
- In November 2023 the Park Board endorsed the Auditor General's report, *Park Board Revenue Management*, including 6 recommendations.

Actions under Direction #2 are specifically related to sport fields, recognizing the *Think Big Action Plan* and Auditor General's *Park Board Revenue Management* report may recommend further actions related to Park Board facilities or amenities more generally which will also have implications or outcomes related to sport fields.

As noted further under Direction #5, the Park Board is behind schedule in the renewal of sport field assets, in particular, synthetic turf fields. The creation of a purpose built renewal reserve would allow a more predictable and sustainable stream of revenue with which to undertake sport field renewals.

COST RECOVERY TARGETS

As reflected in Action 2.A, the Strategy recommends that the Park Board establish cost recovery targets for all classes of fields as outlined in the renewed sport field classification system.

Cost recovery targets vary significantly by field classification in most jurisdictions, including Vancouver. A comparison between Vancouver and other jurisdictions is included in Appendix A, Section 5. Fields with lower maintenance costs, high number of paid, permitted hours, and higher fee structures (e.g. synthetic turf fields) will have better cost recovery compared to fields that have higher ongoing maintenance costs, lower levels of paid, permitted hours, and lower fee structures (e.g. Class A fields).

Cost recovery targets are most often set in user fee policies. These policies reflect a variety of considerations including:

- Values, goals and directives that guide the organization.
- Establishing a balance between public and private benefits.
- Encouraging participation and access to facilitate physical activity to residents.
- Opportunities to generate revenue without impacting user access and equity.
- User ability / capacity to pay.

Once cost recovery targets are set, they can be used as a basis for setting fees. The Park Board's current User Fee Policy directs that fees and charges will be levied to recover all or a portion of the overall operating costs and it identifies how fees can be revised to encourage use for a variety of users and situations.

The term “cost recovery” refers to the amount of revenue that covers expenditures and can be thought of in two ways:

- As a percentage (e.g. if an amenity has \$100,000 in annual expenditures and revenues of \$50,000 we would say that cost recovery is 50%).
- On a per dollar basis (e.g. using the same example dollar amounts as above, we could also say that \$0.50 are recovered for every \$1.00 spent).



6.3. **DIRECTION #3:** IMPLEMENT AN EQUITY MODEL FOR ALLOCATION, BOOKING, AND PERMITTING OF FIELDS

DIRECTION #3 ACTIONS

- A. Complete a new sport field allocation framework (per VanPlay recommendation R.2.6) that includes:
 - » Clarity on how user groups and programming will be prioritized and how use of all facilities will be maximized to benefit users, operators and administrators;
 - » How seasonal, league and event needs and applications will be processed and managed; related user expectations and commitment requirements;
 - » Clear standards of play for every permitted activity to ensure that each sport receives the right amount of play and practice time for different levels of play and age groupings to be successful under the Long Term Development Model (Sport for Life) for their sport; guidelines on how sports are optimally located/placed and scheduled ensuring all groups have equitable access to a range of facility classifications, days of the week and times; in season field and facility management; with particular emphasis on; management of new and emerging sports, non-resident organizations, exceptions to regular operating seasons and hours, scheduled and unscheduled closures, etc.; related administration and authority clarifications.
- B. Establish clear expectations and enforcement guidelines/code of conduct for sanctioned and unsanctioned use and maintenance of facilities and amenities and establish a monitoring program to report and support.

DIRECTION #3 ACTIONS (CONTINUED)

- C. Restructure and resource the Outdoor Sport Facilities (OSF) office, its permit processes and communication methods to support transition from historical to needs based and equitable allocation.
- D. Following the implementation of the new sport field allocation framework, undertake a periodic review of the sport field system's capacity compared to known need for prime permit hours and projected growth needs in order to ensure the inventory's total size and distribution across classifications is meeting community needs. Consider reclassifying bookable fields to Class C or D, or removing select fields from the sport field inventory, to facilitate additional spontaneous use and events spaces if there is a surplus of prime permit hours available in the inventory. Consider rest periods for fields and factor in a sufficient amount of "spare" fields to offset impacts of fields being offline for renewals or upgrades.

Football on field with players gathering in the background



RATIONALE AND CONTEXT FOR THIS DIRECTION AND ITS ACTIONS

Facility allocation practices in Vancouver are currently historically based with most permits rolled over from year to year. This practice is typical in many jurisdictions as it provides a convenient and efficient process that is easy to administer. However, this practice also favours tenured user groups while making it challenging for groups who are newer or who are experiencing growth to access the fields they need. Opportunities exist to create an allocation process that reflects equity considerations and values as outlined in VanPlay. Best practices in sport and recreation facility allocation also suggest a shift away from historically based allocations to an approach that better reflects need, equity, and fairness.

Aligning the right users with the right fields at the right times will help make the best use of existing fields and inform planning by validating potential gaps and opportunities and providing better data that provides insights into specific field needs.

Appendix H outlines preliminary information around allocation values and a process to help guide the development of the Outdoor Facility Allocation and Management Policy.

MAKING OPTIMAL USE OF THE SPORT FIELD INVENTORY

A small portion of sport field sites in Vancouver accommodate the majority of booked usage. For example 10 natural turf sport fields in Vancouver account for 27% of all natural turf bookings. While it is unlikely that sport field bookings will ever be completely distributed equally across the inventory, the new allocations approach presents an opportunity for better distribution. Doing so will help ensure higher use fields remain in good condition and make optimal use of more fields.

6.4. **DIRECTION #4:** FACILITATE SPONTANEOUS USE OF SELECT SPORT FIELDS AND BALL DIAMONDS FOR RESIDENTS

DIRECTION #4 ACTIONS

- A. Encourage the spontaneous and casual use of select natural turf and all-weather rectangular fields and diamonds by removing perceived barriers to accessing them; use promotional campaigns and structured communications to encourage use when facilities are available for use (e.g. not permitted for sport or special events use and not closed for maintenance).



Baseball mitt and balls on home plate



RATIONALE AND CONTEXT FOR THIS DIRECTION AND ITS ACTIONS

A significant proportion of sport field activity in Vancouver occurs “spontaneously” – not pre-planned as part of an organized program or group. Providing opportunities for residents to be physically and socially active at sport fields in Vancouver is important and achieves key Park Board strategic objectives. They are critical in supporting outdoor physical activity, recreation equity, and a city-wide culture of health and wellness. Spontaneous use of sport fields has a wide array of benefits, including:

- Skill development (e.g. organized sport participants seeking additional time to improve skills individually or as part of a small, casual group).
- Social connection (e.g. individuals gathering for sport field activities that also enable socialization).
- Health and wellness (e.g. participation in casual play to improve physical and mental wellbeing).

The Park Board will need to balance supporting these activities with allocation to organized user groups through the permitting process. This work will need to ensure that spontaneous use of fields is both supported and encouraged while ensuring permitted uses are not disrupted.

The Phase 1 engagement revealed that over half of Vancouverites participate in spontaneous sport field activities, with proximity to where an individual lives as the primary factor that determines which sport fields they use for spontaneous use.

SUPPORTING SPONTANEOUS USE

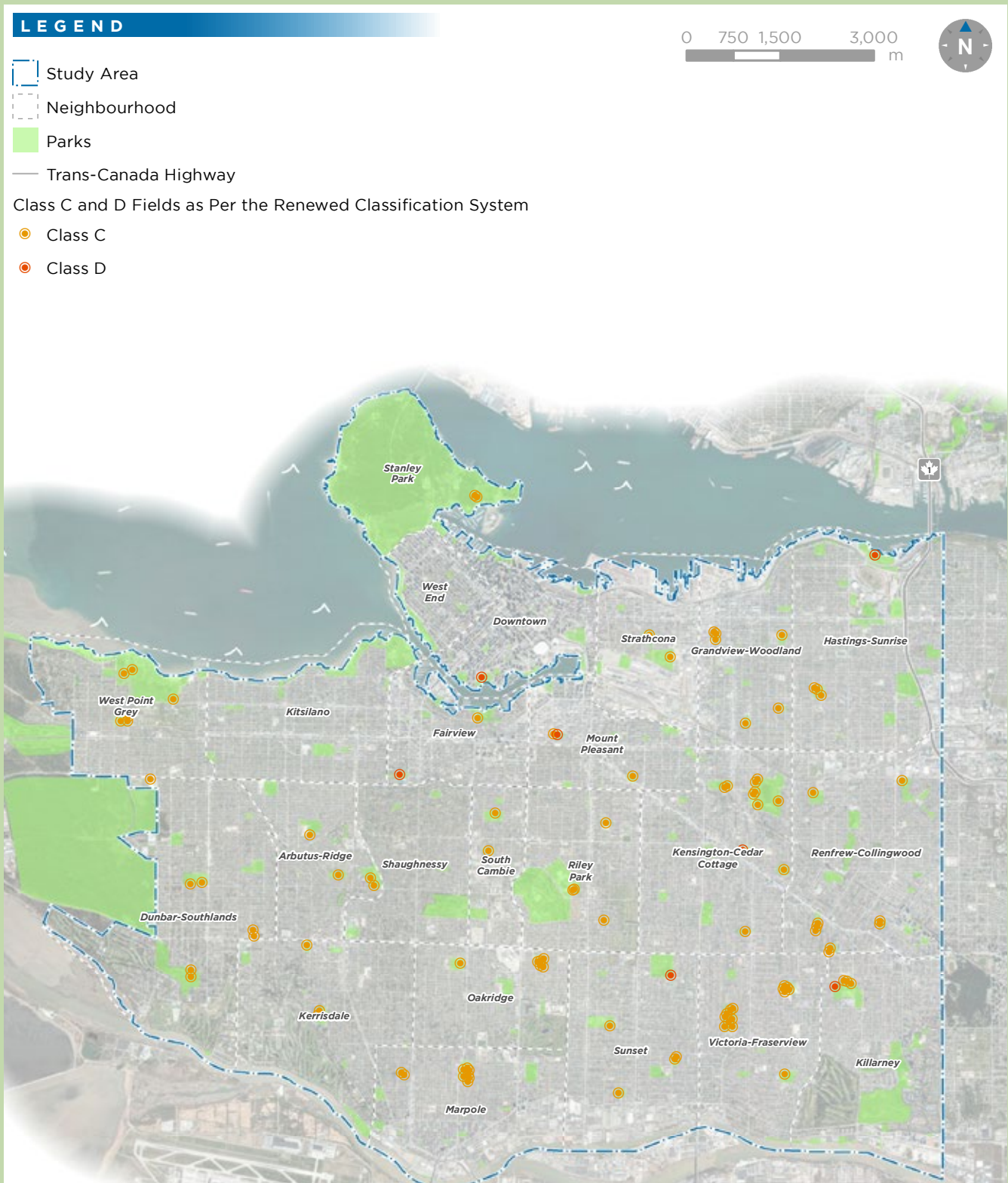
Class C and D fields will support most of the spontaneous use. Class D fields (2% of sport field inventory) will be dedicated for spontaneous use and will not be bookable for sport use and Class C fields (40% of sport field inventory) will provide a balanced approach between permitted activities and spontaneous use. Synthetic Turf, Class A, and Class B fields will be relied upon to facilitate the majority of permitted field time.

Supporting and encouraging spontaneous use could be enhanced through:

- Improved on-site signage that both promotes spontaneous use and discourages unsanctioned field use.
- Use of mobile technologies to enable field users to know when fields are not available for spontaneous use. As these technologies are likely to change over the next decade, the Park Board will need to develop tools and methods that are aligned with current technologies, best practices and Park Board policies including accessibility accommodations such as audio alternative for those with limited vision.
- Create or align with existing promotional campaigns aimed at encouraging spontaneous use. These campaigns should dispel perceptions that all fields are unavailable for spontaneous use and to promote both the specific opportunity (e.g. specific fields, time periods, etc.) as well as the benefits of spontaneous field use in order to communicate to residents why sport field investment is important to a wide range of users.



FIGURE 13: SUPPORTING SPONTANEOUS USE AT CLASS C AND D SPORT FIELDS



Note: this map does not include non sport field open spaces in parks which are also available for spontaneous use.

6.5. **DIRECTION #5:** FOCUS AVAILABLE CAPITAL RESOURCES ON FIELD QUALITY AND ADDING FUNCTIONAL CAPACITY

DIRECTION #5 ACTIONS

- A. Undertake the recommended “big move” capital projects, as funding permits.
- B. Use the Strategy’s site selection criteria to identify, prioritize, and sequence future major and minor sport field capital projects on an ongoing basis to re-evaluate these potential projects, and as needed when prioritizing as part of the capital planning process.
- C. Advocate for and implement the use of a formalized and sustainable funding source to support the minor upgrades program in order to complete priority field renovation projects which will yield immediate improvements to functional capacity, playability and safety.
- D. Develop minor upgrades program project list cross departmentally, aligned with budget cycles. Validate with user groups through the Vancouver Field Sport Federation. The list may be modified between budget cycles to respond to emerging safety concerns or sport rule changes (e.g. new outfield lengths).
- E. Develop and implement a system to better understand operating costs of each classification of sport fields, including potable water charges, in order to ensure sufficient operating budgets for the existing system, as fields are reclassified, and as new fields are developed.



DIRECTION #5 ACTIONS (CONTINUED)

- F. Work with the City's Real Estate, Environment and Facilities Management (REFM) staff to establish roles and responsibilities for user installed lighting, exploration of new remote light management, field lighting improvement and maintenance plan for all existing and future fields.
- G. Develop and implement an equitable sport equipment storage plan that uses the inventory of sport storage spaces in fieldhouses and explores standalone storage options in parks to meet the storage needs associated with the field classification system, as feasibility allows. Storage should be seasonal, paid, and tied to park use. *This plan could be embedded into the Outdoor Field Allocation and Management Policy.*
- H. Establish a sport equipment storage booking system.
- I. Install the necessary technology that will enable a remote access control management solution, enabling permitted user access to secured field, washroom, changeroom and storage units in new and renewed fieldhouses. Prioritize implementation of remote access control in new and renewed facilities as part of the implementation of the Washroom & Fieldhouse Strategy.
- J. Establish a clear roles and responsibilities matrix and related documentation for user groups involved in the planning, design, construction, maintenance, renovation and general management of outdoor facilities and amenities.

RATIONALE AND CONTEXT FOR THIS DIRECTION AND ITS ACTIONS

Capital investment in sport fields needs to balance the complexities of a large inventory, wide range of activities and associated field space needs, and resource realities.

Capacity analysis and input from sport field users and residents across all phases of engagement supports focusing investment on enhancing the quality and functionality of existing sport fields. Recommended capital investment projects have been identified to address gaps and add high quality sport fields that are aligned with current best practice standards. While much focus is given to more significant projects (the “big

moves”) there will also be a need to undertake minor works on an ongoing basis to ensure safety and functionality of the sport field system. As noted in Direction #1, Park Operations staff have long been under resourced for sport field maintenance. Although there was a one time fund provided in the most recent capital plan for minor projects to address field conditions there is not currently an ongoing, sustainable source to undertake a minor upgrade. Park Operations staff routinely undertake minor upgrades projects to improve safety and functionality and this work is critical in the success of the sport field system.



THE “BIG MOVES”

The most significant built projects recommended in the Strategy are grouped under 5 “big moves”. These categories of sport field projects will result in significant changes to both specific fields and the entire inventory and will increase the ability of the sport field inventory to meet anticipated long-term needs.

There are five “big moves”:

1. Renew existing synthetic turf fields
2. Convert select all-weather (gravel) fields to synthetic turf fields
3. Create hub sites
4. Establish dedicated ball diamond and rectangular field parks
5. Establish sport-specific priority fields

Table 7 provides additional detail on each “big move” and reflects how these “big moves” advance the Guiding Principles and other Strategy directions. The implementation plan in Section 9 provides additional detail on the specific sites, sequencing, and capital costs.

THE “BIG MOVES” SITES

The implementation plan presented in Section 7 identifies the recommended sites for “big move” projects. These sites have been selected through the application of the site selection criteria (see pages 75-78) and were reviewed during Phase 3 engagement and a series of VFSF workshops.

TABLE 7. OVERVIEW OF THE “BIG MOVES”

“Big Move”	Description	Rationale (Why is this being proposed?)	Guiding Principles and Directions Advanced
<p>BIG MOVE #1: RENEW EXISTING SYNTHETIC TURF FIELDS</p>	<p>Renewal of synthetic turf fields means replacing synthetic field surfaces that are past their lifespan with new surfacing that meets current standards and ensuring that fields best align with current user needs. Renewals ensure the fields are safe and have the right amenities, maximizing year-round sport field opportunities.</p> <p>The Strategy’s implementation plan proposes a sequence for renewals based on factors including surface age, risk mitigation, improved drainage, and minimizing user group disruption.</p> <p>Replacement may include turf replacement only or more intensive replacement including drainage infrastructure.</p>	<p>Many of the synthetic turf fields’ surfaces are past or nearing manufacturer’s recommended lifespan and need renewal. Well maintained synthetic turf fields typically have a 10-12 year lifespan, with longevity impacted by the intensity of use, type of use, and location (e.g. amount of sun, rain, etc.). Many of the Park Board managed synthetic turf fields are past this lifespan timeframe and require renewal.</p> <p>Community engagement and research undertaken in the development of the Strategy support the continued use of synthetic turf to maximize use of available lands and meet year round community sport needs.</p>	<p>Guiding Principles:</p> <ul style="list-style-type: none"> • Provide great sport field experiences for all (2). • Effectively plan for the future and make best use of capital resources (3). • Leverage the broader benefits of sport fields (4). <p>Directions:</p> <ul style="list-style-type: none"> • Focus available capital resources on field quality and adding functional capacity (5). • Enhance collaboration with key local and regional partners in the planning, delivery and maintenance of sport fields (7). • Continue to leverage sport hosting opportunities (8).



“Big Move”	Description	Rationale (Why is this being proposed?)	Guiding Principles and Directions Advanced
<p>BIG MOVE #2: CONVERT SELECT ALL-WEATHER (GRAVEL) FIELDS TO SYNTHETIC TURF FIELDS</p>	<p>Conversion of select All-weather fields to synthetic turf fields means, for each select location, developing a new lit synthetic turf field in the same location where an existing all-weather field is currently. In some cases, field amenities may also be upgraded.</p> <p>Existing All-weather fields that are not included as potential sites did not meet the site selection criteria including existing size and lack of supporting infrastructure, such as access to washrooms.</p>	<p>User groups have expressed concerns over playability and perceived risk of injury on All-weather fields, which were typically installed prior to wider development of synthetic turf. Users tend to only use these fields as back-ups to rain impacted natural turf fields.</p> <p>These fields are often in parks with complementary infrastructure and amenities such as parking, lighting, and community centres, which makes them good candidates for synthetic turf.</p> <p>Conversion of these fields will expand the number of synthetic turf fields in the system and therefore number of bookable hours reduce pressure on existing synthetic and natural surface fields and provide a safer, more desirable surface.</p> <p>Community engagement and research undertaken in the development of the Strategy found that this “big move” was supported by the majority of respondents.</p>	<p>Guiding Principles:</p> <ul style="list-style-type: none"> • Provide great sport field experiences for all (2). • Effectively plan for the future and make best use of capital resources (3). <p>Directions:</p> <ul style="list-style-type: none"> • Focus available capital resources on field quality and adding functional capacity (5). • Continue to leverage sport hosting opportunities (8).

“Big Move”	Description	Rationale (Why is this being proposed?)	Guiding Principles and Directions Advanced
<p>BIG MOVE #3: CREATE HUB SITES</p>	<p>Hub sites will offer three or more Class A and/or synthetic turf fields at one park, along with a fieldhouse to support programming. The provision of 3 or more fields will aid in simultaneous programming and sport hosting opportunities.</p> <p>It is important to note that hub sites will facilitate a mix of opportunities across all levels of play. Some hub sites may be suited for elite levels of sport, however this is not the focus of the hub site “big move”. Some sports and levels of competitions may be better served by 3 field hubs than others.</p>	<p>Providing three or more quality fields at a park provides opportunities and efficiencies for simultaneous programming and some levels of tournament hosting. Sport field user groups have identified a need for multi-field sites that can accommodate tournaments.</p> <p>Community engagement and research undertaken in the development of the Strategy found that this “big move” was supported by the majority of respondents.</p>	<p>Guiding Principles:</p> <ul style="list-style-type: none"> • Provide great sport field experiences for all (2). • Leverage the broader benefits of sport fields (4). <p>Directions:</p> <ul style="list-style-type: none"> • Focus available capital resources on field quality and adding functional capacity (5). • Continue to leverage sport hosting opportunities (8). • Enhance collaboration with key local and regional partners in the planning, delivery and maintenance of sport fields (7).



“Big Move”	Description	Rationale (Why is this being proposed?)	Guiding Principles and Directions Advanced
<p>BIG MOVE #4: ESTABLISH DEDICATED BALL DIAMOND AND RECTANGULAR FIELD PARKS</p>	<p>This “big move” will:</p> <ul style="list-style-type: none"> • Establish dedicated ball diamond parks for softball and baseball. • Establish dedicated rectangular sport field parks. <p>This means removing a small number of existing overlapping fields to focus on either dedicated ball diamonds or rectangular fields at an individual location. The majority of overlapping fields will remain in the system.</p>	<p>Many of Vancouver’s parks have overlapping rectangular sport fields and ball diamonds. While this allows flexible provision of more sport fields across defined sport seasons of fall/winter and spring/ summer and more capacity in limited space, establishing a small number of dedicated ball diamond or rectangular field parks, with no overlap, would provide other benefits. It would allow specific infrastructure, like permanent outfield fences at these locations for better user experience. It would also make maintaining the fields more efficient and may allow for longer booking seasons.</p> <p>Community engagement and research undertaken in the development of the Strategy found that this “big move” had a more mixed response, with many survey respondents, stakeholders, and user group/permit holder representatives indicating that they required additional information on specific sites and associated impacts.</p> <p>Additional information on this Big Move is included in Section 7 Special Considerations.</p>	<p>Guiding Principles:</p> <ul style="list-style-type: none"> • Optimally manage the system of sport fields (1). • Provide great sport field experience for all (2). <p>Directions:</p> <ul style="list-style-type: none"> • Focus available capital resources on field quality and adding functional capacity (5). • Continue to leverage sport hosting opportunities (8).

“Big Move”	Description	Rationale (Why is this being proposed?)	Guiding Principles and Directions Advanced
<p>BIG MOVE #5: ESTABLISH SPORT- SPECIFIC PRIORITY FIELDS</p>	<p>New or additional sport focused field site are recommended as follows:</p> <ul style="list-style-type: none"> • At least one new field hockey pitch at a new or renewed synthetic turf. • At least one lacrosse priority pitch. • A new or upgraded cricket field. • A new or upgraded rugby priority field. • A new or upgraded football priority field. <p>Priority sites are likely to have some multi-sport use but will have playing surfaces and amenities focused on addressing identified gaps, and support the best possible sport experience for each sport type.</p>	<p>Dedicated and priority sport fields provide a premier game field to service players participating in higher levels of sport and would enable Vancouver in meeting its commitment to supplying fields in the LTD continuum. It would also reduce maintenance issues and conflicts between uses that can occur when sports are played on surfaces that are not suitable for that sport.</p> <p>Community engagement and research undertaken in the development of the Strategy found that this “big move” had a more mixed response, with many survey respondents, stakeholders, and user group/permit holder representatives indicating that they required additional information on specific sites and associated impacts.</p>	<p>Guiding Principles:</p> <ul style="list-style-type: none"> • Optimally manage the system of sport fields (1). • Provide great sport field experience for all (2). <p>Directions:</p> <ul style="list-style-type: none"> • Focus available capital resources on field quality and adding functional capacity (5). • Continue to leverage sport hosting opportunities (8). • Enhance collaboration with key local and regional partners in the planning, delivery and maintenance of sport fields (7).

**Note: As part of the scoping and implementation of “big move” projects existing washroom and change room facilities will be reviewed to determine whether the scope of capital improvements requires renewal of existing facilities or the construction of new facilities.*



APPLYING SITE SELECTION CRITERIA

The site selection criteria have been developed to inform the analysis, planning, and prioritization of potential sport field projects. The site selection criteria have been used to help analyze and prioritize the “big move” sites identified in the implementation plan (see Section 7). These criteria should also be applied to other opportunities that may arise, such as to:

- Validate the appropriateness and viability of additional existing sport field sites for major capital re-investment (e.g. renewal, change of primary use, or expansion).
- Identify smaller field upgrade projects that can optimize the inventory and better align sport fields with the new classification system.
- Validate the appropriateness and viability of a potential new sport field site.
- Prioritize the best site(s) for a project type amongst a list of candidate sites.

The site selection criteria have been used to help analyze and prioritize the “big move” sites identified in the implementation plan (see Section 7). They should be used as criteria for testing sites for major and minor capital projects after the Sport Field Strategy is completed.



TABLE 8. SPORT FIELD SITE SELECTION CRITERIA

Overall Screen Criteria: Site Test Fit	
<p>For a proposed project to be viable it must physically fit on the site and be properly oriented to meet the needs of the intended sports. The field and support amenity requirements identified by the renewed sport field classification system (see Appendices F and G) provide a basis for this initial assessment.</p>	
Site Specific Criteria	
<p>Even though a site may have passed the initial test fit screening, a number of other factors need to be carefully analyzed to ensure the suitability of a site.</p>	
Site Specific Criteria	Considerations and Assessment Inputs
Pre-development condition	<ul style="list-style-type: none"> Physical condition assessment to analyze whether the site supports a new or upgraded field(s). Identification of potential complexities beyond what a “typical” site may have which could add cost, risk or impact timing. <p><i>*Examples of pre-development condition assessments include: geotechnical condition, topography, and assessment of impacts to trees, water bodies or other existing or planned structures or park features.</i></p>
Existing complementary infrastructure	<ul style="list-style-type: none"> Existing amenities or adjacent facilities such as a fieldhouse(s), washroom(s), changeroom(s) and / or a community centre which supports sport field activities.
Impacts on existing uses and programs	<ul style="list-style-type: none"> Review of project impacts on current uses and users, including the extent of disruption or relocation required.
Transportation access	<ul style="list-style-type: none"> Access via all modes of transportation, including proximity to transit routes, parking and active transportation routes. Sport field sites that have higher levels of access better support equity and access for all residents.



Site Specific Criteria	Considerations and Assessment Inputs
Utilization context	<ul style="list-style-type: none">• Consideration of current field utilization needs to ensure that the project does not displace existing user groups (without a suitable alternative option) or have broader negative impacts on the overall system (e.g. result in a significant operating cost impact, result in too much usage being concentrated at a single site, etc.).



System Wide Criteria

In alignment with the guiding principles, each sport field should be considered within the context of a broader system.

Site Specific Criteria	Considerations and Assessment Inputs
Supported by policy and planning	<ul style="list-style-type: none"> • Park Board and City strategies, plans and policies support or offer synergies for the potential project (e.g. constructive collaboration with Track and Field project identified in the Board’s Track and Field Strategy). • Explicitly identified within City Council approved neighbourhood plans or large site developments. • Is consistent with or supports other Park Board or City policies and planning initiatives.
Geographic distribution and gaps	<ul style="list-style-type: none"> • Spatial analysis conducted as part of the Sport Field Strategy, planning, or ongoing analysis to balance investment across the system. • Spatial analysis to target broad access to Class C and D fields, reflecting the importance of having sufficient casual / spontaneous use fields available across the city in alignment with Guiding Principle #2.
Equity gaps and considerations	<ul style="list-style-type: none"> • Consideration as to whether the project location is well suited to serve equity denied groups, especially in relation to ongoing provision of Class C and D fields. Consideration as to whether the integration of a sport field would displace other park uses that are of higher value to equity denied groups at that location. (e.g. preference may be for a more multi use space vs. synthetic turf field which is likely to be permitted and not allow much community use) • Ongoing engagement with equity denied groups required.



MINOR UPGRADES PROGRAM

The establishment of a formal minor works program is intended to proactively address field improvements projects that are beyond routine maintenance. In some cases they may assist in better aligning fields with their field classification.

Typical projects within the minor upgrades program include:

- Playing surface treatments and upgrades to meet field classification requirements including skinned infields and basepaths, playing surface repairs. This includes safety upgrades.
- Fencing and structural element upgrades to meet field classification requirements including ball control fencing, and diamond dugouts.
- Additional amenities to meet field classification requirements including sport fitments and furniture.
- Additional utility infrastructure to meet field classification requirements including drainage and irrigation.





Softball player catching the ball

SUPPORTING AMENITIES

The optimization of the sport field inventory will be further supported through upgrading or adding amenities. This may include the following focus areas:

- Washrooms, changerooms and fieldhouses
- Storage
- Lighting
- Fencing

Appendix I provides current best practice guidance related to field support amenities for consideration during project scoping and design and should be considered along with site specific context, other Park Board policy and park development standards. Consideration of enhanced amenities should be considered through the implementation of Action 5.J. Appendix J outlines the type of amenities that could be provided at each type of field.



HISTORICAL USER GROUP INVOLVEMENT IN MAINTENANCE AND AMENITIES

Over time, sport user groups have assumed various field maintenance tasks. Some, such as field lining, raking ball diamonds, and adding infield rock dust are sanctioned by the Park Board. However, there are also a range of activities which are not allowed such as mowing natural turf with ride on mowers, installation and removal of fences, adding sod and modifying irrigation systems. Some user groups have also installed field amenities without Park Board approval such as lights, score boards, concession stands and storage structures. Others have installed and modified sport amenities which they leverage to prevent other permitted groups (authorized by the permit office) to use. These actions have resulted in fostering a perception that some organizations have club or home sites, and in some cases, have encouraged those groups to resist alignment to Park Board systems and it has contributed to inequities among user groups.

Unauthorized user group alterations and maintenance activities expose the city, users, and community members to increased risk and liability and additional costs to the Park Board to perform upkeep and corrective maintenance. They also create a sense of 'ownership' and interfere with Park Board efforts to equitably permit certain locations. Better education, monitoring and agreement-based programs would decrease the extent of these rogue actions.



6.6. **DIRECTION #6:** WORK WITH LOCAL FIRST NATIONS AND THE URBAN INDIGENOUS POPULATION TO INCREASE THE WAYS IN WHICH THE SPORT FIELD INVENTORY REFLECTS INDIGENOUS CULTURE AND SPORTS

THE VANCOUVER BOARD OF PARKS AND RECREATION'S COMMITMENT TO THE TRUTH AND RECONCILIATION COMMISSION OF CANADA CALLS TO ACTION ITEM "C" (2015)

Take a 360 degree approach to programming, including the areas of culture, health, public dialogue, physical activity, and sport in order to increase public knowledge and awareness of reconciliation and to provide support to Indigenous peoples including children, youth, Elders and families.



DIRECTION #6 ACTIONS

- A. Work with Musqueam, Squamish and Tsleil-Waututh Nations on an ongoing basis to identify high priority sport field projects and initiatives.
- B. Continue to submit project referrals to Musqueam, Squamish and Tsleil-Waututh Nations to seek rights holder input on upcoming or active projects including the location and scope of changes to sport fields including, but not limited to, opportunities for cultural visibility in facility design.
- C. Consider the inclusion of sport fields within ongoing discussions regarding park naming protocols with Musqueam, Squamish and Tsleil-Waututh Nations.
- D. Incorporate decision making around major sport field capital projects, allocations, and sport field classification within Stanley Park into ongoing discussions with the Musqueam, Squamish and Tsleil-Waututh Nations through the Stanley Park Comprehensive Plan. *This Strategy is providing information to help inform those discussions without providing direction (see Section 9).*
- E. Reflecting upon the Indigenous Long-Term Participant Development Pathway and in consultation with the Indigenous Sport, Physical Activity and Recreation Council (iSparc), the Indigenous Physical Activity and Cultural Circle and local Indigenous sport leaders, collaborate on key administrative actions emerging from this Strategy, including the development of the Outdoor Facility Allocation and Management Policy.
- F. Support the growth of Indigenous sport and cultural priorities, including lacrosse, in Vancouver through consideration in the allocation policy as well as the implementation of Big Move #5.

RATIONALE AND CONTEXT FOR THIS DIRECTION AND ITS ACTIONS

Parks, including sport fields, were created through the dispossession, displacement and erasure of the local Host Nations and traditionally excluded meaningful participation by Indigenous peoples. Opportunities exist to begin to decolonize the sport field system through changes to historically embedded management approaches such as allocation practices and by providing meaningful opportunities for rights holder engagement related to sport field physical infrastructure. To successfully achieve these changes, the Park Board should provide meaningful opportunities for engagement to the Musqueam, Squamish and Tsleil-Waututh Nations and urban Indigenous populations throughout the implementation of the Sport Field Strategy.

Through engagement with Musqueam, Squamish and Tsleil-Waututh Nations on the Strategy as well as through other ongoing engagements, lacrosse has been identified as an important area of sport development focus. Connecting Indigenous and non-Indigenous youth with the sport provides positive health and wellness benefits while also providing a vehicle to foster Indigenous learning and culture.



6.7. **DIRECTION #7:** ENHANCE COLLABORATION WITH KEY LOCAL AND REGIONAL PARTNERS IN THE PLANNING, DELIVERY AND MAINTENANCE OF SPORT FIELDS

DIRECTION #7 ACTIONS

- A. Consider regional supply and demand when assessing sport field needs and, wherever possible, communicate with regional municipalities to avoid duplication and make best use of available resources.
- B. Work with surrounding municipalities and government partners to establish and maintain a sport field task force to discuss data sharing, share information on upcoming capital projects and share best practices.
- C. Create a joint Vancouver Park Board - Vancouver School Board outdoor sport facility working group with a commitment to meet regularly to address the planning, design, operation and permitting of Park Board and school sport facility sites.
- D. Formalize joint use agreements and payment structures for all schools (VSB, private and Conseil Scolaire Francophone (CSF) utilizing Park Board fields.
- E. Work collaboratively with the Vancouver Field Sport Federation (VFSF) on sport field planning and development.
- F. Explore opportunities for access to high-quality, well-maintained fields at private or UBC facilities to offset field loss during times that Park Board fields are offline due to renewal.

RATIONALE AND CONTEXT FOR THIS DIRECTION AND ITS ACTIONS

The Park Board is one of many public sector providers of sport fields in Metro Vancouver. Groups and individuals cross jurisdictional boundaries to access sport fields and programming, sometimes without knowing or being concerned with which entity is providing them with the

sport field opportunity. Communicating, collaborating, and partnering with other entities involved in the provision of sport fields will help reduce duplication and the risk of oversupply and lead to mutually beneficial sport field investment outcomes.



Lacrosse player holding a stick



TABLE 9. COLLABORATION AND PARTNERSHIP OPPORTUNITIES

Entity / Organization	Description	Rationale and Benefits
Regional Opportunities	<p>A regional sport field task force with partners such as Musqueam, Squamish and Tsleil-Waututh Nations, the Metro Vancouver Aboriginal Executive Council, Metro Vancouver and other local governments could be created to focus on the following key topics and initiatives:</p> <ul style="list-style-type: none"> • Determining how to better share data to track sport field utilization rates and trends. • Sharing information about potential major capital sport field projects that may have regional supply impacts (e.g. synthetic turf projects, stadium projects, etc.). • Sharing best practices for key aspects of sport field provision (maintenance, allocations, fees and charges, etc.). <p>The Park Board should monitor regional sport field supply and projects, communicating as necessary with regional municipalities (through the identified task force and on an ongoing basis) to discuss trends and potential areas / risks of duplication or oversupply.</p>	<p>The Park Board is uniquely positioned to play a leading role in regional collaborations due to its extensive and longstanding expertise in providing sport fields. The Park Board can also benefit from learning about innovative practices being undertaken regionally by other providers that are experiencing similar trends and sport dynamics.</p>



Rugby scrum

Entity / Organization	Description	Rationale and Benefits
<p>Vancouver School Board (VSB)</p>	<p>The Park Board and VSB relationship pertaining to sport fields is important given the significant number of field sites that are located adjacent to schools or in some cases on VSB lands.</p> <p>The Park Board and VSB have partnered on three synthetic turf field projects and are working on a fourth and have some limited arrangements pertaining to a handful of other sport field sites to provide community access. Existing Joint Operating Agreements have or are about to expire. Formal agreements for VSB access to parkland do not exist and has been managed through a patchwork of ‘understandings’ and handshake arrangements.</p> <p>Re-establishing a working group provides the opportunity for further discussions on potential operational partnerships as well as the planning of new, renewed, or enhanced sport field sites - including some of the potential “big moves” projects. Future collaborations between the Park Board and VSB also need to identify collaborative solutions to identified issues and opportunities, including overuse of certain fields that serve both school and community functions and increasing access for schools to Park Board operated fields.</p> <p>Park Board and VSB staff have an opportunity to work collaboratively together on agreement renewal, new agreements and allocation policies.</p>	<p>The Park Board and VSB have dialogued over the past two decades on joint infrastructure development, operations support, permitting, classifications, etc. (2002 Playing Field Renewal Plan; 2008 Sport for Life Strategy, VanPlay, Track & Field Strategy).</p> <p>Prior to the pandemic, the Park Board and VSB met regularly to dialogue, plan and resolve issues. A memorandum of understanding was recently jointly developed by the City, Park Board, VSB and VPL. The principles of this MOU can now be applied to any future agreements and arrangements.</p> <p>The VSB relies heavily on Park Board outdoor sport facilities to facilitate its sport meets and school events. Due to resourcing and volume issues in the OSF the special arrangements that the VSB relied upon in the past to access these facilities is no longer possible.</p>
<p>Vancouver Field Sport Federation (VFSF)</p>	<p>Park Board staff regularly and informally attend scheduled VFSF meetings and special operational issues meetings, participating in the exchange of information, updates and to work through issue resolution. Identifying key staff positions and formalizing their roles at these meetings and on sub-committees will assist in the implementation of and updates to SFS recommendations.</p>	<p>The VFSF is an important partner and conduit to many sport field user groups. Defined roles and responsibility and regular touch points will foster a collaborative working environment and build trust.</p>



Entity / Organization	Description	Rationale and Benefits
University of British Columbia (UBC)	Secure access to field time at UBC to compensate for times when fields are offline for renewal, repair or maintenance, or during tournaments.	Exploring a potential partnership can help offset disruptions to users. Additionally, reciprocal agreement can benefit both UBC sport and recreation needs.
Private schools and Conseil Scolaire Francophone (CSF) schools	Develop/update Joint Use Agreements with any schools that use or would like to use Park Board fields.	Ensures a clear understanding of use guidelines, requirements, and establishes appropriate cost sharing.



Field hockey coach addressing players

6.8. **DIRECTION #8:** CONTINUE TO LEVERAGE SPORT HOSTING OPPORTUNITIES

DIRECTION #8 ACTIONS

- A. Collaborate with other City departments to seek an appropriate return on investment from sport hosting ventures considering both revenue generation and community benefit.
- B. Working with host organizers, leverage their event and funding sources, to create significant legacy infrastructure or programs at no or low taxpayer cost to be enjoyed by user groups and the community.
- C. Direct any requests from affiliated and/or established sport groups and organizations seeking facility upgrades to host a championship or event to the Park Board's unsolicited proposals process. In doing so, clearly identify timelines for proposal submission in relation to target tournaments, and expectations that proposal acceptance by the Park Board must be completed prior to applying to host.



RATIONALE AND CONTEXT FOR THIS DIRECTION AND ITS ACTIONS

Vancouver remains a highly appealing destination for a variety of sporting events, tournaments, and competitions. Organizations and residents in Vancouver benefit from a range of tournaments and competitions, including:

- Local and regional tournaments and competitions
- Provincial and national tournament and competitions
- Major international events (e.g. FIFA World Cup 26 Vancouver™)

Hosting can accrue numerous benefits including:

- Generating non-local visitation and associated spending.
- Opportunities to develop new or improve existing infrastructure to create a long-term legacy for community use.
- Sport promotion and interest generation.
- Sport development and training opportunities for local organizations.
- Increased civic pride.

The actions presented under this direction are intended to guide the Park Board in leveraging benefits from event hosting, while seeking alignment with broader City and Park Board planning, including the Vancouver Sport Strategy. An appropriate balance will need to be struck between achieving the specific event(s) needs and providing assets that are sustainable and aligned with identified community needs.



Youth playing soccer

The “big moves” in Action 5.A provide a significant opportunity to optimize the sport field system for event hosting by:

- Providing renewed and additional synthetic turf fields that meet current surface requirements, increasing the ability to host tournaments and competitions, especially during rainy seasons, and provide training sites for larger events. ***Big Moves #1 and 2**
- Providing multi-field, “hub” sites which better support amateur field sport tournaments by enabling games to occur at the same location and simultaneously by providing enhanced support amenities such as change facilities, washrooms, concessions, warm-up areas, and parking (where appropriate). ***Big Move #3**
- Establishing more dedicated and priority fields that are tailored to the unique needs of different field sport activities will enable the respective sport groups for those activities in Vancouver with the opportunity to pursue event hosting opportunities. ***Big Moves #4 and 5**

The new sport field allocation framework proposed in Action 2.A should direct how these events will be accommodated in balance with the services and benefits local leagues and teams provide to the community. A multi year event calendar and process for managing long-term and pop up events should be developed in collaboration with the City’s Sport Hosting office and the Park Board’s Special Events office.



7. IMPLEMENTATION PLAN

INCLUDED IN THIS SECTION:

- Implementation context.
- Overview of implementation timing and requirements for the strategy directions.
- Implementation timing / sequencing and resource requirements for implementing the identified capital projects:
 - » The “big moves”
 - » Instream and projects from other decisions



Two players running towards a soccer ball.

7.1. THE IMPLEMENTATION CONTEXT

The implementation of the Strategy will occur over a number of years and is dependent on the availability of resources through capital planning and budgeting processes, grant opportunities through senior levels of government, new or expanded sources of potential revenues, and partnerships. It is important to reiterate that inclusion in the Strategy's implementation plan does not guarantee funding. Capital based implementation projects identified in the Strategy will be considered as part of the capital planning process along with other requests from the Park Board for funding and projects from across different City service areas. Similarly, the operational and administrative actions identified in the Strategy require incremental operational resourcing and will need to be considered in conjunction with other Park Board and City needs.

Sport field development, management and operations are currently funded through capital and operating budgets. From time to time, legacy funding opportunities for capital projects is also made available through other levels of government. In the future, as described throughout the Strategy, consideration should be given to alternative mechanisms for funding including pursuing the creation of a sport field renewal reserve (Action 2.C) and advocating for a formalized and sustainable funding source to support minor upgrades (Action 5.C). Further to this, the Park Board should continue to consider opportunities for sport field funding through other mechanisms including fundraising initiatives and partnerships where appropriate.

7.2. PROGRESS REVIEW

As outlined in the following sections, the Strategy provides staff and the Board with a workplan for improving the sport field system. Staff should consider undertaking a high-level mid-term review of the Strategy, in approximately 2029, to assess levels

of progress and recalibrate efforts as necessary. Undertaking this review after Direction #3 (Implement an equity model for allocation, booking, and permitting of fields) has been implemented would be ideal.



Football players tackling

7.3. IMPLEMENTATION OF THE DIRECTIONS

The 8 directions outlined in Section 6 include a series of operational and administrative actions that will require work by various Park Board divisions, and in some cases may require external support. A roadmap for the implementation of these actions, including resource requirements and proposed phasing / timing is shown in the following Table 10.

TABLE 10. DIRECTIONS AND ACTIONS IMPLEMENTATION OVERVIEW

Action	Timing Short Term (0-5 yrs) Medium Term (5-10 yrs), Long Term (10 years +), Ongoing (over SFS period)	Prequalifier SFS action if applicable	Resource Requirements \$\$\$ - high \$\$ - medium \$ - low	Guiding Principles Achieved	Significant positive impact on reconciliation, diversity, equity and inclusion
DIRECTION #1: Implement a renewed Sport Field Classification System					
A. Review the Sport Field Classification on a periodic basis to ensure continued alignment with current best practices and review if any existing sport fields require re-classification.	Ongoing (Annual)	N/A	\$	GP #1: Optimally manage the sport field system. GP #2: Provide great sport field experience for all.	
B. Align maintenance practices with the new Sport Field Classification System.	Short, Ongoing	Related to 5C	\$\$, \$	GP #1: Optimally manage the sport field system. GP #2: Provide great sport field experience for all. GP #3: Make the best value of capital and operating resources.	
C. Undertake an accessibility audit of all sport fields including access to the fields and associated amenities.	Medium Term	N/A	\$	GP #1: Optimally manage the sport field system. GP #2: Provide great sport field experience for all.	✓
D. Update the bookable rectangular sport fields and ball diamonds information in the ActiveNet Reservation System; update booking processes, and marketing information, and add accesibility information to ActiveNet details.	Short Term	N/A	\$\$	GP #1: Optimally manage the sport field system. GP #3: Make the best value of capital and operating resources.	✓
E. Create and maintain a master list of classified sport fields in a comprehensive (GIS) database including spatial referencing, ensuring it is available to staff and updated regularly.	Short Term, Ongoing	N/A	\$	GP #1: Optimally manage the sport field system. GP #3: Make the best value of capital and operating resources.	
F. Create and maintain a master list of sport field amenities such as lighting and player benches in a comprehensive (GIS) database including spatial referencing, ensuring it is available to staff and updated regularly.	Short Term, Ongoing	N/A	\$	GP #1: Optimally manage the sport field system. GP #2: Provide great sport field experience for all. GP #3: Make the best value of capital and operating resources.	
G. Utilize the guidelines provided for each class of sport field to inform new facility builds, support amenity upgrades (e.g. lighting, storing, fencing), field retrofits, and overall alignment with best practices in accessibility (expanding beyond mobility). *See sport field cut sheets in Appendix H.	Ongoing	N/A	N/A	GP #1: Optimally manage the sport field system. GP #2: Provide great sport field experience for all. GP #3: Make the best value of capital and operating resources.	✓

Action	Timing Short Term (0-5 yrs) Medium Term (5-10 yrs), Long Term (10 years +), Ongoing (over SFS period)	Prequalifier SFS action if applicable	Resource Requirements \$\$\$ - high \$\$ - medium \$ - low	Guiding Principles Achieved	Significant positive impact on reconciliation, diversity, equity and inclusion
DIRECTION #2: Seek opportunities to apply a revenue generating strategy lens.					
A. Upon completion of the Fees and Charges Policy (VanPlay rec R.2.3), update and align all outdoor permit fees with new field classifications and new user group types to be developed through the sport field allocation framework (Direction 3).	Short Term	3A	\$	GP #1: Optimally manage the sport field system. GP #3: Make the best value of capital and operating resources.	✓
B. In concert with the Park Board's implementation of the Auditor General's Revenue Management Performance Audit, create a Pricing Strategy (cost recovery targets based on identification of direct and indirect costs) as a complement to the completed Fees and Charges Policy and a means to determine ROI (Return on Investment) while balancing needs for equitable access and affordable core services.	Short Term	with 2A	\$\$	GP #1: Optimally manage the sport field system. GP #3: Make the best value of capital and operating resources.	✓
C. In concert with the Park Board's development of the Infrastructure Fee Framework, pursue the creation of a sport field renewal reserve to be utilized and dedicated specifically to sport field renewal and minor upgrades.	Short Term	Connected to 5C	\$	GP #1: Optimally manage the sport field system. GP #3: Make the best value of capital and operating resources.	
D. Establish an equipment storage fee associated with the implementation of Action 5.F, the development of an equitable sport equipment storage plan.	Short Term	5F	\$	GP #1: Optimally manage the sport field system. GP #3: Make the best value of capital and operating resources.	✓
DIRECTION #3: Implement an equity model for allocation, booking, and permitting of fields.					
A. Complete a new sport field allocation framework (per VanPlay recommendation R.2.6) that includes: » Clarity on how user groups and programming will be prioritized and how use of all facilities will be maximized to benefit users, operators and administrators; » How seasonal, league and event needs and applications will be processed and managed; related user expectations and commitment requirements; » Clear standards of play for every permitted activity to ensure that each sport receives the right amount of play and practice time for different levels of play and age groupings to be successful under the Long Term Development Model (Sport for Life) for their sport; guidelines on how sports are optimally located/ placed and scheduled ensuring all groups have equitable access to a range of facility classifications, days of the week and times; in season field and facility management; with particular emphasis on; management of new and emerging sports, non-resident organizations, exceptions to regular operating seasons and hours, scheduled and unscheduled closures, etc.; related administration and authority clarifications.	Short Term	N/A	\$\$	GP #1: Optimally manage the sport field system. GP #2: Provide great sport field experience for all. GP #4: Leverage the broader benefits of sport fields.	✓
B. Establish clear expectations and enforcement guidelines/code of conduct for sanctioned and unsanctioned use and maintenance of facilities and amenities and establish a monitoring program to report and support.	Short Term	N/A	\$	GP #1: Optimally manage the sport field system.	✓
C. Restructure and resource the Outdoor Sport Facilities (OSF) office, its permit processes and communication methodologies to support transition from historical to needs based and equitable allocation.	Short Term, Ongoing	in order to implement 3A	\$\$	GP #1: Optimally manage the sport field system. GP #2: Provide great sport field experience for all. GP #3: Make the best value of capital and operating resources.	✓

Action	Timing Short Term (0-5 yrs) Medium Term (5-10 yrs), Long Term (10 years +), Ongoing (over SFS period)	Prequalifier SFS action if applicable	Resource Requirements \$\$\$ - high \$\$ - medium \$ - low	Guiding Principles Achieved	Significant positive impact on reconciliation, diversity, equity and inclusion
D. Following the implementation of the new sport field allocation framework, undertake a periodic review of the sport field system’s capacity compared to known need for prime permit hours and projected growth needs in order to ensure the inventory’s total size and distribution across classifications is meeting community needs. Consider reclassifying bookable fields to Class C or D, or removing select fields from the sport field inventory, to facilitate additional spontaneous use and events spaces if there is a surplus of prime permit hours available in the inventory. Consider rest periods for fields and factor in a sufficient amount of “spare” fields to offset impacts of fields being offline for renewals or upgrades.	Medium Term, Long Term	3A, 3C, in conjunction with 1A (ongoing)	\$\$	GP #1: Optimally manage the sport field system. GP #3: Make the best value of capital and operating resources.	✓
DIRECTION #4: Facilitate spontaneous use of select sport fields and ball diamonds for residents.					
A. Encourage the spontaneous and casual use of select natural turf, all-weather fields and diamonds by removing perceived barriers to accessing them; use promotional campaigns and structured communications to encourage use when facilities are available for use (e.g. not permitted for sport or special events use and not closed for maintenance).	Medium, Ongoing	N/A	\$	GP #2: Provide great sport field experience for all. GP #4: Leverage the broader benefits of sport fields.	✓
DIRECTION #5: Focus available capital resources on field quality and adding functional capacity.					
A. Undertake the recommended “big move” capital projects, as funding permits.	Short, Medium, and Long Term (refer to Section 9.3)	N/A	\$\$\$	GP #2: Provide great sport field experience for all. GP #3: Make the best value of capital and operating resources.	✓ (through design)
B. Use the Strategy’s site selection criteria to identify, prioritize, and sequence future major and minor sport field capital projects, and on an ongoing basis to re-evaluate these potential projects, and as needed when prioritizing as part of the capital planning process.	Ongoing	N/A	N/A	GP #2: Provide great sport field experience for all. GP #3: Make the best value of capital and operating resources.	✓
C. Advocate for and implement the use of a formalized sustainable funding source to support the minor upgrades program in order to complete priority field renovation projects which will yield immediate improvements to functional capacity, playability and safety.	Short Term, Medium Term	Connected to 2C	\$\$	GP #2: Provide great sport field experience for all. GP #3: Make the best value of capital and operating resources.	✓
D. Develop minor upgrades program project list cross departmentally, aligned with budget cycles. Validate with user groups through the Vancouver Field Sport Federation. The list may be modified between budget cycles to respond to emerging safety concerns or sport rule changes (e.g. new outfield lengths).	Ongoing	Connected to 2C and 5C	\$	GP #2: Provide great sport field experience for all. GP #3: Make the best value of capital and operating resources.	✓ (by ensuring projects align with accessibility best practices)
E. Develop and implement a system to better understand operating costs of each classification of sport fields, including future potable water charges, in order to ensure sufficient operating budgets for the existing system, as fields are reclassified, and as new fields are developed.	Medium Term	1B	\$\$\$	GP #3: Make the best value of capital and operating resources.	
F. Work with the City’s Real Estate, Environment and Facilities Management (REFM) staff to establish roles and responsibilities for user installed lighting, exploration of new remote light management, field lighting improvement and maintenance plan for all existing and future fields.	Short Term, Ongoing	N/A	\$\$	GP #1: Optimally manage the sport field system.	

Action	Timing Short Term (0-5 yrs) Medium Term (5-10 yrs), Long Term (10 years +), Ongoing (over SFS period)	Prequalifier SFS action if applicable	Resource Requirements \$\$\$ - high \$\$ - medium \$ - low	Guiding Principles Achieved	Significant positive impact on reconciliation, diversity, equity and inclusion
G. Develop and implement an equitable sport equipment storage plan that uses the inventory of sports storage spaces in fieldhouses and explores standalone storage options in parks to meet the storage needs associated with the field classification system, as feasibility allows. Storage should be seasonal, paid, and tied to park use. This could be embedded into the Outdoor Field Allocation and Management Policy.	Short Term, Ongoing	with 5G	\$\$	GP #1: Optimally manage the sport field system.	✓
H. Establish a sport equipment storage booking system.	Short Term	with 5F	\$	GP #1: Optimally manage the sport field system.	✓
I. Install the necessary technology that will enable a remote access control management solution, enabling permitted user access to secured field, washroom, changeroom and storage units in new and renewed fieldhouses. Prioritize implementation of remote access control in new and renewed facilities as part of the implementation of the Washroom & Fieldhouse Strategy.	Medium Term	N/A, Washroom & Fieldhouse Strategy	N/A	GP #1: Optimally manage the sport field system.	✓
J. Establish clear roles and responsibilities matrix and related documentation for user groups involved in the planning, design, construction, maintenance, renovation and general management of outdoor facilities and amenities.	Short Term	N/A	\$\$	GP #1: Optimally manage the sport field system.	✓
DIRECTION #6: Work with local First Nations and the urban Indigenous population to increase the ways in which the sport field inventory reflects Indigenous culture and sports.					
A. Work with Musqueam, Squamish and Tsleil-Waututh Nations on an ongoing basis to identify high priority sport field projects and initiatives.	Short Term, Ongoing	N/A	\$	GP #2: Provide great sport field experience for all. GP #4: Leverage the broader benefits of sport fields.	✓
B. Continue to submit project referrals to Musqueam, Squamish and Tsleil-Waututh Nations to seek rights holder input on upcoming or active projects including the location and scope of changes to sport fields including, but not limited to, opportunities for cultural visibility in facility design.	Ongoing	N/A	\$	GP #2: Provide great sport field experience for all. GP #4: Leverage the broader benefits of sport fields.	✓
C. Consider the inclusion of sport fields within ongoing discussions regarding park naming protocols with Musqueam, Squamish and Tsleil-Waututh Nations.	Medium Term	N/A	\$	GP #2: Provide great sport field experience for all. GP #4: Leverage the broader benefits of sport fields.	✓
D. Incorporate decision making around major sport field capital projects, allocations and sport field classification within Stanley Park into ongoing discussions with the Musqueam, Squamish and Tsleil-Waututh Nations through the Stanley Park Comprehensive Plan. This Strategy is providing information to help inform those discussions without providing direction (see Section 9).	Short Term, Ongoing	N/A	N/A	GP #2: Provide great sport field experience for all. GP #4: Leverage the broader benefits of sport fields.	✓
E. Reflecting upon the Indigenous Long-Term Participant Development Pathway and in consultation with the Indigenous Sport, Physical Activity and Recreation Council (iSparc), the Indigenous Physical Activity and Cultural Circle and local indigenous sport leaders, collaborate on key administrative actions emerging from this Strategy, including the development of the Outdoor Facility Allocation and Management Policy.	Short, Medium and Long Term	as part of 3A	\$	GP #2: Provide great sport field experience for all. GP #4: Leverage the broader benefits of sport fields.	✓
F. Support the growth of Indigenous sport and cultural priorities, including lacrosse, in Vancouver through consideration in the allocation policy as well as the implementation of big move #5.	Short, Medium and Long Term	as part of 3A and 5A	\$	GP #2: Provide great sport field experience for all. GP #4: Leverage the broader benefits of sport fields.	✓

Action	Timing Short Term (0-5 yrs) Medium Term (5-10 yrs), Long Term (10 years +), Ongoing (over SFS period)	Prequalifier SFS action if applicable	Resource Requirements \$\$\$ - high \$\$ - medium \$ - low	Guiding Principles Achieved	Significant positive impact on reconciliation, diversity, equity and inclusion
DIRECTION #7: Enhance collaboration with key local and regional partners in the planning, delivery and maintenance of sport fields.					
A. Consider regional supply and demand when assessing sport field needs and, wherever possible, communicate with regional municipalities to avoid duplication and make best use of available resources.	Ongoing	N/A	\$	GP #1: Optimally manage the sport field system. GP #3: Make the best value of capital and operating resources GP #4: Leverage the broader benefits of sport fields.	
B. Work with surrounding municipalities and government partners to establish and maintain a sport field task force to discuss data sharing, share information on upcoming capital projects and share best practices.	Long Term	N/A	\$	GP #1: Optimally manage the sport field system. GP #3: Make the best value of capital and operating resources GP #4: Leverage the broader benefits of sport fields.	
C. Create a joint Vancouver Park Board - Vancouver School Board outdoor sport facility working group with a commitment to meet regularly to address the planning, design, operation and permitting of Park Board and school sport facility sites.	Short Term, Ongoing	N/A	\$	GP #1: Optimally manage the sport field system. GP #3: Make the best value of capital and operating resources GP #4: Leverage the broader benefits of sport fields.	✓
D. Formalize joint use agreements and payment structures for all schools (VSB, private and Conseil Scolaire Francophone (CSF)) utilizing Park Board fields.	Ongoing	N/A	\$\$	GP #1: Optimally manage the sport field system. GP #3: Make the best value of capital and operating resources GP #4: Leverage the broader benefits of sport fields.	✓
E. Work collaboratively with the Vancouver Field Sport Federation on sport field planning and development.	Ongoing	N/A	\$	GP #1: Optimally manage the sport field system. GP #3: Make the best value of capital and operating resources.	
F. Explore opportunities for access to high quality, well maintained fields at private or UBC facilities to offset field loss during times that Park Board fields are offline due to renewal.	Ongoing	N/A	\$	GP #1: Optimally manage the sport field system. GP #3: Make the best value of capital and operating resources.	
DIRECTION #8: Continue to leverage sport hosting opportunities.					
A. Collaborate with other City departments to seek an appropriate return on investment from sport hosting ventures considering both revenue generation and community benefit.	Ongoing	N/A	\$	GP #2: Provide great sport field experience for all. GP #3: Make the best value of capital and operating resources GP #4: Leverage the broader benefits of sport fields.	
B. Working with host organizers, leverage their event and funding sources, to create significant legacy infrastructure or programs at no or low taxpayer cost to be enjoyed by user groups and the community.	Ongoing	N/A	\$ - \$\$ depending on scale of event	GP #2: Provide great sport field experience for all. GP #3: Make the best value of capital and operating resources GP #4: Leverage the broader benefits of sport fields.	
C. Direct any requests from affiliated and/or established sport groups and organizations seeking facility upgrades to host a championship or event to the Park Board's unsolicited proposals process. In doing so, clearly identify timelines for proposal submission in relation to target tournaments, and expectations that proposal acceptance by the Park Board must be completed prior to applying to host.	Ongoing	N/A, tied to Unsolicited Proposals Process	\$	GP #2: Provide great sport field experience for all. GP #3: Make the best value of capital and operating resources GP #4: Leverage the broader benefits of sport fields.	✓

7.4. “BIG MOVES” & MAJOR PROJECTS

The “big moves” identified in Section 6 represent major shifts to the sport field inventory that will take a number of years and capital planning cycles to implement. The following sequencing diagram and table identify the specific projects recommended for each “big move” with a focus on proposed sequencing. This implementation table and diagram (Figure 15 and Table 11) have integrated the “big move” projects with major sport field capital projects outside of the strategy, identified through past Board motions and decisions. Ongoing, instream projects are identified for reference. Timing of implementation is not confirmed and will be contingent on future capital planning processes.

SEQUENCING LEGEND

Ongoing	Currently in progress
Short Term	2027-2030, earlier if additional funding source identified
Medium Term	2031-2034
Long Term	2035-2038+
15+	Beyond lifetime of the Strategy, for consideration in future Strategy update

Bird's eye view of a multi-field site

FIGURE 14: DETAILED “BIG MOVES” IMPLEMENTATION PLAN

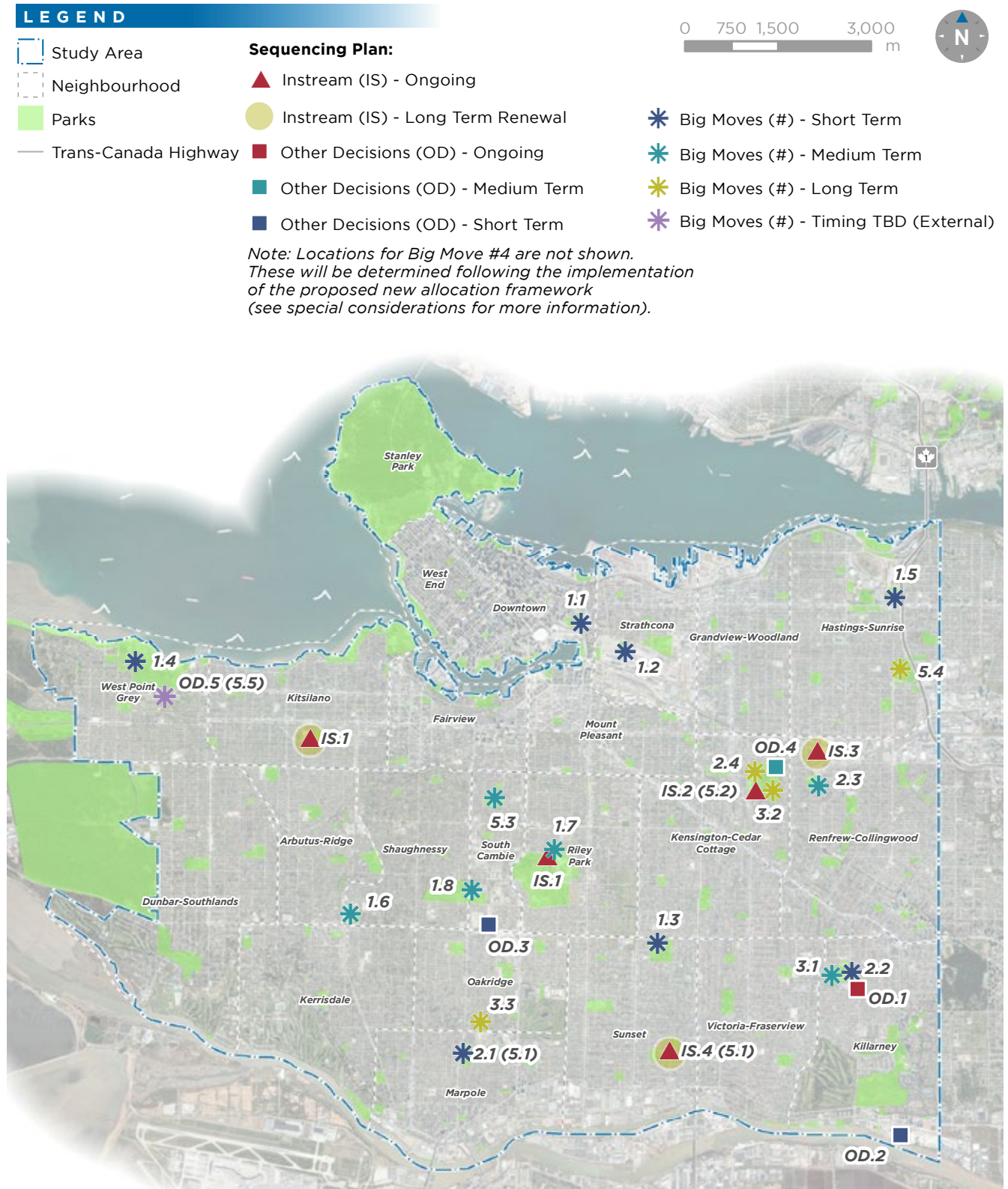
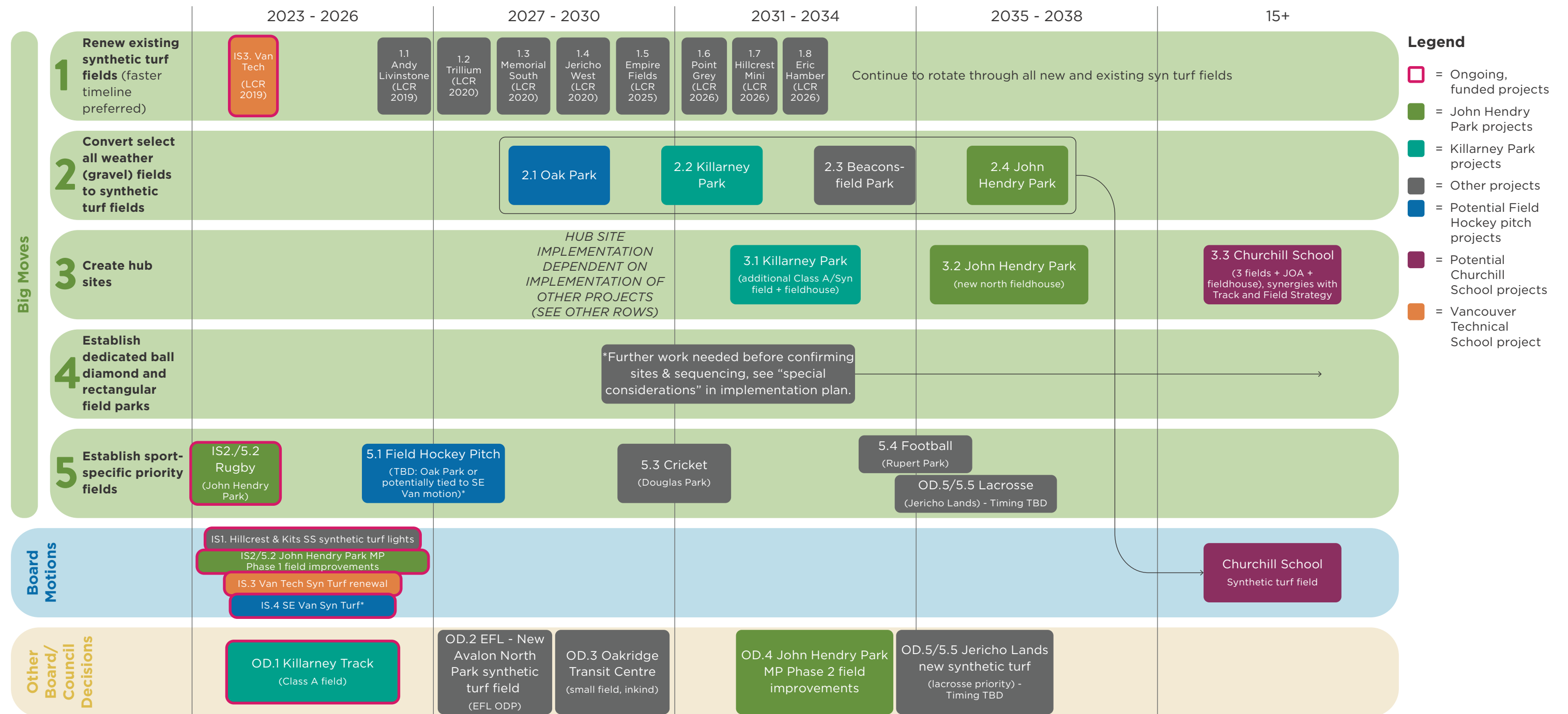


FIGURE 15: SEQUENCING PLAN: “BIG MOVES” AND OTHER SPORT FIELD PROJECTS



note: “ongoing” projects, and OD.3 have confirmed funding sources. All others are contingent on future capital planning. This diagram is intended to highlight sequencing and inter-relationships.
* SE Van Syn Turf is an active board motion, outside of the SFS, details pending

TABLE 11. BIG MOVES AND OTHER PLANNED SPORT FIELD PROJECTS COSTING

INSTREAM BOARD MOTION PROJECTS		Timeline	Projected Scope	Lump Sum Cost (Class D)
IS.1	Hillcrest Park mini-turf and Kitsilano Secondary School synthetic turf field lighting	Ongoing		Funded; As-per VPB Budget
IS.2	John Hendry Park MP Phase 1 field improvements	Ongoing	Renewal of the rectangular north field and the two east Little League diamonds	Funded; As-per VPB Budget
IS.3	Vancouver Technical Secondary School (“Van Tech”) synthetic turf renewal	Ongoing	Part of Big Move 1	Funded; As-per VPB Budget
IS.4	New SE Vancouver synthetic turf field	Ongoing	Planning for a new synthetic turf sport field in southeast Vancouver, ideally to be located at Moberly Park or Ross Park, report back to Board pending.	Pending: Growing Communities Grant, As-per Board and Council Motions
		Recommended Sequencing	Projected Scope	Lump Sum Cost (Class D)
OTHER DECISIONS (E.G. Council approved, other Park Board Strategies or Plans)				
OD.1	Killarney Park Track and Field upgrade	Ongoing	Class A natural turf field within track	Funded; As-per VPB Budget
OD.2	East Fraser Lands New Park - New Avalon Park North synthetic turf field	Short Term	Design and installation of full size multi-use synthetic turf field - 105m x 68m in new park	\$8,000,000
OD.2	East Fraser Lands New Park - Avalon Park North fieldhouse	Short Term	Design and installation of fieldhouse in new park	\$1,100,000 - \$2,400,000
OD.3	Oakridge Transit Centre - New Junior natural turf field	Short Term	Under-12 Soccer Field - 60m x 42m, washrooms	Provided in-kind by developer as part of OTC development
OD.4	John Hendry Park MP Phase 2 field improvements	Medium Term	Sport field areas outlined in the John Hendry Master Plan, exclusive of scope of IS.2. Cost to rebuild and rotate NW diamond and SW corner diamond removal.	\$500,000
OD.5	Jericho Lands Priority Lacrosse synthetic turf field	Reliant on confirmation of phasing of Jericho Lands development, 5.5.	Jericho Lands Policy Statement identifies a priority lacrosse synthetic turf field as part of long term delivery of the site redevelopment.	Funding anticipated via delivery of Jericho Lands development
Total unfunded				\$9,600,000 - \$10,900,000

		Recommended Sequencing	Projected Scope	Lump Sum Cost (Class D)
BIG MOVE PROJECTS				
BIG MOVE 1 (Renew existing synthetic turf fields)				
IS.3	Vancouver Technical Secondary School (Van Tech) synthetic turf field	Ongoing	(LCR 2019)	costed above, IS.3
1.1	Andy Livingstone Park synthetic turf fields (east and west)	Short Term	Replacement of synthetic turf, assumes more intensive replacement e.g. drainage (LCR 2019)	\$5,500,000
1.2	Trillium Park synthetic turf fields (east and west)	Short Term	Replacement of synthetic turf, includes a cost range: baseline renewal assumes turf replacement only, upper range assumes more intensive replacement e.g. drainage (LCR 2020)	\$3,000,000 - \$6,000,000
1.3	Memorial South Park synthetic turf field	Short Term	Replacement of synthetic turf, includes a cost range: baseline renewal assumes turf replacement only, upper range assumes more intensive replacement e.g. drainage (LCR 2020)	\$1,500,000 - \$3,000,000
1.4	Jericho Park West synthetic turf field	Short Term	Replacement of synthetic turf, includes a cost range: baseline renewal assumes turf replacement only, upper range assumes more intensive replacement e.g. drainage (LCR 2020)	\$1,500,000 - \$3,000,000
1.5	Empire Park synthetic turf fields (North and South)	Short Term	Replacement of synthetic turf, includes a cost range: baseline renewal assumes turf replacement only, upper range assumes more intensive replacement e.g. drainage (LCR 2025)	\$3,000,000 - \$6,000,000
1.6	Point Grey Secondary School synthetic turf field	Medium Term	Replacement of synthetic turf, includes a cost range: baseline renewal assumes turf replacement only, upper range assumes more intensive replacement e.g. drainage (LCR 2026)	\$1,500,000 - \$3,000,000
1.7	Hillcrest Park mini field	Medium Term	Replacement of synthetic turf, includes a cost range: baseline renewal assumes turf replacement only, upper range assumes more intensive replacement e.g. drainage (LCR 2026)	\$750,000 - \$1,500,000
1.8	Eric Hamber Secondary School synthetic turf field	Medium Term	Replacement of synthetic turf, includes a cost range: baseline renewal assumes turf replacement only, upper range assumes more intensive replacement e.g. drainage (LCR 2026)	\$1,500,000 - \$3,000,000
Total unfunded				\$18,250,000 - \$31,000,000

		Recommended Sequencing	Projected Scope	Lump Sum Cost (Class D)
ONGOING ROTATION OF RENEWAL OF ALL NEW AND RENEWED SYNTHETIC TURF FIELDS , PROJECTED HERE UNTIL LONG TERM				
IS.1	Kitsilano Secondary School synthetic turf field renewal	Long Term	Replacement of synthetic turf, includes a cost range: baseline renewal assumes turf replacement only, upper range assumes more intensive replacement e.g. drainage	\$1,500,000 - \$3,000,000
IS.3	Vancouver Technical Secondary School (Van Tech) synthetic turf field renewal	Long Term	Replacement of synthetic turf, includes a cost range: baseline renewal assumes turf replacement only, upper range assumes more intensive replacement e.g. drainage	\$1,500,000 - \$3,000,000
IS.4	Renewal of new SE Vancouver synthetic turf field to be identified in IS.4	Long Term	Assumes only turf replacement as a first time turf renewal	\$1,500,000
Total unfunded				\$4,500,000 - \$7,500,000
BIG MOVE 2 (Convert select all weather (gravel) fields to synthetic turf fields)				
2.1	Oak Park	Short Term	New synthetic turf - Field hockey or multi-use TBD, see field hockey Special Consideration (page 112)	\$8,000,000
2.2	Killarney Park	Short Term	Upgrade to synthetic turf - multi-use	\$8,000,000
2.3	Beaconsfield Park	Medium Term	Upgrade to synthetic turf - multi-use	\$8,000,000
2.4	John Hendry Park	Long Term	Upgrade to synthetic turf - multi-use	\$8,000,000
Total unfunded				\$32,000,000

		Recommended Sequencing	Projected Scope	Lump Sum Cost (Class D)
BIG MOVE 3 (Create hub sites)				
3.1	Killarney Park Hub fields	Medium Term	In conjunction with OD.1 and 2.2, update additional field to Class A or synthetic turf field	\$4,000,000 - \$8,000,000
3.1	Killarney Park Hub Fieldhouse	Medium Term	Washroom Strategy 4B Large Custom	\$5,000,000 - \$7,000,000
3.2	John Hendry Park Hub fields	Long Term	In addition to IS.2, upgrade a third ball diamond to Class A. This is unnecessary if OD.4 is undertaken. The scope is slightly different from OD.4 as it does not include the cost for diamond removal in the SW corner.	\$500,000
3.2	John Hendry Park Hub Fieldhouse	Long Term	Washroom Strategy 4B Large Custom in north of park	\$5,000,000 - \$7,000,000
3.3	Sir Winston Churchill Secondary School Hub fields	15+ Years	Conversion of three fields to Class A and/or synthetic turf (assume \$4M for Class A and \$8M for syn turf per field)	\$12,000,000 - \$24,000,000
3.3	Sir Winston Churchill Secondary School Hub Fieldhouse	15+ Years	Washroom Strategy 4B Large Custom	\$5,000,000 - \$7,000,000
Total unfunded				\$31,500,000 - \$53,500,000
Notes				3.2 is unnecessary if OD.4 is completed

		Recommended Sequencing	Projected Scope	Lump Sum Cost (Class D)
BIG MOVE 5 (Establish Sport-Specific Priority Fields)				
5.1	Field Hockey Pitch Location TBD: Strategy recommends Oak Park, see field hockey Special Consideration (page 112)	IS4 or Short Term (2.1)	New synthetic turf field hockey field	costed above in IS.4 or 2.1
5.2, IS2	Rugby John Hendry Park - NE Rugby Field	Included in IS2	Renew Natural Turf B-1 Field, included in IS2.	costed above in IS2
5.3	Cricket Douglas Park	Medium Term	Renew Class A Natural Turf	\$3,250,000
5.4	Football Rupert Park	Long Term	Renew Class A Natural Turf - Football	\$3,500,000
5.5	Lacrosse Lacrosse priority synthetic turf field identified in Jericho Lands Policy Statement (2024)	Reliant on confirmation of phasing of Jericho Lands development.	New synthetic turf full size men's lacrosse field	shown above in OD4
Total unfunded				\$6,750,000

Note: Cost estimates assume all project costs in 2023 dollars, and do not include allowances for inflation or escalation which at time of completion of report are estimated to be in the order of up to 12% total annually.

Note: The Sport Field Strategy includes field houses related to hub sites and new parks within the implementation plan in section xxx. All other new or renewed fieldhouses or washrooms are being considered within the Washroom & Fieldhouse Strategy update and subsequent project prioritization processes as one input for consideration.

7.5. IMPLEMENTATION PLAN SPECIAL CONSIDERATIONS

The following section includes special considerations related to the capital project implementation plan.

PAST BOARD MOTIONS

The majority of Board motions passed in 2021 or prior related to major sport field projects have been integrated into the Sport Field Strategy implementation plan. Motions passed in 2022 or later have been considered as “instream” ongoing works, and are not considered part of the Strategy as direction was received following the completion of background work and early rounds of community engagement.

In some cases, the Strategy is recommending that historic Board motions not proceed, or that they be implemented at a later time, per below in Table 12.



Ultimate frisbee players playing on a field

TABLE 12.

Park Board Motion	Description	Strategy Recommendation
<p><u>Report - Synthetic Turf Playing Fields - Potential Sites: 2017 Sept 12 (vancouver.ca)</u></p> <p>And</p> <p><u>DECISION - Playing Field Upgrades - Synthetic Turf & Lighting: 2019 APR 15 (vancouver.ca)</u></p>	<p>In 2017 the Board approved a report from staff recommending consideration of Beaconsfield Park, Clinton Park and Sir Winston Churchill Secondary School as a potential site for a new synthetic turf playing field.</p> <p>In 2019 the Board directed staff to move forward with the Sir Winston Churchill Secondary site.</p> <p>The 2019 motion also directed staff to install outdoor lighting at Hillcrest Park mini synthetic turf field and Kitsilano Secondary existing synthetic turf field, pending approval of a shared use agreement with VSB.</p>	<p>The Strategy recommends:</p> <ul style="list-style-type: none"> • Conversion of the all-weather field at Beaconsfield Park to synthetic turf as part of Big Move #2. • The development of a synthetic turf field at Sir Winston Churchill Secondary School, noting this project should be deferred until all Big Move #2 projects, on parklands, have been completed. <p>The Strategy does not recommend proceeding with conversion of the all-weather field at Clinton Park due to the field's small size.</p> <p>Staff are currently undertaking the Hillcrest Park and Kitsilano Secondary School lighting projects.</p>

Park Board Motion	Description	Strategy Recommendation
<p><u>DECISION - Artificial Turf Assessment and Remediation: 2019 SEP 16 (vancouver.ca);</u></p>	<p>A 2019 Board motion directed staff to provide the most recent scientific findings in relation to an earlier, May 2019, enquiry to staff requesting information related to synthetic turf fields.</p>	<p>This is addressed through the development of Appendix B, the Environmental and Human Health Report, which outlines detailed research on synthetic turf and natural turf field surfaces and concludes they are both safe for sport use. Furthermore, the Strategy provides information regarding synthetic turf field specifications for future fields.</p>

HOW DOES THE SPORT FIELD STRATEGY FIT INTO THE CAPITAL PLANNING PROCESS?

The **Capital Plan** is a four-year financial plan for investments in the city’s infrastructure and amenities, set every four years by City Council, with input from Park Board for parks and recreation projects.


Capital projects included in the final Strategy’s implementation plan will be considered in future Capital Plan planning, along with other projects from across the different City service areas. Project inclusion in this Strategy does not guarantee funding by Park Board and Council. Previous Capital Plans have typically included sufficient funding for 1-2 major sport field projects. Using this Strategy as a guide, the Park Board will target a realistic number of sport field implementation projects per Capital Plan.

Projects in this Strategy will also be considered for funding from other sources, such as from grants or higher levels of government, if and when that funding is available.

VANPLAY ASSET TARGETS (BALL DIAMONDS AND FIELD SPORTS)

As summarized in Appendix A, Section 1 a number of asset targets from VanPlay were considered in the development of the Sport Field Strategy. Some of the recommendations were undertaken as part of the scope of the strategy such as: undertaking a comprehensive review of all fields, providing recommendations around synthetic turf playing fields, continuing to work with the VFSF and user groups to determine needs and collecting additional data on the quality of all diamonds in the city. Others are recognized through recommendations in the Strategy such as define “good condition” for ball diamonds, which is being addressed through the introduction of a field classification system for ball diamonds, and the recognition of the VFSF priorities as noted in VanPlay within the creation of the 5 “big moves”.

Other recommendations and service needs identified in VanPlay will be considered within the development of Direction #3: Implement an Equity Model for Allocation, Booking, and Permitting of Fields. Specific asset targets as noted in VanPlay related to ball diamonds will be assessed through the implementation of Big Move #4, in conjunction with special considerations “timing of Big Move #4” and “impacts to ball diamonds”.



Low section of baseball team mates sitting in dugout with player holding a ball in foreground

FIFA WORLD CUP 26 VANCOUVER™

Vancouver has been selected as one of 16 host cities for the FIFA World Cup 26™, to be hosted in 2026. Further details are expected in the coming months. These will be considered in the implementation of the Sport Field Strategy.

TIMING OF BIG MOVE #4

The Strategy recommends the implementation of Big Move #4, establish dedicated ball diamond and rectangular field parks, following the implementation of the proposed new allocation framework. This will allow the analysis of the bookings data to inform this work. The Vancouver Field Sport Federation and user groups will be engaged in reviewing any proposed parks for consideration.

IMPACTS TO BALL DIAMONDS

The implementation of Big Move #2 as well as other ongoing projects outside the Sport Field Strategy are likely to result in a slightly decreased number of ball diamonds in the system. There are no specific recommendations within the Strategy to increase the number of ball diamonds.

The implementation of Big Move #4, whose timing is outlined in the consideration above, should consider this decrease, along with an analysis of the bookings data following the implementation of the new allocation framework. This analysis will help staff in advising on the number of dedicated ball diamond parks that should be developed as well as considerations around the potential need to undertake minor capital works projects to increase the size of select undersized fields as part of the minor works upgrade program.

FIELD HOCKEY

Big Move #5 identifies the development of a new field hockey field as a priority. The final location is contingent on the implementation of an instream project: on December 5, 2022 the Board directed staff to initiate planning for a new artificial turf sports field in southeast Vancouver, ideally to be located at Moberly School or Ross Park. If this work results in a field hockey field the Strategy will consider the field hockey field recommended within Big Move #5 complete. Should the Board not direct staff to develop a field hockey field as a part of the implementation of the southeast Vancouver motion, the Strategy recommends the development of a field hockey field at Oak Park in the short term. The Strategy does not recommend the implementation of field hockey sites at both parks prior to completion of the other recommendations within the Strategy.

VANCOUVER SCHOOL BOARD SITES

The Park Board values the ongoing relationship with the Vancouver School Board and our shared amenities. Where implementation projects such as the conversion of an existing sport field to synthetic turf yields a similar outcome, unless subject to a shared funding model, Vancouver Park Board sites have been recommended prior to Vancouver School Board shared sites in sequencing. This consideration does not apply to renewal sequencing of synthetic turf fields where shared VSB fields should remain in the renewal sequencing based on age and condition.

RAINWATER MANAGEMENT

From time to time a park is identified as a potential candidate to manage neighbourhood rainwater (per City of Vancouver policy goals) and a partnership is formed between the City and Park Board. Where a rainwater facility is proposed under a field, the Strategy recommends a synthetic turf field. Due to the lack of certainty on these partnership projects, they will be identified, considered and funded outside of the Strategy's implementation plan.

CITY OF VANCOUVER LAND USE AND NEIGHBOURHOOD PLANNING

Park Board strategies such as this are used to inform Park Board input into major development projects and neighbourhood planning processes led by the City of Vancouver. In addition to informing that work, from time to time the city-led work may have implications on the timeline, phasing or implementation of Park Board strategies, especially where the land use context for existing parks or park parcel configuration may change.

FIELDHOUSE PROJECTS

This Strategy is being developed in parallel to the Washroom & Fieldhouse Strategy update. Staff are coordinating the two strategies. The Sport Field Strategy includes a plan to deliver fieldhouses at hub sites and washrooms or fieldhouses to support new sport fields within new parks, as noted in the implementation plan Section 7.4. All other new or renewed washroom and fieldhouse projects at existing parks will be prioritized as per the Washroom & Fieldhouse Strategy update, which will take into account the need for fieldhouses to support sport use as outlined in the classification cut sheets as well as the need to support other park activations, cultural, and food security programming. Storage related recommendations between the two strategies are also being coordinated.

2 soccer players from opposing teams running for the ball



SITE SPECIFIC CONSIDERATIONS

Through analysis within the Sport Field Strategy Strathcona Park and Connaught Park were identified as a potential future site for sport field upgrades or changes. In both cases, recommendations to these sites are being deferred for consideration beyond the timeframe of this Strategy's implementation plan:

- Strathcona Park was considered as a potential site for All-weather field conversion to synthetic turf as part of Big Move #2. However, no major changes are recommended as a part of the Strategy noting that a park specific plan and public (including community, stakeholders and urban Indigenous population) and Musqueam, Squamish and Tsleil-Waututh site specific engagement is required for the park as a whole before proceeding with any major sport field changes at this park.
- Connaught Park was considered as a potential hub site as part of the preliminary list of potential projects for Big Move #3 and was presented to the public as a potential site in Phase 3 engagement. This site could be considered in the future, beyond the next 15+ years following the implementation of the updated allocation policy. Due to competing uses on the site at present it is not recommended at this time.

STANLEY PARK

As identified in Action 6.D, the Strategy recommends that any decision making around major sport field capital projects, allocations and sport field classification within Stanley Park be integrated into ongoing discussions with the Musqueam, Squamish and Tsleil-Waututh Nations through the Stanley Park Comprehensive Plan. There is considerable interest in Stanley Park from sport field user groups as well as those interested in hosting special events. These cannot be considered in isolation of ongoing work with Musqueam, Squamish and Tsleil-Waututh Nations through the Stanley Park intergovernmental table. It's anticipated that a Stanley Park "Vision" will be developed later in 2024 as a component of the Comprehensive Plan. Until then, no major capital works on sport fields are recommended in Stanley Park.

Any proposed work on sport fields in Stanley Park will need to include consideration of input from Musqueam, Squamish and Tsleil-Waututh Nations, site archaeology, and the need for further recreation department work with impacted user groups around allocation and field use protocols.

The following specific sport field work will need to be considered:

- Replacement of concrete wicket base as a minor project, subject to above considerations.
- A decision on whether the Brocton Oval field should be Class A or Class B based off supported uses such as extents of special events, if the Stanley Park Comprehensive Plan identifies the existing sport field as supportable in the medium to long term.



Soccer player kicking the ball

