



November 19, 2025

MEMO TO : Park Board Commissioners

FROM : Director, Recreation Services

SUBJECT : **Affiliation and Allocation Policies - Update - Board Briefing Memo**

Dear Commissioners,

The purpose of this memo is to provide an update on the improvements to sport permitting and safe sport. Specifically, this memo outlines the work related to the Affiliation, Allocation and Management Policies.

Background

The Park Board [VanPlay Playbook Implementation Plan](#) recommended the development of:

F.2.10 Ice Allocation and Management Policy

F.2.11 Pool Allocation and Management Policy

R.1.2 Track and Field Strategy – Implementation (implement 2019 Strategy recommendations)

R.2.6 Field Allocation Policy

R.2.7 Outdoor Sport Court Management Plan

The Park Board [Track and Field Strategy](#) provides direction to:

4.1Develop a Track and Field Allocation and Management Policy...

The Park Board [Vancouver sport field strategy](#) identifies the following recommendations:

3, 3A Implement an equity model for allocation, booking and permitting of fields; complete a new sport field allocation framework (per VanPlay recommendation R.2.6...)

3.C. Restructure and resource the Outdoor Sport Facilities office, its permit processes and communication methodologies to support transition from historical to needs based and equitable allocation

The purpose of this work is to improve how Park Board recreational spaces are allocated. The completion of this work will establish a standardization of process. These policies provide transparency and consistency – and will address gaps in current process. Affiliation, allocation and management policies will improve overall process, to move away from a historical prioritization framework, modernizing how recreational spaces are booked with a customer centric approach.

Affiliation and allocation policies, related procedures and implementation activities are being coordinated and developed by the Recreation Strategy and Innovation staff team. A temporary Supervisor, Permit and Allocation Services was recently added to the team to provide assistance with particular focus on policy implementation through a consolidated, centralized and expanded (Sport) Facility Booking Office (FBO).

Scope of Work and Workplan

All phases of the work require a significant amount of research and analysis, internal and external group fact finding and collaborations and evidence-based decision-making. Implementation of the policies will involve substantial change management efforts. The initial focus is on developing the Affiliation Policy and on the Allocation and Management policies for Arenas, Aquatics and Outdoor Sport Facilities (OSF).

The following work is underway and anticipated:

Phase One: Taking Stock, Evaluation, Preparing for Collaboration - Underway

Tasks	Status
Environmental Scans and analysis of similar policies	Complete
User Group Survey	Analysis underway
Review of current permit processes	Underway
Structuring the draft affiliation and allocation policies	Underway
Internal cross divisional/departmental staff consultations	Underway
Provincial and National Sport organizations (PSO, NSO) consultations	To be scheduled
Presentation on the policy project to Arena, Aquatic, OSF rental clients	Dec 3, 2025
Collaborate with local sport specific groups (e.g. all soccer, all figure skating) on specific sections of the draft policy	Jan – Feb 2026

Concurrent, Complimentary Projects

- Recreation User Fee Policy (VanPlay R 2.3) - underway
- Reservation/Permitting Data Optimization Project – underway

Phase Two: Collaborate, Design, Draft, Approve - Feb/Mar to May/June 2026

Tasks	Anticipated Timelines
Affiliation Policy development and collaborations <ul style="list-style-type: none"> • Draft policy, ensure alignment with user fee policy 	February - March
Affiliation Policy - Board Update	Q1 2026
Allocation and Management Policies – Arena, Aquatic, OSF <ul style="list-style-type: none"> • Draft policy, and related supporting policies e.g. cancellations 	March - May
Allocation and Management Policies - Board Update	Q2 2026
Revise permit processes to align with new policies	March to August
Draft Affiliation and Allocation Operating Procedures	March to August
Develop User Guides, Handbooks, Update Websites, Forms	April to August

Phase Three – 2026-2028

Tasks	Anticipated Timelines
Develop a Communications and Marketing Campaign	2026
Implement and test the Affiliation Policy	2026-27
Implement and test Arena, Aquatic and OSF Allocation and Management Policies and Procedures	2027-28
Launch the Track and Field Allocation and Management Policy process	Q3-Q4 2026



Complete transition of Arena and Aquatic permitting functions and staff to FBO	TBC
Launch the Sport Court Allocation and Management Process	TBC

Safe Sport

The Affiliation and the Allocation and Management Policies are the frameworks that will enable Safe Sport. Once the Board has approved these policies, focus will shift to Safe Sport. This is expected once this core work is nearing implementation later in 2026. The [funding approved to support this project](#) will be carried forward into 2026. Staff continue to review developments in the Safe Sport space with particular interest in the 71 preliminary recommendations in the [Preliminary Report — Future of Sport in Canada Commission - Canada.ca](#).

Best Practices – Intermunicipal Collaboration

The nine major urban centres in Western Canada agreed in Spring 2025 to collaborate on the development of a Space Allocation framework built on a review of best practices. Park Board staff are leading and helping to shape this collective effort. The “MOU for the Collective Development of a Framework for Parks and Recreation Space Allocation Policy” document should be delivered this fall. This work informs and supports the Vancouver allocation and management policy development.

Park Board staff also contributed to the development of a B.C. based allocation policy guide – “Leading Practices for Facility Allocation”. Co-led by BCRPA and ViaSport, this provincial/municipal initiative provides advice and guidelines which can be adapted by municipalities when appropriate.

The Facility Allocation Community of Practice (FACOP) was launched earlier this year and is hosted by Park Board staff. Municipalities from around the province share and provide fresh perspectives on how to improve allocation practices.

Regards,

Steve Kellock (*he/him*)

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