

THE CITY OF CALGARY

# Sport Field Strategy

## Research Summary Report

November 2016







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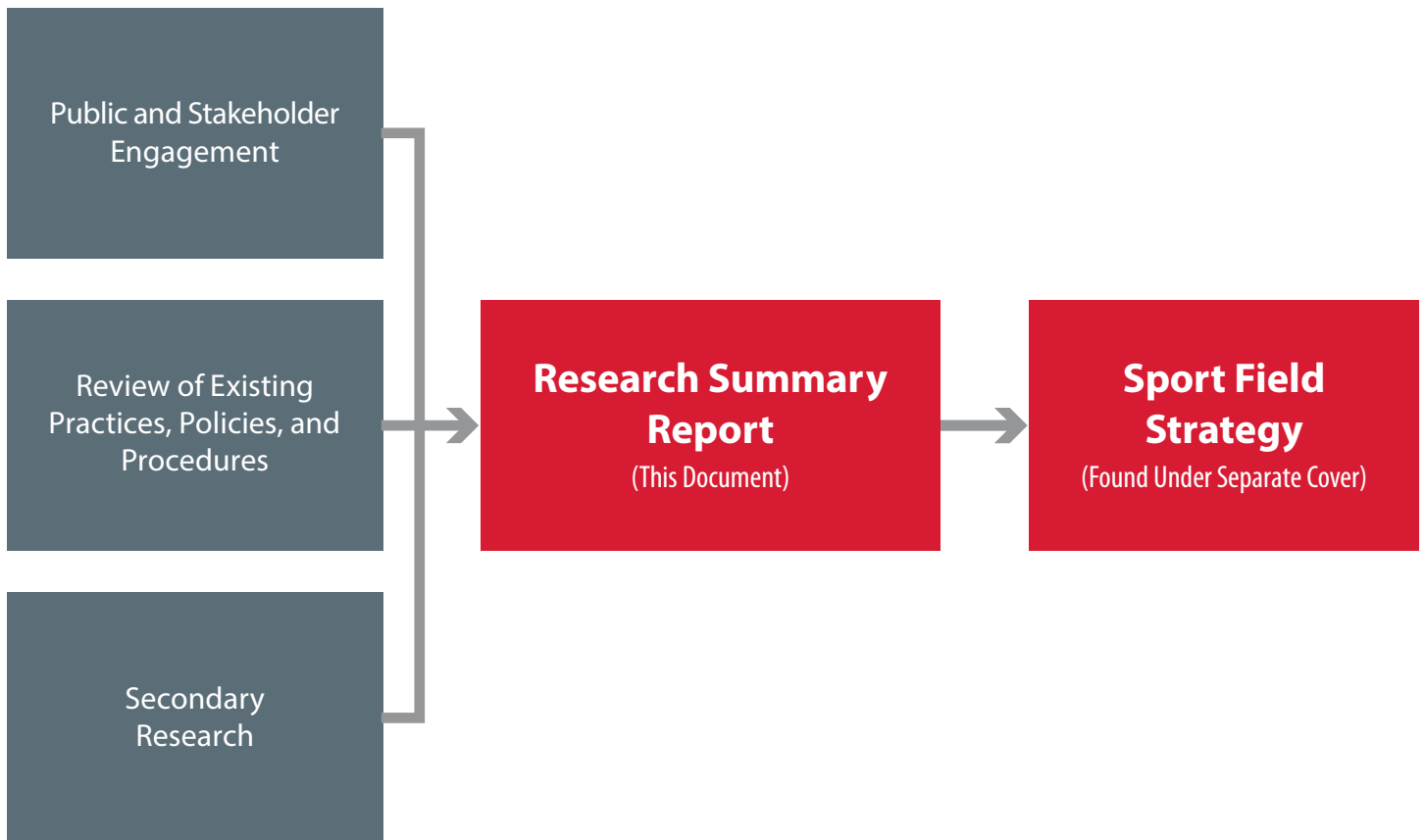
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# Project Background

The City of Calgary initiated the development of a Sport Field Strategy in February 2015 in order to assess the current state of provision and ultimately develop a long term strategy to guide the delivery of sport fields. The process utilized to develop the Strategy is illustrated in the graphic below. As reflected in the graphic, an array of research and engagement mechanisms were used to generate the necessary project information and data. This information and data was critical to informing the Strategy.

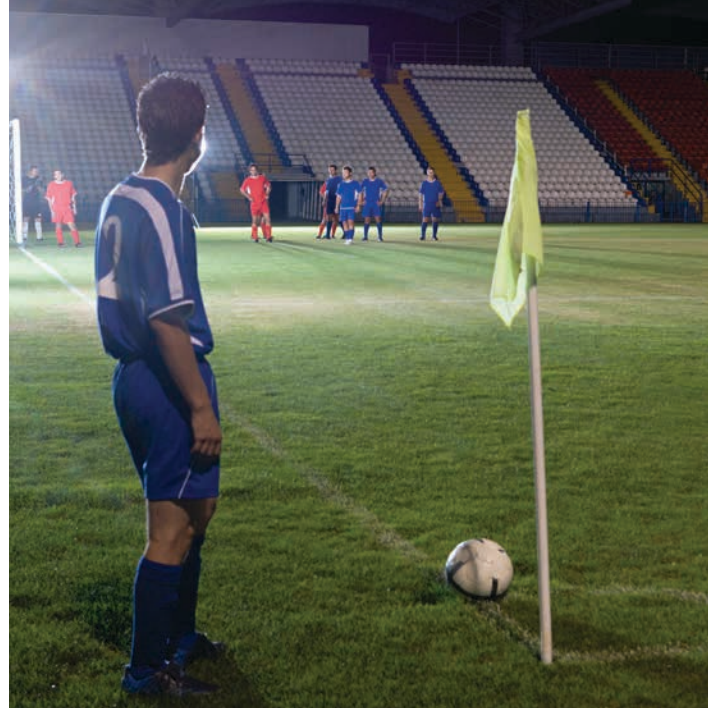




A strategic approach to sport field delivery will ensure that residents and user group needs for sport fields are most effectively and efficiently met. Data from the 2015 Civic Census reveals that Calgary's population grew 2.99% in the previous year with 9 communities experiencing population growth of more than 1,000 residents between April 2014 and April 2015. In the past 20 years alone, the City has grown by 481,842 residents to a population of over 1.2 million residents. Population projections developed by the City estimate that by 2020 the city's population could reach 1.368 million residents.<sup>1</sup> This anticipated growth further necessitates the need to adequately plan for the provision of sport fields and related amenities.

The City of Calgary's 2014 Resident Satisfaction Survey also supports the importance that Calgarians place on recreation and parks facilities and the programs that take place at them. Ninety-one percent (91%) of Survey respondents indicated that City operated recreation facilities are important to them while 97% indicated that the City's parks and open spaces are important to them. Both of these figures have trended upwards since 2010 (significantly so in the case of City operated recreation facilities). The Sport Field Strategy will help ensure that the City's provision and overall role in sport field delivery is optimized and reflective of resident needs and values.

This Research Summary Report summarizes the current practices that the City uses to provide sport fields to user groups and residents as well as key findings from the engagement and research. The information contained in this Report was used to facilitate discussions as the Strategy was being developed and refined. Presented in the Summary section of the document are a number of specific issues and areas of that were analyzed and ultimately addressed in the Strategy.



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1 <http://www.calgary.ca/CA/fs/Documents/Corporate-Economics/Calgary-and-Region-Economic-Outlook/Calgary-and-Region-Economic-Outlook-2015-Spring.pdf>



# Current Provision

Municipally operated sport fields and playfields in Calgary are currently provided by both the Recreation and Parks departments. The Recreation Department is responsible for fields located at the City’s 12 Athletic Parks (Class A – C fields) while the Parks department stewards 434 rectangular fields and 417 ball diamonds located throughout the city (Class D fields). The City of Calgary through its Joint Use Agreements with the Calgary Board of Education, Calgary Catholic School District and Conseil scolaire Franco Stud also assumes the responsibility for booking an additional 229 rectangular fields and 161 ball diamonds located on school sites in Calgary (Class E fields).

*This section provides and overview of the following elements of current sport field and playfield provision by the City of Calgary: classification system, inventory, utilization, rates and fees, the allocation process, and partnerships.*

## Classification System

The City currently differentiates sport fields and playfields using five (5) classification types as outlined in the following chart.

	Class	Description/Characteristics
Sport Fields Managed by the Recreation Department	A	Have staff on-site and incorporate on-site amenities such as seating, current level of irrigation, field maintenance, fertilizing, aeration, grass cutting, dragging of diamonds, shale infield, bases, and corner soccer flags supplied. All “A” fields include washrooms, lights, change rooms, and in some instances a self-contained facility (i.e. Foothills baseball stadium). * Includes both natural surface and artificial turf fields.
	B	Have staff on-site and incorporate on-site amenities such as seating, current level of irrigation, field maintenance, fertilizing, aeration, grass cutting, dragging of diamonds, shale infield, bases, and corner soccer flags supplied. If available, lights, change rooms and concessions are also be supplied. All “B” fields include washrooms (permanent and/or portable).
	C	Do not have staff on-site and fewer amenities. Have player’s benches, portable bleachers, and shale infields. No soccer corner flags are provided. These sites have reduced levels of turf management.
Playfields Managed by the Parks Department	D	Unstaffed playfields located primarily near Community Associations, on joint use school sites (post 1985 constructed) or open spaces (with some exceptions). Amenities (i.e. lines, bases, soccer flags) are the responsibility of the user group. * Inland and Deerfoot Athletic Parks are considered Class D fields and included in this category.
	E	Located on school sites (built prior to 1985). Maintained through the school boards but booked through the City.

## Inventory

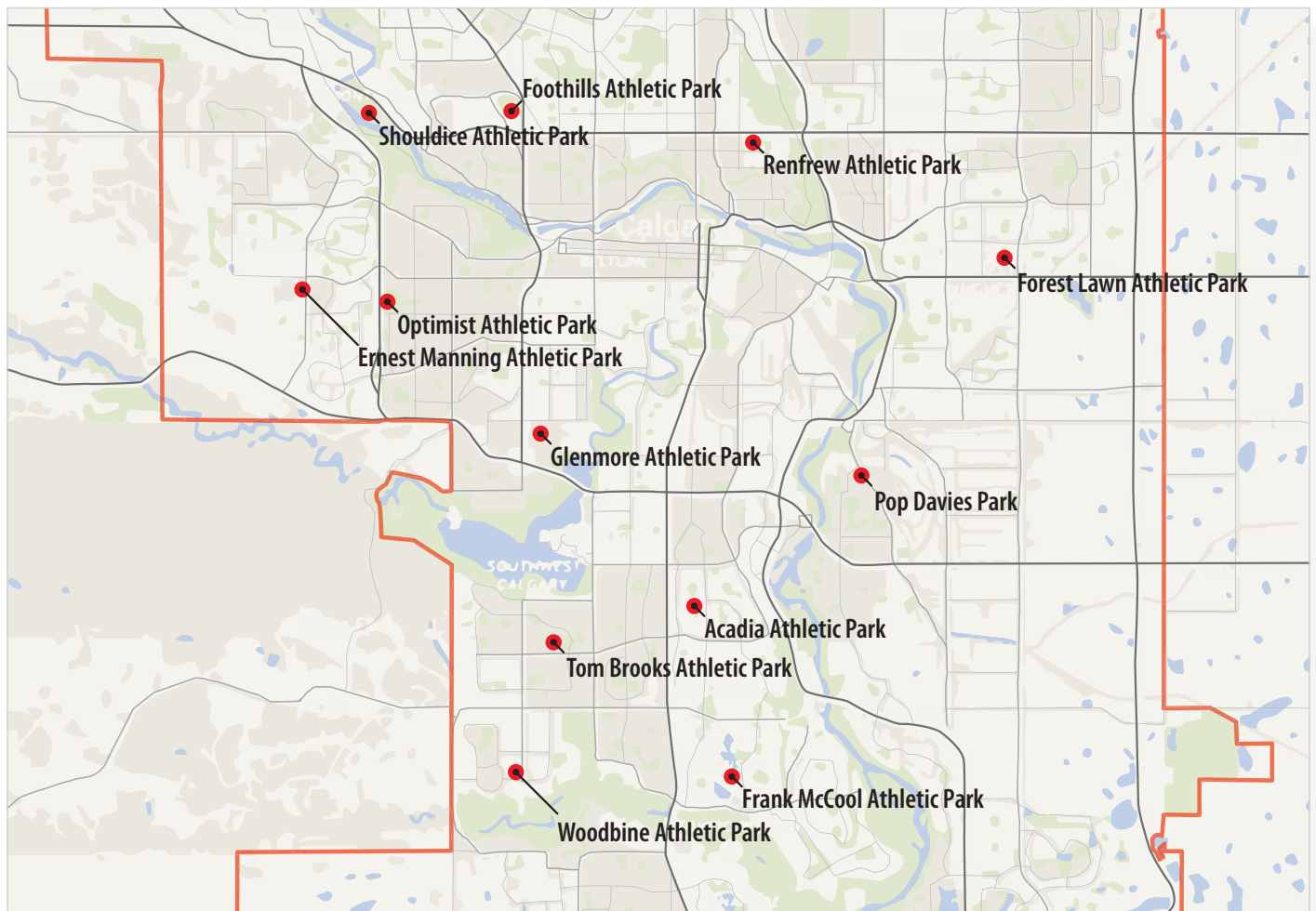
The following chart provides an overview of rectangular fields and ball diamonds within each class.

Class	Rectangular Fields	Ball Diamonds	Total	% of Total
Artificial Turf	7	0	7	0.5%
A	4	1	5	0.4%
B	27	24	51	3.9%
C	8	7	15	1.1%
D	434	417	851	64.5%
E	229	161	390	29.6%
<b>Total</b>	<b>709</b>	<b>610</b>	<b>1,319</b>	<b>100.0%</b>

It is important to note that rectangular fields and ball diamonds include a number of sub-field types. Rectangular fields include major, minor and mini soccer fields as well as fields that have been dedicated (fully or in part) for football, cricket, and field hockey/ lacrosse. Ball diamond types include little league, baseball and softball diamonds. The City's field inventory also includes 7 cricket pitches (5 major, 2 minor).

## Athletic Parks (Recreation Department)

The map below illustrates the location of the City's twelve (12) Athletic Parks. Detailed site maps for each Athletic Park can be found in the Appendices.



Field types and amenities at each Athletic Park location are outlined in the chart below. Detailed site maps can be found in the Appendices.

<b>Athletic Park</b>	<b>Field Types</b>	<b>Amenities and Adjacent Facilities</b>
<b>Acadia Athletic Park</b>	<ul style="list-style-type: none"> <li>• 3 football fields (Class C)</li> </ul>	<ul style="list-style-type: none"> <li>• Tennis courts (6)</li> </ul>
<b>Ernest Manning Athletic Park</b>	<ul style="list-style-type: none"> <li>• 1 artificial turf field</li> </ul>	<ul style="list-style-type: none"> <li>• Lighting</li> <li>• Football uprights</li> <li>• Portable soccer nets</li> </ul>
<b>Foothills Athletic Park</b>	<ul style="list-style-type: none"> <li>• 3 soccer fields (Class B)</li> <li>• 1 little league diamond (Class B)</li> <li>• 1 performance baseball stadium (Foothills Stadium)</li> </ul>	<ul style="list-style-type: none"> <li>• Track and field facility</li> <li>• Arena and pool</li> <li>• Regulation soccer field with lights</li> <li>• Foothills Stadium has grandstand seating for ~6,000</li> </ul>
<b>Forest Lawn Athletic Park</b>	<ul style="list-style-type: none"> <li>• 1 soccer field (Class B)</li> </ul>	<ul style="list-style-type: none"> <li>• Lighting</li> <li>• Field house</li> <li>• Arena</li> <li>• Fitness centre</li> <li>• Aquatics facility</li> </ul>
<b>Frank McCool Athletic Park</b>	<ul style="list-style-type: none"> <li>• 2 soccer fields (Class B)</li> <li>• 1 Ultimate Frisbee field (Class B)</li> <li>• 1 U10 soccer field (Class C)</li> </ul>	<ul style="list-style-type: none"> <li>• Arena</li> <li>• Community Centre</li> <li>• Southland Leisure Centre</li> </ul>
<b>Glenmore Athletic Park</b>	<ul style="list-style-type: none"> <li>• 5 soccer fields (Class B)</li> <li>• 4 football fields (Class B)</li> <li>• 1 touch football field (Class B)</li> <li>• 1 baseball diamond (Class B)</li> <li>• 2 softball diamonds (Class B)</li> </ul>	<ul style="list-style-type: none"> <li>• Track and field facility</li> <li>• Velodrome</li> <li>• Lighting at main rectangular field</li> <li>• Arena</li> <li>• Indoor tennis courts (privately operated)</li> <li>• Aquatics facility</li> <li>• Golf course</li> </ul>
<b>Optimist Athletic Park</b>	<ul style="list-style-type: none"> <li>• 2 field hockey/lacrosse fields (Class B)</li> <li>• 7 soccer fields (Class B)</li> <li>• 1 baseball diamond (Class B)</li> <li>• 1 little league diamond (Class B)</li> <li>• 7 softball diamonds (Class B)</li> </ul>	<ul style="list-style-type: none"> <li>• Arenas</li> </ul>
<b>Pop Davies Athletic Park</b>	<ul style="list-style-type: none"> <li>• 2 soccer fields (Class C)</li> <li>• 5 softball diamonds (Class C)</li> </ul>	<ul style="list-style-type: none"> <li>• Portable washrooms</li> </ul>
<b>Renfrew Athletic Park</b>	<ul style="list-style-type: none"> <li>• 2 soccer fields (Class B)</li> <li>• 1 baseball diamond (Class B)</li> <li>• 1 softball diamond (Class B)</li> </ul>	<ul style="list-style-type: none"> <li>• Lighting for softball diamond</li> <li>• Playground area</li> <li>• Barbeque area</li> <li>• Arenas</li> <li>• Fitness centre</li> <li>• Aquatics facility</li> <li>• School</li> </ul>



Athletic Park	Field Types	Amenities and Adjacent Facilities
Shouldice Athletic Park	<ul style="list-style-type: none"> <li>• 3 artificial turf fields (Class A)</li> <li>• 3 soccer fields (Class B)</li> <li>• 3 softball diamonds (Class B)</li> </ul>	<ul style="list-style-type: none"> <li>• Field house (dressing rooms, washrooms, concession)</li> <li>• PA system</li> <li>• Pool</li> <li>• Arena</li> <li>• Score clocks</li> <li>• Lighting</li> <li>• Batting cage (private)</li> </ul>
Tom Brook Athletic Park	<ul style="list-style-type: none"> <li>• 1 soccer field (Class B)</li> <li>• 1 softball diamond (Class B)</li> </ul>	<ul style="list-style-type: none"> <li>• Arenas</li> <li>• Aquatics facility</li> <li>• Gymnasium</li> <li>• Greenspace</li> </ul>
Woodbine Athletic Park	<ul style="list-style-type: none"> <li>• 2 soccer fields (Class C)</li> <li>• 2 softball diamonds (Class C)</li> </ul>	

## Playfields (Parks Department)

The following chart provides an overview of the playfield inventory (D and E Class fields) managed by the City's Parks Department.

Steward	Field Type	Field Size	# of Fields
Parks Department	Rectangular	Major	239
		Minor	162
		Mini	33
Parks Department	Diamonds	A/M	247
		M/O	170
Parks Department	Cricket	Major	5
		Minor	2
School Board	Rectangular	Major	18
		Minor	147
		Mini	64
School Board	Diamond	A/M	64
		M/O	97

A/M Defined as a diamond where both adults and minors can play.

M/O Minors-only diamond.

Major Rectangular fields of ~90 metres x ~60 metres.

Minor Rectangular fields between ~50-90 metres x ~40-60 metres.

Mini Any rectangular field with dimensions less than a minor.

## Utilization

In 2014, sport field and ball diamond bookings at fields booked by the City totalled 1,639,672 hours. Provided as follows is a further breakdown and analysis of field utilization levels for ball diamonds, sport fields and cricket pitches. In addition to identifying useful data that can help the project team assess current utilization levels and trends, a review of City booking information can also help reveal potential areas of improvement that are required to the bookings and data collection system. Where applicable, issues or inconsistencies with the data are noted.

## Rectangular Fields

The following chart reflects rectangular field booking figures for 2012, 2013, and 2014. As noted in the chart, rectangular field booking hours have remained relatively similar over the past 3 years. In 2014, approximately 13% of bookings were for Athletic Parks (Class A – C) while approximately 85% were for playfields (Class D and E).

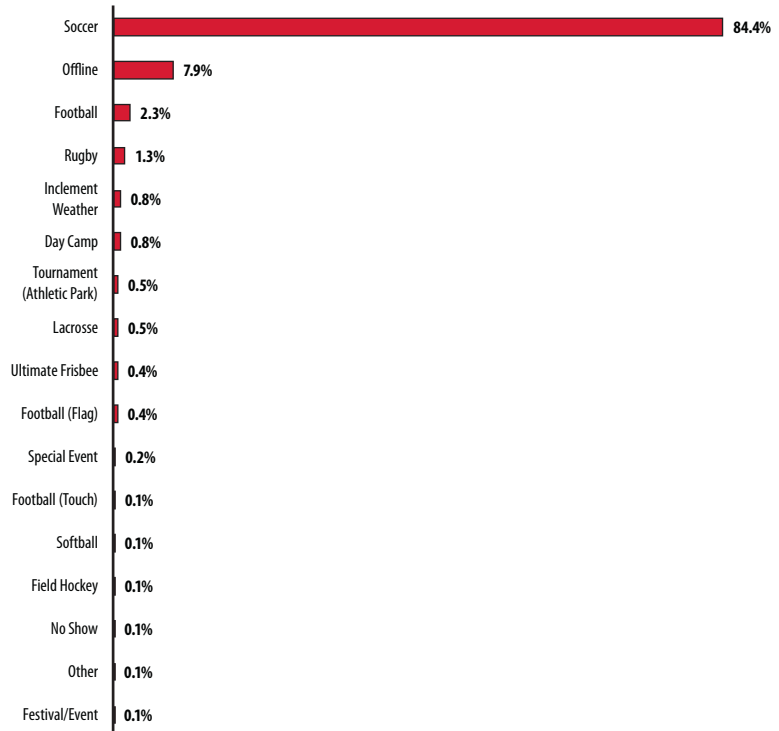


Type	2012	% of Total	2013	% of Total	2014	% of Total
Athletic Park: Class A Adult	4,372	0.5%	5,298	0.6%	5,143	0.6%
Athletic Park: Class A Minor	1,444	0.2%	2,951	0.4%	2,409	0.3%
Athletic Park: Class B Adult	35,200	3.9%	28,206	3.4%	29,152	3.3%
Athletic Park: Class B Minor	21,692	2.4%	21,057	2.6%	25,831	2.9%
Athletic Park: Class C Adult	4,603	0.5%	5,477	0.7%	4,627	0.5%
Athletic Park: Class C Minor	1,955	0.2%	2,818	0.3%	2,964	0.3%
Athletic Park: Stat. Holiday Booking (Adults and Minor)	7,672	0.9%	4,555	0.6%	3,438	0.4%
Artificial Turf: Adult	17,148	1.9%	18,221	2.2%	17,759	2.0%
Artificial Turf: Minor	19,616	2.2%	21,054	2.6%	19,950	2.3%
Flat Rate Booking	73,720	8.3%	17,524	2.1%	24,069	2.7%
Playfield: Class D Adult	40,051	4.5%	38,388	4.7%	37,448	4.2%
Playfield: Class D Minor	559,404	62.8%	554,138	67.2%	603,645	68.5%
Playfield: Class E Adult	16,422	1.8%	14,044	1.7%	9,386	1.1%
Playfield: Class E Minor	87,518	9.8%	90,080	10.9%	95,411	10.8%
Ball Tournament Usage (Athletic Parks)	610	0.1%	567	0.1%	50	0.0%
<b>Total</b>	<b>891,425</b>	<b>100.0%</b>	<b>824,376</b>	<b>100.0%</b>	<b>881,280</b>	<b>100.0%</b>

The adjacent graph illustrates overall rectangular field bookings by the classified activity type (using the average booking hours from 2010 – 2014). It is important to note that this activity classification is driven by the type of field being booked. In some instances bookings classified as soccer were for other activities (football, rugby). However the number of hours that this situation would apply to is not significant enough to dramatically impact the overall percentages reflected in the graph. Another important factor to consider is that high school football (practices and many games) occur outside of City bookings (at school fields), which would impact the percentage identified for football.

### Rectangular Fields: % of Overall Booked Hours by Activity Classification

Average 2010 – 2014



### Ball Diamonds

The following chart reflects ball diamond booking figures for 2012, 2013, and 2014. As reflected in the chart, ball diamond bookings increased by approximately 10% during this time. In 2014, 15% of total ball diamond bookings were for Athletic Parks (Class A – C) while over 80% of bookings were for playfields (Class D and E).

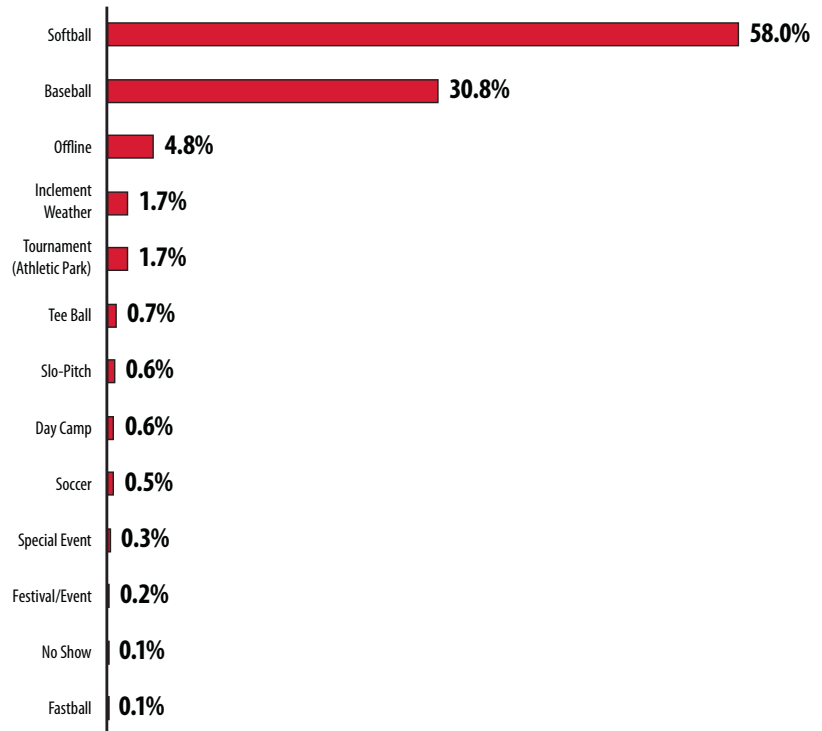
Type	2012	% of Total	2013	% of Total	2014	% of Total
Athletic Park: Class A Adult	2,946	0.4%	1,633	0.2%	1,083	0.1%
Athletic Park: Class A Minor	1,002	0.1%	4,509	0.6%	4,632	0.6%
Athletic Park: Ball Tournament Adult	10,253	1.5%	14,766	2.1%	18,337	2.4%
Athletic Park: Ball Tournament Minor	2,858	0.4%	4,792	0.7%	5,752	0.8%
Athletic Park: Class B Adult	38,284	5.5%	38,573	5.5%	38,105	5.0%
Athletic Park: Class B Minor	34,275	5.0%	29,570	4.2%	32,476	4.3%
Athletic Park: Class C Adult	6,222	0.9%	7,774	1.1%	8,112	1.1%
Athletic Park: Class C Minor	70	0.0%	492	0.1%	90	0.0%
Athletic Park: Stat. Holiday Booking (Adults and Minor)	7,203	1.0%	4,770	0.7%	3,727	0.5%
Flat Rate Booking	25,396	3.7%	21,794	3.1%	27,389	3.6%
Playfield: Class D Adult	114,721	16.6%	114,937	16.3%	134,284	17.7%
Playfield: Class D Minor	407,912	59.1%	425,956	60.4%	447,325	59.0%
Playfield: Class E Adult	16,719	2.4%	17,226	2.4%	14,308	1.9%
Playfield: Class E Minor	22,743	3.3%	18,211	2.6%	22,773	3.0%
<b>Total</b>	<b>690,604</b>	<b>100.0%</b>	<b>705,003</b>	<b>100.0%</b>	<b>758,392</b>	<b>100.0%</b>



The adjacent graph illustrates overall ball diamond bookings by the classified activity type (using the average booking hours from 2010 – 2014). As previously indicated, the activity classification is driven by the type of field being booked. As such, actual baseball utilization of ball diamonds is higher than the percentage indicated as baseball groups are booking significant hours at softball diamonds. An estimated 35% of hours classified as softball are booked by baseball focused groups. **If the graph was adjusted based on this data, softball would represent approximately 36% of ball diamond bookings while baseball would consume approximately 53% of ball diamond bookings.**

### Ball Diamonds: % of Overall Booked Hours by Activity Classification

Average 2010 – 2014



### Cricket Pitches

The following chart provides an overview of historical cricket pitch bookings. As reflected in the chart, bookings have doubled since 2011.

Usage Type	2010	2011	2012	2013	2014	Average
Cricket	4,471	5,443	6,019	6,027	11,022	6,596

### Utilization Findings

#### Other Key Findings

- From 2010 to 2014 Little League Baseball utilization of softball diamonds has trended upwards.
- The Calgary Sport and Social Club and Rocky Mountain Little League (>55,000) are the largest consumer of ball diamond hours.
- The Calgary Sport and Social Club consume the highest overall number of sport field hours.
- Booked hours recorded as being lost to “inclement weather” have increased significantly from 2010 to 2014 (doubled) for both ball diamonds and rectangular fields.
- Offline hours (facility down/mechanical) have remained relatively consistent for ball diamonds in recent years and been reduced for rectangular fields.

## Rates and Fees

The following chart identifies the current (2015) rental rates for City sport fields.

Class	Adult Rate	Minor Rate
A (Artificial Turf)	\$123.30	\$97.20
A (Grass)	\$94.80	\$47.40
B	\$70.55	\$35.05
C	\$47.10	\$23.65
D	\$20.10	\$2.23
E	\$4.30	\$1.10

## Allocations

The City of Calgary currently allocates sport fields to regular user groups (those with more than 5 bookings) using a permit system. The permit outlines the conditions of their use (e.g. time, duration of season). The following timeframes and permit holder requirements are used to manage the renewal process for standing permit holders.

Ball Diamonds	
Special Event/Tournament Application Due	December
Renewal Permits Processed (by the City)	December/January
Renewal Permit Packages Emailed To Groups	January
Renewal Permit Amendment Requests Due	March
Permits Active	April/May

Rectangular Fields	
Special Event/Tournament Application Due	December
Rectangular Field User Group Meeting	January
Renewal Applications/ Master Schedule Due	February
Renewal Permits Processed (by the City)	March
Renewal Permit Packages Emailed To Groups	March
Renewal Permit Amendment Requests Due	March
Permits Active	April/May

Permit renewal primarily uses a historically based approach. Permits are rolled over for the majority of existing user groups using the following criteria:

- Renewal rights exist when a group has a booking of 10 dates at one facility (specific ball diamond, track or sports field) for the same time period, on the same day of the week, in consecutive weeks. (E.g. at least 10 bookings at Shouldice #6, Wednesday evenings from 6:30 – 7:30 p.m. in consecutive weeks.) Renewal bookings are based on the organization’s historical use at each individual facility on a yearly basis.
- If the group delete dates from the renewal permit during the season resulting in less than 10 bookings, or resulting in bookings becoming non-consecutive, they may risk losing their renewal rights. It takes 2 years to establish a renewal and 2 years to lose a renewal. If a group falls below the 10 booking minimum for 2 years in a row; the renewal is lost.
- New renewals are groups that have qualified for renewal status for the first time. These groups are offered a renewal if there are no operational or historical booking conflicts. Established renewals are groups who have booked a minimum of 2 years in a row. If the booking is considered a renewal, they will automatically receive a renewal permit the following season (they will not have to apply for the space and will be given the option to cancel the renewal permit without charge).

Excess field inventory is distributed through “Public Day” which typically occurs in April. New and existing groups have the opportunity to submit for extra time on a first come, first serve basis.

While historical rights continue to drive the allocation system, the City has increasingly worked with user groups to ensure that utilization needs meet allocations. The “Right Field, Right Spot, Right Allocation” initiative was undertaken in 2011 – 2012 and involved a review of current practices. Engagement with user groups was included in the process along with an analysis of current bookings data. Some reallocations and realignment occurred as a result.

## Partnerships

The City of Calgary currently has in place a number of formalized partnerships related to sport field provision. The **Joint Use Agreements** between the City and the Calgary Board of Education, Calgary Catholic School District and Conseil scolaire Franco Stud adds an additional 229 rectangular fields and 161 ball diamonds located on school sites to the City's bookable inventory of available fields. These Class E fields are located on pre-1985 built school sites and are maintained by the respective schools boards but booked by the City. In 1985, the Joint Use agreement came in to affect and the City of Calgary became the primary steward of all new school fields from that year on. A high proportion of the City's current Class D inventory is located on joint-use land.

Lease arrangements between the City and sport organizations are another form of partnership that currently exist. The chart below identifies the current lease arrangements that are in place between the City and sport groups. As reflected in the chart, these lease arrangements include both sport fields and amenities at City owned sites.

Sport Organization	Leased Field Types	Amenities
Alberta Little League District No. 3		Club house
Babe Ruth Baseball Calgary	Baseball diamond	Batting cages (2) Announcers box
Baseball Calgary		Batting cage
Calgary and District Amateur Softball Association	Softball diamonds (2)	
Calgary and District Cricket League		Batting cage Clubhouse with small kitchen, meeting room, and washrooms
Calgary Canadian Irish Athletic Club	Rugby pitches (2) Field hockey pitches (2)	Clubhouse Trailer Storage
Calgary Industrial Softball	Softball diamonds (3)	Adjacent building
Calgary Rugby Union	Rugby pitches (5)	Clubhouse facility with a commercial kitchen and dressing rooms
Calgary Slo Pitch	Softball diamonds (13)	Site buildings (2)
Calgary United Soccer Association	Rectangular soccer field	Site building
Calgary West Little League Association		Batting cages (2)
Centennial Little League		Batting cage
Foothills Major Baseball	Baseball diamond	
North West Little League Baseball Association		Batting cage Garage Temporary storage



# Background Review

The City of Calgary and its partners in sport and recreation have undertaken a number of previous studies and strategic planning initiatives that are important to consider in the development of the Sport Field Strategy. Understanding, and where possible aligning with, these documents can help leverage value from previous work that has been completed and ensure that the Strategy is consistent with overarching documentation that guides City practices and service delivery.

*Identified in this section is a listing of previous studies, plans, policies, and strategic planning documents commissioned by the City and its partners that were reviewed by the project team and integrated into the analysis and discussions regarding potential Sport Field Strategy directions. Pertinent provincial and national policies and frameworks that were reviewed are also identified.*

## City of Calgary

- Facility Allocation Review—“Right Field, Right Sport, Right Allocation” (2012)
- Recreation Master Plan 2010 – 2020 (2010)
- Civic Sport Policy Report on the Social and Cultural Benefits of Sport in Calgary (2005)
- Review of Playfield Management Policy (2001)
- Civic Partnerships: Guide to Policy & Administration (2000)
- Operational and Procedural Documentation for Athletic Parks and Playfields:
  - » Playfield Use and Regulations
  - » Athletic Park Regulations
  - » Facility Rental Terms and Conditions

## Sport Calgary

- Sport Facility Supply & Demand Study (2014)
- Advancing Amateur Sport for all Calgarians: 10 Year Strategic Plan for Sport Facility Development and Enhancement (2008)  
*\* Joint initiative between Sport Calgary and the City of Calgary*

## Province of Alberta

- Active Alberta Policy 2011 – 2021
- Going the Distance: The Alberta Sport Plan 2014 – 2024

## National Policies and Frameworks

- A Framework for Recreation in Canada 2015: Pathways to Wellbeing
- Canadian Sport Policy 2012 – 2022
- Canadian Sport for Life Long Term Athlete Development Framework

## Background Review: Key Findings

### Local Context:

- The City's **Recreation Master Plan** identifies a number of facility related goals with potential application and relevancy to sport fields. The need for a diversity of recreation, leisure, and wellness offerings is a consistent theme throughout the document. An identified facility goal and desired outcome reflected in the Master Plan included the following statement:
 

*Recreation facilities act as cornerstones to complete communities and are equitably situated throughout the city and across the facility continuum.*
- The 2012 **Facility Allocation Review** found that a realignment of the bookings and allocation system was needed in order to out participants on the fields that best met the specifications for their age and activity.
- The 2008 **Advancing Amateur Sport for all Calgarians: 10 Year Strategic Plan for Sport Facility Development and Enhancement** identified Class A,B, and C diamonds and rectangular fields as “primary” facility priorities; Class D rectangular fields as a secondary priority; and Class D diamonds as a tertiary priority.
- The 2014 **Sport Facility Supply & Demand Study** conducted by Sport Calgary assessed gaps for a number of facility categories. The Study identified and categorized areas of needed improvement by: Access (improve or address booking access); Development (build new facilities); and Enhancement (upgrade or enhance facilities). As reflected in the following chart, rectangular fields were identified as requiring improved access, new development and enhancements to existing fields. However, the Study also noted that soccer participation is anticipated to decline in coming years (particularly among children/youth).

General Assessment of Development, Enhancements, and Access Gaps among Facility Categories ( ✓ denotes gap observed within research findings—organized alphabetically)			
Facility Categories	Access	Development	Enhancement
Area: Ice—Boarded	✓		✓
Arena: Ice—Laned			✓
Arena: Drypad	✓	✓	
Aquatic: Pool/Diving Boards/Tank	✓	✓	✓
Course/Track: Oval—Flat/Infield	✓	✓	✓
Course/Track: Golf Course			
Field: Rectangular	✓	✓	✓
Field: Diamond		✓	✓
Field: Oval/Pitch/Other		✓	
Gymnasia: Rectangular Netted Court		✓	
Gymnasia: Gymnastics Gym	✓	✓	
Gymnasia: Studio			
Gymnasia: Four Wall			
Target: laned			✓
Other (mainly specialty facilities)	✓	✓	✓

## Background Review: Key Findings (Continued)

### Local Context (Continued):

- The **Civic Partnerships: Guide to Policy & Administration** outlines a number of structures, reporting requirements and administrative considerations that need to be considered when initiating or renewing partnerships. The Guide also identifies 4 key factors which should determine whether a partnership should be established:
  - » Significant benefit(s) for both parties;
  - » Public support of the service as decided by Council;
  - » Independent decision-making, operational efficiency and flexibility and public involvement are critical success factors; and
  - » The ability to leverage capital and/or operating funds provided by The City with funding involving other critical partners.

### Provincial and National Context:

- Alignment with principles of the **Long Term Athlete Development** framework is increasingly becoming a requirement for national, provincial and local sport organizations and program providers.
- The **Canadian Sport Policy** identifies five broad objectives for sport participation in Canada:
  - » Introduction to sport: Canadians have the fundamental skills, knowledge and attitudes to participate in organized and unorganized sport.
  - » Recreational sport: Canadians have the opportunity to participate in sport for fun, health, social interaction and relaxation.
  - » Competitive sport: Canadians have the opportunity to systematically improve and measure their performance against others in competition in a safe and ethical manner.
  - » High performance sport: Canadians are systematically achieving world-class results at the highest levels of international competition through fair and ethical means.
  - » Sport for development: Sport is used as a tool for social and economic development, and the promotion of positive values at home and abroad.
- An outcome (objective) established in the Province's **Active Alberta Policy** Active Coordinated System is for:

*"All partners involved in providing recreation, active living and sport opportunities to Albertans work together in a coordinated system."*
- The **Alberta Sport Plan 2014 – 2024** strongly aligns with principles of the Canadian Sport Policy and Active Alberta Policy in its goals and objectives. The Plan sets forth the following vision:

*"Alberta is the national leader in sport with a coordinated and adaptive system which promotes excellence and fosters opportunities for life-long participation for all Albertans."*
- Provincial Sport Organizations and their affiliate clubs and teams will be encouraged, and in many instances required to align with the Alberta Sport Plan.
- The Framework for Recreation in Canada 2015: Pathways to Wellbeing.



# Engagement

## Engagement Overview

Four engagement mechanisms were used to gather feedback on the current state of, and future needs, for sport fields in Calgary. The following chart identified the engagement mechanism and corresponding response/participation levels. A list of participating group for the stakeholder interviews, discussion session, and user group web survey can be found in the Appendix.

Engagement Method	Responses/ Participation
Stakeholder Interviews	20 interviews (~30 participants)
User Group Discussion Sessions (4 sessions)	34 participants
User Group Web Survey	87 responses*
Public Web Survey	2,446 responses

\* Unique responses (a number of groups provided multiple responses).

Each engagement mechanism was designed to ensure that a wide array of perspectives could be heard and considered in the context of the project. The **stakeholder interviews** presented an opportunity for members of the project team to meet one on one or in a small group setting with key stakeholder group representatives. The **user group discussions** included individuals with a variety of interests and levels of involvement with sport field user groups in Calgary. Participants included volunteers, staff, coaches and board members from a number of organizations that use fields. Each discussion session was facilitated and participants were challenged to identify both issues and possible solutions to enhance sport field provision in the city. The **User Group Web Survey** was fielded to all sport field users in the city. The objective of the Survey was to gather data from groups on their current participation levels, current utilization, and anticipated future needs. The **Public Web Survey** was available through the City's website and promoted through a number of channels. The Survey provided Calgarians with an opportunity to identify their current levels of use, areas of strength (what they like) and areas of improvement that are required.

## Key Findings (What We Heard)

Presented as follows are key findings and prevalent themes from the engagement.

### Stakeholder Interviews and User Group Discussion Sessions

*The stakeholder interviews and discussion sessions revealed similar themes and are thus summarized jointly.*

- **Strengths of sport fields in Calgary:**
  - » User groups indicated that they generally have positive interactions with City staff.
  - » Athletic Parks provide key "hubs" for sport activity and are generally well maintained due to the presence of on-site staff.
  - » Utilization at many fields is high, due to the growth and strength of many user groups.
  - » Artificial turf fields in the city are highly valued and allow many groups to have extended seasons.
  - » Many group representatives and stakeholders acknowledged that the City has generally been fair and equitable in its dealings with groups.
  - » The geographic distribution of fields, while not ideal, was acknowledged as being relatively strong given the size and growth of the city.

- **Areas of concern:**

- » Field maintenance and quality were commonly cited as an issue, especially pertaining to Class D and E playfields.
- » Communications and clarity around the allocations and the booking process can be enhanced (through volunteer training, improved website interface, FAQ, etc.).
- » Issues with the development process in newer communities were identified as a main contributor to poor sport field quality. In many instances, development of many new sports (over the past decade) has not adequately considered functionality (private developers not adhering to adequate standards when constructing fields in the neighbourhoods).
- » “Hoarding” (over booking of sport fields) was identified as an issue pertaining to Class D fields by a number of groups. Reasons suggested for why hoarding occurs were: preservation of field quality, protection of historical field rights, and low user fees.
- » The open nature of soccer boundaries in Calgary was identified as impacting field allocations and access (e.g. growing clubs competing for fields in neighbourhoods outside their historical areas of operation).
- » A number of stakeholders and group representatives indicated that there is a lack of amenities (washrooms) at some field locations.
- » While improved, the online booking system should continue to be enhanced and made more user friendly.
- » There was belief among some stakeholders and group representatives that Calgary is deficient when compared to other cities with regards to sport field quality and overall provision.
- » Some emerging programs and activities (i.e. cricket) lack adequate facilities and amenities to accommodate growth and the increasing diversity of Calgary.

- **Looking forward—future needs and planning considerations:**

- » The historical bookings process is important to some groups (ensures efficiency for staff and volunteers), but also recognized as a barrier for emerging or growing groups.
- » Quality over quantity—interview and discussion session participants commonly mentioned that the city should focus on developing high quality fields (including artificial turf) and “hubs” of fields (Athletic Parks).
- » Group representatives and stakeholders commonly identified the need for the City to hold developers to a higher standard when constructing fields in new communities.
- » Varying opinions exist on whether it is appropriate to raise user fees to enhance sport field quality and amenities.
- » Opportunities to align with the Long Term Athlete Development Model and other national/provincial policies were identified by some stakeholders.
- » The City should look to implement enhanced communication structures and protocols to guide interactions between user groups and the City.



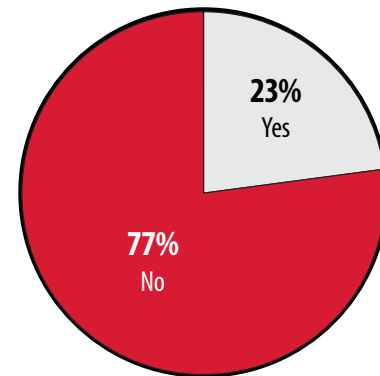
## User Group Web Survey

### • Respondent Overview:

- » User group survey respondents represented a wide array of interests and age groups.
  - 26% of respondent groups have members/participants/clients that are preschool aged (0 – 5 years old).
  - 52% of respondent groups have members/participants/clients that are youth (6 – 12 years of age).
  - 53% of respondent groups have members/participants/clients that are teens (13 – 17 years of age).
  - 51% of respondent groups have members/participants/clients that are adults (18 – 39 years of age).
  - 35% of respondent groups have members/participants/clients that are adults (40 – 59 years of age).
  - 13% of respondent groups of respondent groups have members/participants/clients that are seniors (60+).
- » 61% of groups indicated that they expect to grow in coming years, while 39% expect to remain stable (0 groups indicated that they expect to decline).

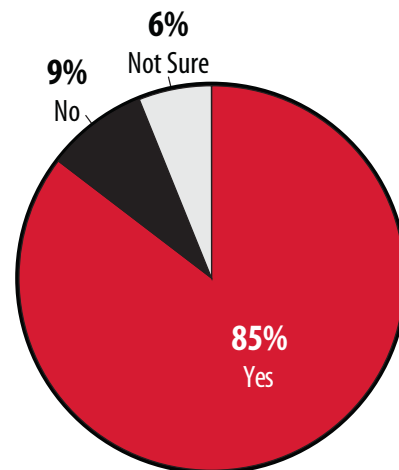


### Has your organization ever turned away potential new members due to lack of access to facilities?



Over two-thirds of groups (77%) indicated that they have not turned away members due to lack of access to sport field facilities.

### Does your organization actively use all of the time that you book (not accounting for limitations do to weather)?



The majority (85%) of groups indicated that they use the time that they book while 9% acknowledged that they do not.

When asked about the strengths and areas of improvement required to sport fields in Calgary, the following themes were commonly identified.

<b>The aspect that your organization likes the best (strengths) about these spaces or facilities.</b>	<b>The aspects that require improvement.</b>
<ul style="list-style-type: none"> <li>• Proximity/convenient location (25 mentions).</li> <li>• Quality/maintenance (12 mentions).</li> <li>• Artificial turf fields (9 mentions).</li> <li>• Price/affordability (3 mentions).</li> <li>• Bookings/allocations (3 mentions).</li> <li>• “Hubs” of sport fields (3 mentions).</li> </ul>	<ul style="list-style-type: none"> <li>• Increased grass cutting and/or overall quality of natural surface fields (30 mentions).</li> <li>• Improved drainage and irrigation (7 mentions).</li> <li>• Replacement or upgrades to backstops and fencing at ball diamonds (4 mentions).</li> <li>• Need for more fields (4 mentions).</li> <li>• Lack of locker rooms/washroom facilities (4 mentions).</li> <li>• Improvements to parking lots and access roads (3 mentions).</li> </ul>

Group respondents were asked to indicate their organizations’ levels of satisfaction with a number of elements of sport field provision. Satisfaction was highest for the relationship with City staff and the booking process/system and lowest for the quality of Class D and E playfields.

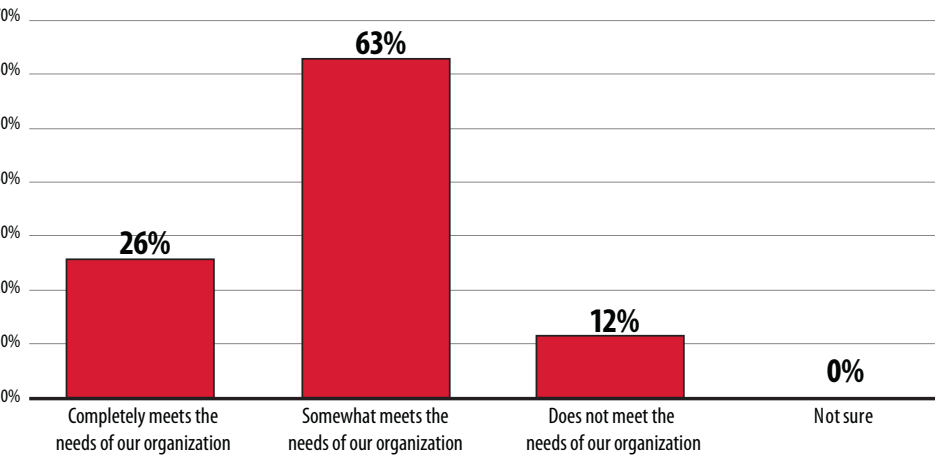
<b>Level of satisfaction with the following aspects of sport field provision:</b>	<b>Very Satisfied</b>	<b>Somewhat Satisfied</b>	<b>Somewhat Unsatisfied</b>	<b>Very Unsatisfied</b>	<b>Not Sure/ Doesn't Apply</b>
<b>Allocation System</b> (how sport fields are made available to groups)	24%	44%	10%	14%	8%
<b>Booking System/Process</b>	19%	54%	8%	9%	10%
<b>Quality of Artificial Turf fields: Class A</b>	25%	17%	3%	1%	55%
<b>Quality of Athletic Parks (Grass Fields): Class A, B, or C</b>	14%	33%	18%	4%	31%
<b>Quality of Playfields: Class D or E</b>	9%	27%	28%	12%	24%
<b>Relationship with City Staff Related to the Provision of Sport Fields</b>	33%	36%	8%	1%	22%
<b>Geographic Distribution of Sport Fields Across the City</b>	14%	45%	14%	9%	18%

User group representatives were asked to identify their level of satisfaction with the current rates and fees. As reflected in the chart, levels of satisfaction related to rates and fees were highest for Class D and E playfields.

Satisfaction with Rates and Fees	Very Satisfied	Somewhat Satisfied	Somewhat Unsatisfied	Very Unsatisfied	Not Sure/ Doesn't Apply
<b>Class A Athletic Parks</b> (Grass Rectangular Fields and Ball Diamonds) Adult: \$94.80 Minor: \$47.40	8%	25%	15%	8%	45%
<b>Class A Artificial Turf</b> Adult: \$123.30 Minor: \$97.20	1%	21%	17%	9%	51%
<b>Class B</b> Adult: \$70.55 Minor: \$35.05)	0%	19%	14%	10%	58%
<b>Class C</b> Adult: \$47.10 Minor: \$23.65	4%	22%	18%	5%	51%
<b>Class D</b> Adult: \$20.10 Minor: \$2.23	25%	25%	9%	8%	32%
<b>Class E</b> Adult: \$4.30 Minor: \$1.10	27%	19%	10%	0%	45%

26% of groups indicated that current sport fields in Calgary completely meet the needs of their group, 63% indicated that their needs are being somewhat met, and 12% indicated that their needs are not currently being met.

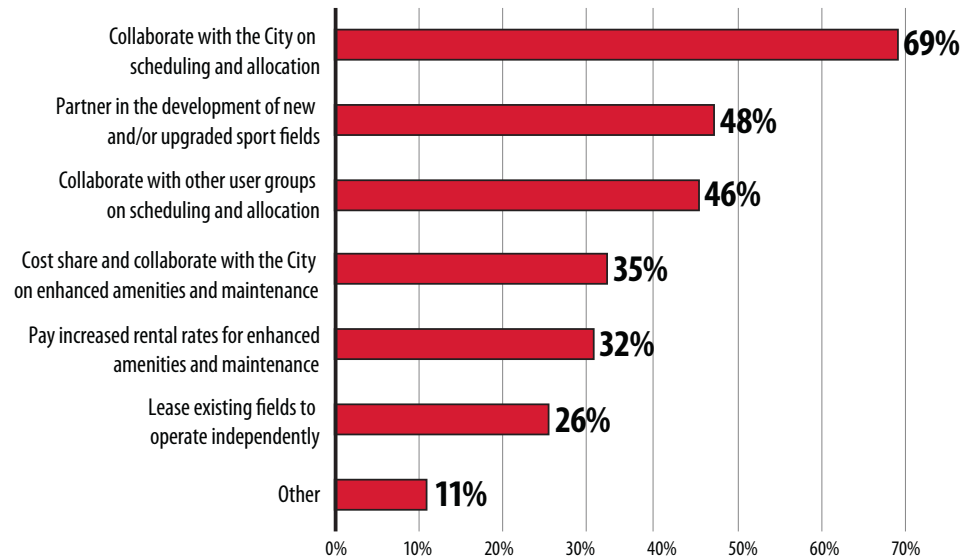
**To what level do the current sport fields in Calgary meet the need of your organization?**





When asked about their groups willingness to partner with the City, the highest proportion (69%) indicated that they would like to collaborate with the City on scheduling and allocations. Just under half of responding groups were willing to partner with the City in the development of new and/or upgraded sport fields.

### What ways would your group be willing to work with the City to improve sport fields in Calgary?



Current utilization levels and the need to accommodate the growth of existing sport field programs were identified as the two most important planning criteria that should impact decisions regarding new sport field development or re-purposing.

Importance of planning criteria for each of the following is in the decision to develop new sport fields or re-purpose existing sport fields:	Very Important	Somewhat Important	Somewhat Unimportant	Very Unimportant	Unsure/ Don't Know
<b>Current Utilization Levels</b> (of various sport field types)	60%	30%	0%	0%	10%
<b>To Accommodate Growth of Existing Sport Field Programs</b>	68%	22%	0%	0%	10%
<b>Availability of Partnerships in Sport Field Development/Construction</b>	33%	40%	1%	1%	25%
<b>Availability of Partnerships in Sport Field Operations and Maintenance</b>	32%	44%	1%	1%	21%
<b>Providing Sport Fields for New or Emerging Activities</b>	30%	42%	10%	1%	17%
<b>Cost of Developing Sport Fields</b>	28%	51%	1%	1%	18%
<b>Cost of Operating and Maintaining Sport Fields</b>	38%	44%	0%	1%	17%
<b>Geographic Distribution of Sport Fields in Calgary</b>	49%	33%	5%	0%	13%

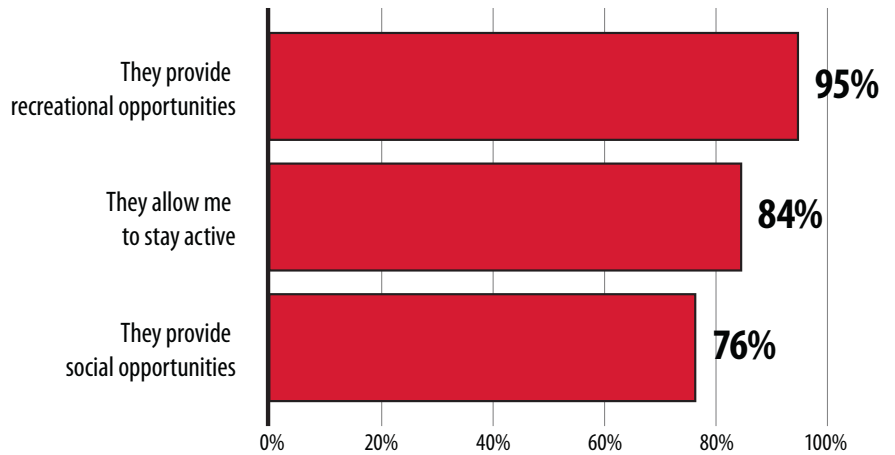
# Public Web Survey

- **Respondent Overview:**
  - » The majority of respondents were frequent users of sport fields (84% of responding households had used sport fields on more than 20 occasions in the previous year).
  - » The majority of respondent households have family members that participate in soccer (88% indicated that youth in their households play organized soccer, 52% indicated that adults in their household play organized soccer).
  - » Respondents also indicated a high level of “unstructured” or casual use of City sport fields (51% of respondents indicated that youth in their households use fields for unstructured or casual use, 60% of respondents indicated that adults in their households use fields for unstructured or casual use).



95% of public web survey respondents indicated that sport fields add to their households' quality of life by providing recreational opportunities.

## How do sport fields add to your household's quality of life?



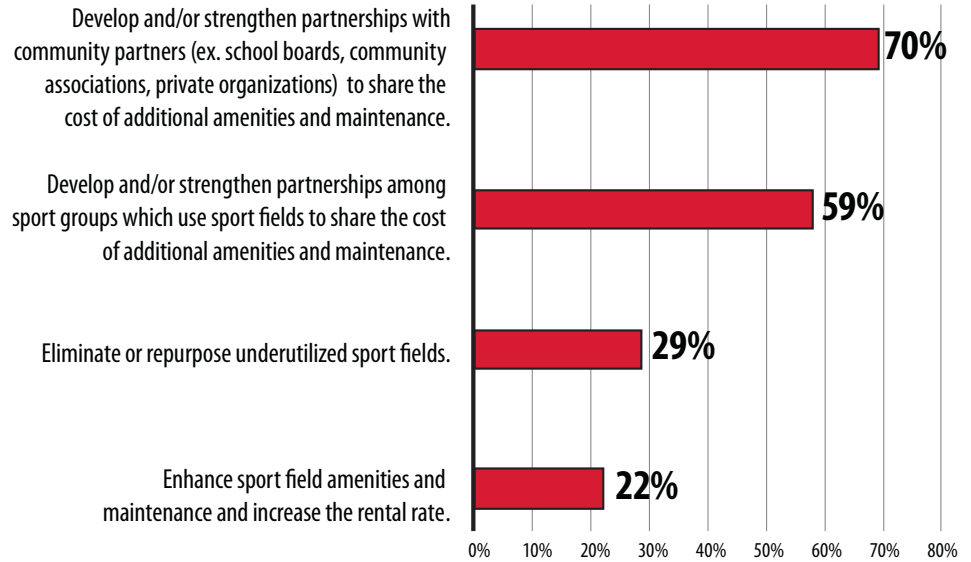
Availability and location/proximity of sport fields had the highest levels of satisfaction among public survey respondents.

Over half of respondents (55%) expressed dissatisfaction with amenities at sport fields.

Level of satisfaction with areas of sport field provision:	Very Satisfied	Somewhat Satisfied	Somewhat Unsatisfied	Very Unsatisfied	Unsure/ Don't Know
Availability of Sport Fields in Calgary	22%	52%	16%	8%	3%
Quality of Sport Fields in Calgary	10%	44%	30%	16%	0%
Location/Proximity of Sport Fields in Relation to your Home	32%	45%	15%	8%	1%
Amenities at Sport Fields in Calgary	6%	36%	35%	20%	3%

Public web survey respondents indicated that the City should look at partnerships when exploring options to optimize sport field provision.

### Preferred Options to Optimize the Provision of Sport Fields in Calgary

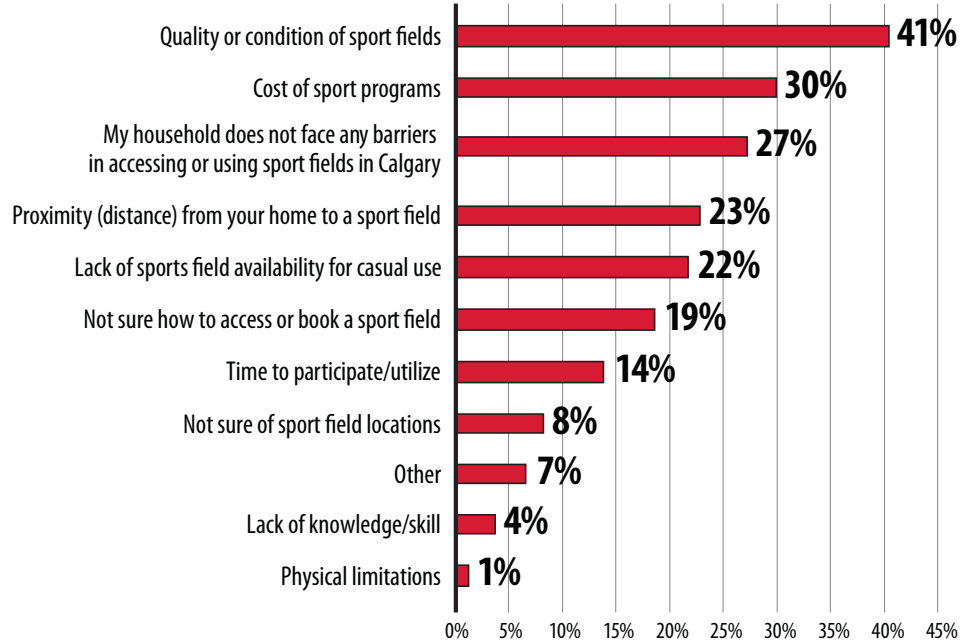


Web survey respondents identified that a number of considerations are important when making decisions on sport field provision (all of the potential decision making considerations provided were identified as being important by at least 79% of respondents). Meeting the needs of user groups that focus on child and youth recreational sport and ensuring sport fields are sustained in established communities were identified as being “very important” by over three quarters of respondents.

Importance of decision making considerations	Very Important	Somewhat Important	Somewhat Unimportant	Very Unimportant	Unsure/ Don't Know
Meeting the needs of user groups that focus on child and youth recreational sport.	76%	20%	2%	1%	1%
Meeting the needs of user groups that focus on child and youth competitive sport.	72%	24%	3%	1%	1%
Meeting the needs of adult sport user groups (competitive and recreation).	42%	49%	7%	1%	2%
Ability for fields to be multi-purpose.	42%	40%	13%	4%	2%
Ensuring that fields are available for new or emerging activities and user groups.	30%	49%	15%	3%	3%
Ensuring that sport fields are available to residents for “casual” or “spontaneous” use (e.g. pick-up games, throwing a ball around).	41%	41%	14%	3%	1%
Ensuring quality sport fields are available in new neighbourhoods and communities.	63%	29%	5%	2%	1%
Ensuring sport fields are sustained in established communities.	77%	20%	1%	1%	1%

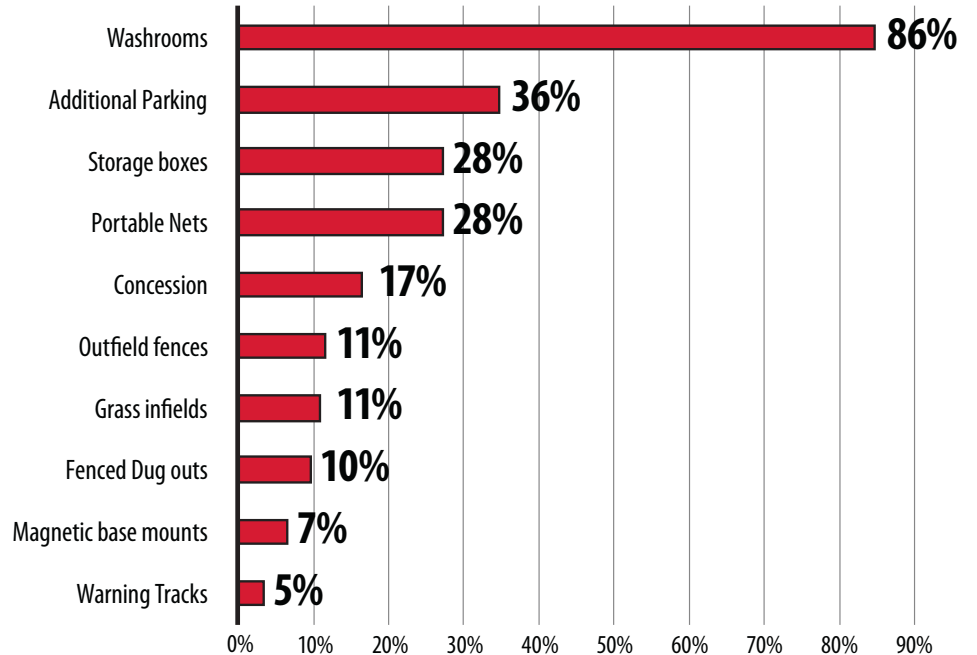
Quality and condition of sport fields were identified as a barrier by the highest proportion of respondents (41%). Over one-quarter of respondents also identified the cost of sport programs as a barrier.

### Barriers to Accessing/Using Sport Fields



Respondents were provided with a list of potential amenity additions and asked to identify those which they would like to see more readily available at sport fields in Calgary. The majority (86%) of respondents identified that washrooms facilities were a desired amenity addition.

### Desired Amenity Additions



# Trends and Leading Practices

A review and analysis of trends and leading practices was undertaken in order to help further inform discussions around the Sport Field Strategy direction and to identify potential learnings that could be applied to the City of Calgary context.

*Discussed in this section are trends and leading practices related to participation, provision, and infrastructure.*

## Participation

A number of local, provincial and national sources can be used to identify current participation trends in sport field related activities. **The Alberta Recreation Survey**, fielded every 4 – 5 years by Alberta Culture and Tourism, provides one such source. Using data from the most recent (2013) Alberta Recreation Survey, the following chart identifies the percentage of Alberta households that participated in selected sport field activities at least once annually. This figure has then been extrapolated to the number of occupied housing units (462,461) in Calgary as identified by the 2015 Civic Census.

Activity	% of Participating Households (AB)	Estimated Calgary Households that Participate (Extrapolated to City of Calgary Census Data)
Soccer	12.4%	57,594
Softball/Baseball	8.3%	38,384
Football	4.4%	20,348
Rugby	1.7%	7,862
Cricket	0.1%	462
Ultimate Frisbee	0.1%	462
Australian Football	0.1%	462

**The Sport Participation 2010 Research Paper** released by Canadian Heritage in 2013 further identifies a number of participation trends related specifically to sport focused participation. The Paper utilizes Statistics Canada data from the 2010 federal Census and the General Social Survey.

Broader trends affecting overall sport participation noted by the Paper include:

- National sport participation levels continue to decline (In 2010, 7.2 million or 26% of Canadians age 15 and older participated regularly in sport. This represents a 17% decline over the past 18 years).
- The gender gap in sport participation has increased.
- Sport participation decreases as Canadians age (the most significant drop off occurs after age 19).
- Education and income levels impacts impact sport participation (Canadians with a University education and those making more than \$80,000 annually have the highest rates of sport participation).
- Established immigrants participate in sport less than recent immigrants and Canadian born citizens.
- Students (15 years and older) participate in sport in greater numbers than any labour force group.
- Participation is highly concentrated in a few sports (participants in golf, ice hockey, and soccer tend to participate more exclusively in these three sports and have less diversity in their overall sporting pursuits than participants of other sports).
- Women are more likely than men to have a coach (female sport participants tend to use the services of a coach more often than male sport participants and this difference appear to increase as people age).
- Most important benefit of sport participation is relaxation and fun (relaxation and fun were ranked as being important by 97% of sport participants).
- Lack of time and interest are the main reasons for not participating in sport.

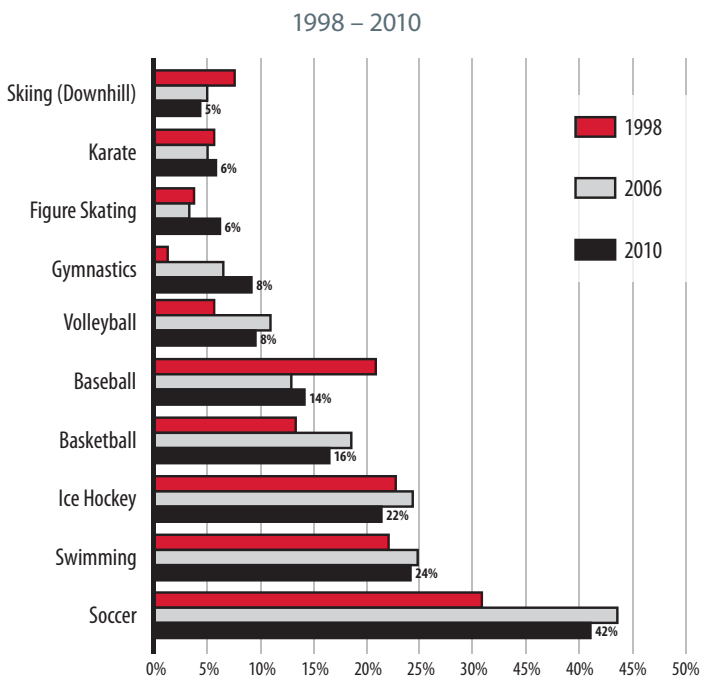


Findings from the Sport Participation 2010 Research Paper specifically related to sport field activities are identified as follows:

### Children (Ages 5 to 14)

- Soccer is the most played sport by Canadian children (one in four households reported having at least one child (5 to 14 years old) living in the household playing soccer on a regular basis).
- Overall, 42% of Canadian children play soccer (nearly double the participation rate of any other sport). 14% of Canadian children play baseball.
- 2.8% of Canadian children play football and 0.8% play softball.
- National participation rates in baseball declined nationally from 22.1% in 1998 to 13.7% in 2010.
- National participation rates in soccer increased from 32.1% in 1998 to 42.3% in 2010.
  - » Data appears to reflect significant growth between 1998 and 2005 followed by a leveling off in subsequent years between 2005 and 2010.

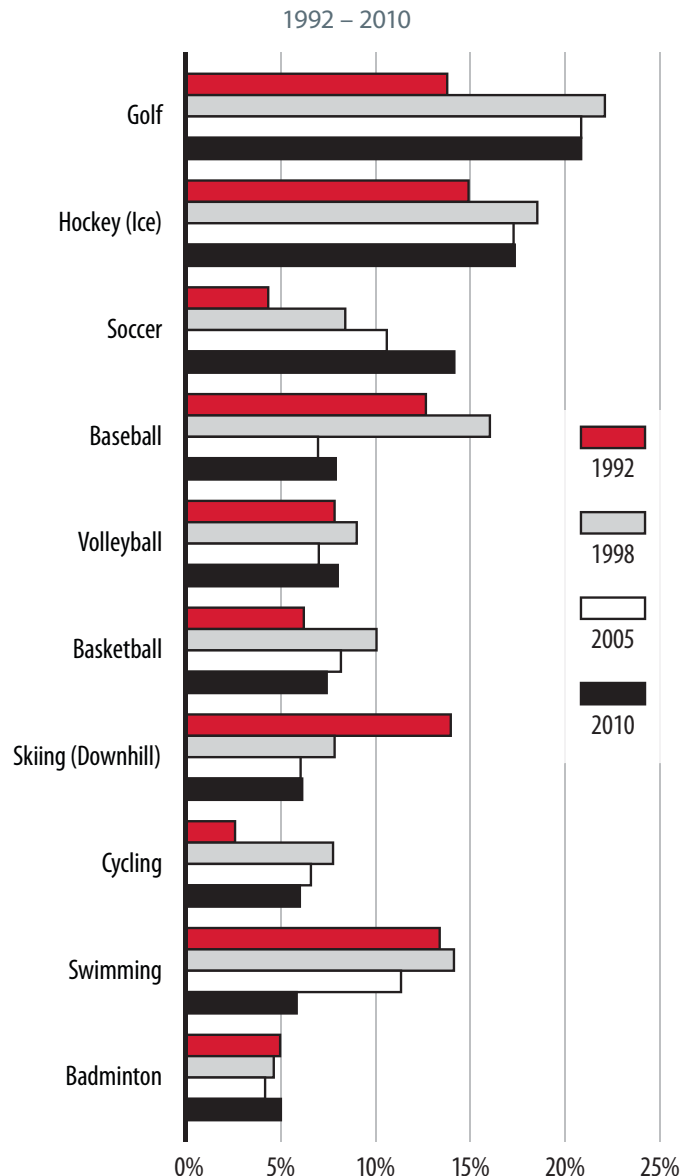
### Participation Rate: Children Participants



### Older Teens and Adults (Ages 15 and Over)

- In contrast to overall trends in sport participation, soccer rates in soccer have increased since 1992. Baseball participation has experienced an overall decline since 1992 but experienced a modest increase in participation from 2005 – 2010.

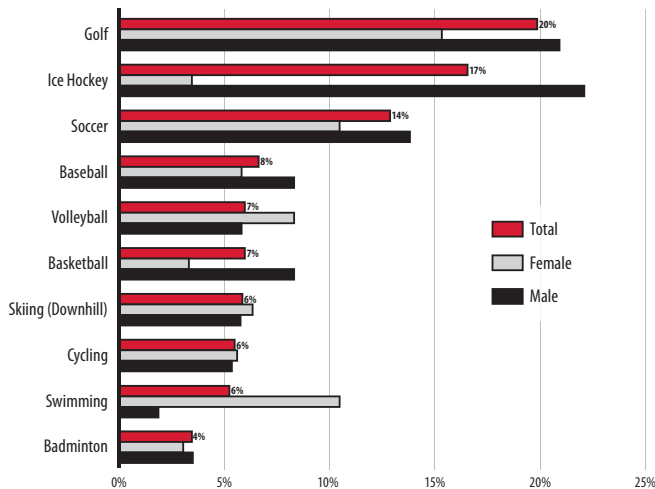
### Active Participation Rate



- Male participation in soccer and baseball remains higher than female participation.

### Active Participation Rate

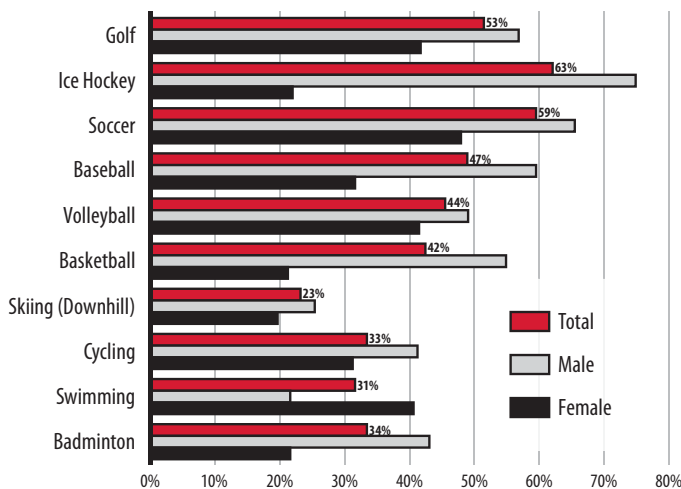
Males vs. Females in Soccer and Baseball



- 59% of soccer participants and 47% of baseball<sup>1</sup> participants participate in their sport at least once per week. Males are also more likely to be frequent participants than females in soccer and baseball.

### Active Participation Rate: At Least Once a Week

Males vs. Females



The Sport Facility Supply & Demand Study completed in 2013 by Sport Calgary included a public survey and participation analysis to help measure growth, trends, and inform the key findings of the study. The Study estimates that there are approximately 360,000 sport registrations in Calgary which represents an estimated 10 – 12% increase from 2008. Identified below are findings from the survey and analysis work that relate to participation at sport fields in the city:

- Estimated registrations in sport field activities:
  - » Soccer (60,000 – 64,999) \* Includes indoor and outdoor.
  - » Softball (20,000 – 24,999)
  - » Baseball (10,000 – 14,999)
  - » Football (8,000 – 9,999) \* Including touch/flag/tackle.
  - » Ultimate (4,000 – 5,999)
  - » Cricket (2,000 – 3,999)
  - » Field lacrosse (250 – 499)
- Soccer and softball are among the top 5 sport activities participated in by Calgarians while baseball ranks #8 and football ranks 11<sup>th</sup>.

Interestingly, the Study notes that a general decline in soccer participation has been observed, particularly among children and youth while the majority of other field sports have experienced some level of growth. The Study observes that sport registration growth has generally increased in lockstep with overall population growth of the city; a trend which is expected to continue.



1 Baseball data is assumed to include softball, fast-pitch and slo-pitch.

## Infrastructure Trends

Identified as follows are a number of trends in the provision and development of sports field infrastructure that have been observed broadly in many larger urban centres. While the local context and historical development practices and policies often drive infrastructure development, trends in sport field infrastructure are important to consider in order to ensure that user needs and expectations are met and that infrastructure can be provided in the most efficient and effective manner.

### Multi-field Sites

While local neighbourhood and community provision of fields is important to sustain, a continuing trend in the development of purposed and regular use sport fields is to develop these spaces as multi-field “hubs”. This practice has a number of advantages which include operational efficiencies, increased tournament hosting capacity, and the ability to develop amenities (washrooms, change facilities, concessions, parks) that can be shared between users of multiple fields. When developing multi-field sites a number of design factors are important to consider. These include:

- Ensuring that fields are spaced and oriented in such a manner that activity conflicts are minimized is (e.g. baseballs/softballs being hit into an adjacent rectangular field or seating area);
- Adequate parking for tournaments and high use/peak hours; and
- Ensuring, if possible, that the site is developed to accommodate future growth and/or repurposing if warranted.

### Integrating Indoor and Outdoor Recreation Infrastructure

The practice of integrating sport fields and indoor recreation and community facilities helps maximize the use available land and can drive cross-utilization of facilities. This practice occurs at many City of Calgary Athletic Parks and partner operated recreation centres and has increasingly been adopted broadly across municipal recreation. This practice can additionally enhance event and tournament hosting capacity and functionality at sport fields through the availability of meeting rooms, food service areas, and indoor warm-up areas at adjacent indoor facilities.

### Increasing Demand for Artificial Turf

A significant trend impacting the provision of sport fields is the growing user preference and demand for artificial turf fields. Historically, this field type was often reserved for elite levels of sport with no or limited community use. However in many urban centres community and recreational level users are increasingly looking to access artificial turf fields in order to expand their season of use, limit rain-outs and field condition related cancellations, and enhance overall participant experience. Advancements in artificial turf technologies have also fueled this trend. Newer synthetic grass types of artificial turf have the ability to better accommodate activities such as soccer and football than previous types of artificial turf. However, the cost of providing artificial turf surfaces remains significant and often results in user fees that are higher than many community level groups can afford.

### Community Greenspace as a Location for Spontaneous and “Pick Up” Sports

While structured sport programs and user groups are often the primary consideration when planning for future sport field spaces, the growing demand for passive or “spontaneous” recreation and leisure opportunities has forced many service providers to shift historical ways of thinking. While designated sport fields can accommodate spontaneous and “pick up” activities; barriers to using these spaces often exist. These include being unaware if a field is booked by an organized user group, physical barriers (fencing) that permit access, and transportation to field sites. To ensure spontaneous opportunities exist for residents, many municipalities are actively encouraging the use of greenspace for casual and “pick up” sports. In addition to encouraging physical and social activity, encouraging these activities in public greenspaces can result in a number of broader benefits which include:

- Increased utilization of parks and open spaces;
- Reduction in deviant behaviour through increased resident value and regular use; and
- Increased opportunities for multi-generational recreation, sport, and physical activity.

A number of municipalities have had success encouraging this practice in the following ways:

- Communicate and promote (through traditional and social media platforms) that “pick-up” sport is permitted in parks and open spaces.
- Installation of washroom facilities.
- Regular grass cutting and basic maintenance.
- Signage in park spaces which promotes spontaneous recreational and spontaneous sport.

## Increasing User Expectations and the Demand for Convenience Amenities

In general, expectations for recreation and sport facilities continue to increase. Active participants and spectators alike have higher expectations for the experience provided at facilities that they use and/or visit than in decades past. This trend is largely fuelled by the significant investment made in recreation and sport infrastructure by municipalities of all sizes in Alberta, throughout western Canada and beyond. Whereas in previous decades users were only accustomed to visiting or using competition fields or recreation sites with an array of amenities (i.e. abundant spectator seating, artificial turf, field house buildings, adjacent indoor facilities, etc.) in large centres, these types of facilities are now found in many mid-sized urban centres. This increased provision has raised expectations across the board and resulted in a highly competitive landscape. Convenience and comfort amenities expected by many users at recreation facilities (including multi-sport field sites) now include Wi-Fi, comfortable seating areas, washroom facilities, change areas and child play areas.

Investment in sport field infrastructure in many municipalities has increasingly become driven by the demand for sites that can accommodate special events and tournaments.

## Sport Tourism

The Canadian Sport Tourism Alliance estimates that the sport tourism industry generates over \$5 billion annually in visitor related expenditures. Calgary is well known as a destination for sport tourism, which was further solidified in 2005 with the establishment of Calgary Sport Tourism Authority (CSTA). Since the implementation of the CSTA Strategic Plan in 2006, Tourism Calgary has supported more than 110 national and international events and generated 140,000 hotel room nights.<sup>1</sup>

Investment in sport field infrastructure in many municipalities has become increasingly driven by the demand for sites that can accommodate special events and tournaments. Similar to the trend concerning increasing user expectations and the demand for convenience amenities, the investment made in large scale recreation infrastructure is fueling this trend.

Many mid-sized urban municipalities are increasingly attempting, with success, to compete with larger centres for events ranging from minor sport tournaments to provincial and national level games and competitions.

## Best Practices in Allocations

Canadian Sport for Life (CS4L) recommends a number of principles and practices for the allocation of facilities to sport groups. These principles and practices are aligned with the fundamentals of the Long Term Athlete Development framework.

- Allocation practices are based on “standards of play” principles in terms of the time and space required by each group.
- Allocation policies are transparent and reviewed with the groups.
- Allocation is not done by tradition, but rather on actual requirements of all groups, including the needs of emerging sports.
- Seasonal allocation meetings are held with common users groups to review their requests and try to achieve consensus on sharing available spaces and times.
- As seasons progress, groups are encouraged to be flexible in the reallocation of spaces with other groups when no longer needed, either temporarily or for longer periods.
- User fees and subsidies need to reflect community taxpayer support, and the rationale should be shared with sport organizations.



1 [http://www.visitcalgary.com/sites/default/files/tourismcalgary\\_2012-2014\\_strategicplan\\_final.pdf](http://www.visitcalgary.com/sites/default/files/tourismcalgary_2012-2014_strategicplan_final.pdf)



## Partnerships, Volunteerism, and Group Support

Partnerships remain critically important in the provision of recreation and sport. This is especially true as it pertains to the provision of sport fields given the quantity of fields needed in a larger urban municipality to meet resident and group needs. According to one study<sup>1</sup> over three-quarters (76%) of Canadian municipalities work with schools in their communities to encourage the participation of municipal residents in physical activities and over 80% of municipalities with populations exceeding 100,000 have formed structured agreements with school boards for shared use of facilities (as is the case in Calgary with the Joint Use Agreement).

Partnerships further provide the opportunity to most efficiently lever public funds. Partnerships between municipalities and not for profit organizations have been utilized on a long standing basis to raise capital funds, operate facilities and undertake other mutually beneficial initiatives (e.g. promote participation in physical activity and programs). However for partnerships of this nature between municipalities and not for profit organizations to be successful, there must exist sufficient capacity within community groups. As such, many municipalities have put an increased focus on working with community organizations in areas such as volunteer recruitment and retention as well as skill development and training. Providing opportunities for volunteers or staff to develop enhanced skills in areas such as grant writing, budgeting, and organizational management can provide long term benefits for the group and the municipality.



A number of trends impacting volunteerism are also important for municipalities to consider in their interactions and collaborations with community recreation and sport organizations. Current trends in identified by Volunteer Canada include:<sup>2</sup>

- **Much comes from the few.** 47% of Canadians volunteer. Over one-third (34%) of all volunteer hours were contributed by 5% of total volunteers.
- **The new volunteer.** Young people volunteer to gain work related skills (Canadians aged 15 – 24 volunteer more than any other age group). New Canadians also volunteer to develop work experience and to practice language skills. Persons with disabilities may volunteer as a way to more fully participate in community life.
- **Volunteer job design.** Volunteer job design can be the best defense for changing demographics and fluctuations in funding.
- **Mandatory volunteering.** There are mandatory volunteer programs through Workfare, Community Service Order and school mandated community work.
- **Volunteering by contract.** The changing volunteer environment is redefining volunteer commitment as a negotiated and mutually beneficial arrangement rather than a one-way sacrifice of time by the volunteer.
- **Risk management.** Considered part of the process of job design for volunteers, risk management ensures the organization can place the right volunteer in the appropriate activity.
- **Borrowing best practices.** The voluntary sector has responded to the changing environment by adopting corporate and public sector management practices including: standards; codes of conduct; accountability and transparency measures around program administration; demand for evaluation; and outcome and import measurement.
- **Professional volunteer management.** Managers of volunteer resources are working toward establishing an equal footing with other professionals in the voluntary sector.
- **Board governance.** Volunteer boards must respond to the challenge of acting as both supervisors and strategic planners.

1 "Municipal Opportunities for Physical Activity" Bulletin 6: Strategic partnerships. 2010, Canadian Fitness & Lifestyle Research Institute.

2 Alberta Heritage Community Foundation: <http://www.abheritage.ca/volunteer/index.html>



# Justifying the Investment in Sports Fields

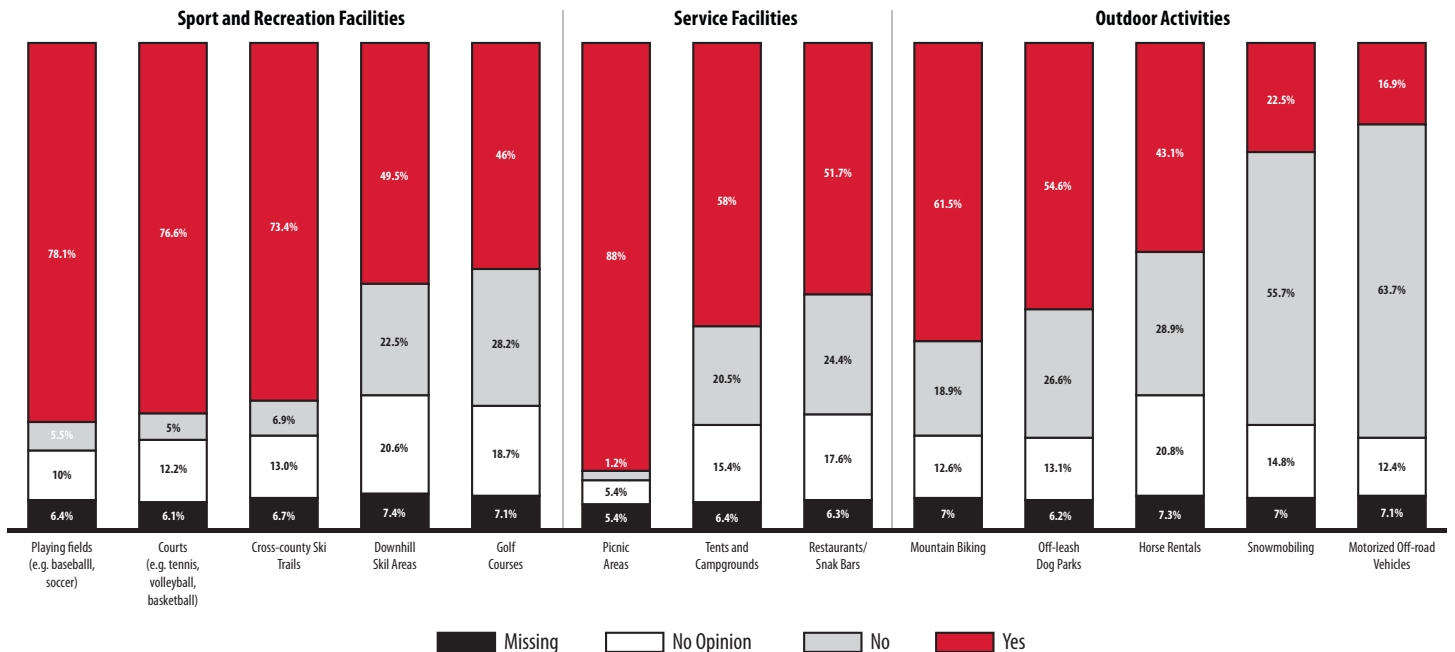
Ongoing investment in recreation facilities and spaces such as sport fields is significant for many municipalities. Justifying this investment in the face of competing priorities and other infrastructure needs requires the benefits of sport and recreation to be demonstrated and clearly communicated. Identified as follows are key findings and highlights from a number of sources which reflect the importance of providing spaces such as sport fields.

## Alberta Recreation Survey

The 2013 Alberta Recreation Survey asked respondents a number of questions related to the community and societal value of recreation facilities, parks and open spaces. One questions posed to respondents asked them to identify which activities and services should or shouldn't be allowed in municipal parks and open spaces. As reflected in the following graphic, **over 78% of responding households believe the playing fields for activities such as soccer and baseball should be permitted in municipal parks and recreation areas.** Only "picnic areas" had higher levels of support.

### Which activities and services should or shouldn't be allowed in municipal parks and open spaces?

2013 Alberta Recreation Survey



## Youth and Physical Activity

The Active Healthy Kids Canada Annual Report Card on Physical Activity for Children and Youth (2014) reports some concerning trends related to children's participation in physical activity:

- Only 24% of 5 to 17 year olds use only active modes of transportation to get to school (62% use only inactive modes, 14% use a combination of active and inactive modes)
- Only 7% of 5 to 11 year-olds and 4% of 12 to 17 year-olds year meet the Canadian Physical Activity Guidelines for Children and Youth.

However poor physical activity levels nationally do not appear to result from a lack of interest or awareness of the issues surrounds child and youth physical inactivity. The Report Card found that 82% of parents agree that the education system should place more importance on providing quality physical education and 79% of parents contribute financially to their kids' physical activities. However only 37% of parents actively play with their children.

**The Report Card notes the importance of outdoor spaces, including sport fields, to encouraging youth to participate in spontaneous physical activities.**

The Canadian Health Measures Survey (Statistics Canada) concludes that the fitness levels of Canadian children and youth, as well as adults, have declined significantly between 1981 and 2009. Among youth aged 15 to 19, the percentage who were at an increased or high risk of health problems more than tripled; for adults aged 20 to 39 this percentage quadrupled.

## Additional Supporting Research

Identified as follows are selected findings and highlights from a number of recent research studies which support the importance of ongoing investment in sport and recreation.

- Team sport is associated with improved health outcomes compared to individual physical activities, due to the social nature of the participation.<sup>1</sup>
- Adolescents who participate in school sport are, in young adulthood, more likely to have better self-rated mental health, exhibit lower perceived stress, and less likely to have symptoms of depression.<sup>2</sup>
- Athletes outperform non-athletes on executive functioning with respect to problem solving and inhibition, with self-paced athletes such as swimmers scoring highest on inhibition, and externally paced athletes such as soccer players scoring highest on problem solving.<sup>3</sup>
- Sport improves physical and mental health and reduces health care costs. It also reduces anti-social behaviour.<sup>4</sup>
- Participation in sport and active recreation can bring diverse social groups together and improve the social cohesion and inclusion of minority groups in other settings. Sport is valuable in teaching self-discipline, promoting development of fair play and fostering authority and good citizenship.<sup>5</sup>

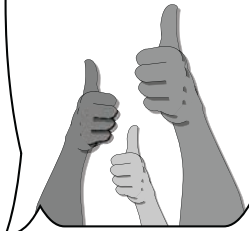


- 1 Eime, Rochelle M et al. (2013). A systematic review of the psychological and social benefits of participation in sport for children and adolescents: informing development of a conceptual model of health through sport. *International Journal of Behavioral Nutrition and Physical Activity*. 10:98, 21 pp. doi:10.1186/1479-5868-10-98
- 2 Jewett, Rachel et al. (2014). School Sport Participation During Adolescence and Mental Health in Early Adulthood. *Journal of Adolescent Health*. Published online 11 June 2014. doi:10.1016/j.jadohealth.2014.04.018
- 3 Jacobson, Jed, and Leland Mattheaus. (2014). Athletics and executive functioning: How athletic participation and sport type correlate with cognitive performance. *Psychology of Sport and Exercise*. 15(5): 521 – 527. DOI: 10.1016/j.psychsport.2014.05.005
- 4 Coalter, Fred. (2013). *The social benefits of sport*. Sport Scotland. Glasgow, Scotland: Doges, Templeton on the Green.
- 5 Edmonton Sport Council. (2003). *Benefits of Investing in Sport*. Edmonton, Alberta.

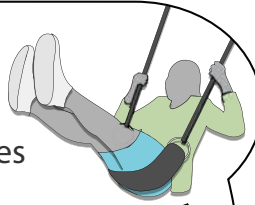
The Framework for Recreation in Canada: Pathways to Wellbeing also included significant research and messaging around the benefits that accrue as a result of recreation and parks provision. The following graphic highlights key points of justification for ongoing municipal investment in these services.

## What Canadians Say About Parks and Recreation<sup>5</sup>

98% say it benefits the community and is an essential service



75% say it helps children and youth lead healthy lifestyles



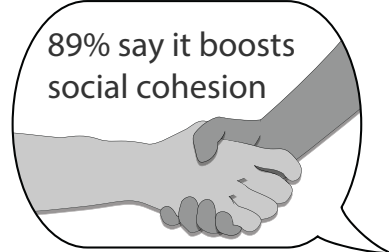
93% say it improves health



77% say its a major factor in crime reduction



89% say it boosts social cohesion



# Benchmarking

## Overview

Information was gathered from a number of selected cities in order to contrast overall provision from both a qualitative and quantitative perspective. Key findings included:

- Many cities are dealing with the same issues as Calgary (e.g. hoarding via block bookings of sport fields, managing user expectations regarding field quality).
- A number of cities are attempting to implement elements of Canadian Sport for Life and the Long Term Athlete Development framework but are struggling with implementation.
- Historical bookings and agreements continue to drive the allocation process in the majority of the comparable cities.
- Field classification systems are primarily linked with amenity provision in the majority of comparable cities.
- The comparable cities are undertaking varying approaches to accommodating emerging activities (e.g. cricket, kabaddi, ultimate). Some cities are primarily trying to work these new activities into traditional inventory types and existing sites (e.g. rectangular soccer/football fields) while other cities are forming partnerships to develop new fields specifically tailored for these emerging groups.

## Comparable City Profiles

Provided as follows are brief profiles of sport field provision in Denver, Glasgow, Ottawa, and Edmonton.

### Denver

Denver, Colorado is located in the southern portion of the Rocky Mountains and has a population of 663,826 residents. The Parks and Recreation Department is responsible for the management and maintenance of Denver's sport fields which are classified into three tiers with corresponding rental rates. Price points are lower for youth (ages under 18) and the artificial turf rates are lower for non-profit organizations. School fields are not within the city's scope.

When allocating field bookings, the department follows a process that was guided by council but is not officially coded in policy. User groups are prioritized in the following order: City of Denver programs (youth before adult programming); Denver Public Schools; organizations/clubs; and finally, first come first serve.

Bookings are conducted for the three seasons of Spring/Summer, Fall, and Winter (artificial turf only). Once field time is allocated for city and school programs, organizations and clubs that had bookings in the previous year receive preliminary permits to reclaim their bookings (with the option to take less time, but not more). The preliminary permit recipients have two weeks to confirm or withdraw their bookings and then a negotiation process known as "Draft Day" occurs to sort out the remaining time slots. Parks staff rent a gymnasium, prepare and display laminated posters representing each field, and allow user groups to claim their bookings on the posters. If conflicts between user groups are not resolved face to face, a coin toss determines the victor. The staff favors this process as it saves a lot of time, each group knows which bookings they receive right away, and the groups meet each other.



## Glasgow

Glasgow City, Scotland has a population of 596,550 and is the core of the Greater Glasgow Urban Area. In Scotland, approximately three-quarters of municipalities, including Glasgow, have their local sport and recreation services delivered by Arm's-Length External Organizations (ALEOs). These companies are separate from local government but are subject to local authority control and influence.

Glasgow's ALEO, Glasgow Life, handles daily operations, scheduling, and maintenance of sport fields while City Council plays a role in high level strategic planning. *Glasgow's Sports Pitch Strategy Policy and Implementation Plan* focuses on provision rather than on management and maintenance policies to address the insufficient number of playing surfaces that the public wishes to play on due to a multitude of historically supplied red ash fields composed of mining waste materials. With 100 inactive fields, the plan recommends that no fields should be disposed of, existing red ash fields should be upgraded to grass, and a field reserve of 15% of total user demand should be maintained at all times in case operating fields unexpectedly fall out of commission due to maintenance, weather, or overuse. The plan identifies specific regions in which the deficit of fields is preventing the City from meeting public needs and prioritizes which sports require future investment in fields.

## Ottawa

The City of Ottawa directly steward 763 sport fields for its 883,391 residents. The City also books an additional 154 school fields. Currently, Ottawa is undertaking a review of its *Facility Allocation Policy* in which sport fields fall within. Demand from community groups suggested the need for an objective allocation process that is simple, transparent, and applied consistently to all. Groups are prioritized based on alignment with the City's *Recreation and Culture Programs and Services Mandate*, type of group (non-profit higher priority than private), and accommodating emerging trends and needs, all while ensuring integrity in the allocation process.

The City's mandate emphasizes introductory skill development, programs that accommodate a large amount of participants, and activities that promote the social and physical wellbeing of all community members. In terms of allocation distribution, a goal is set to schedule 70% introductory programs, 20% intermediate and 10% advanced. As the policy is being reviewed, City administration is aware of the Long Term Athlete Development model and the specific sport field policies may be adjusted accordingly.

Annual user meetings are held between City staff and community groups to maintain positive relationships, identify demands, and to help with challenges. The City also books a majority of the school owned fields on the school boards' behalf and exchange of space in each other's facilities currently occurs at no cost.

## Edmonton

The City of Edmonton (population: 812,201) directly provides over 900 fields, which includes 5 artificial turf fields. Approximately 600 fields additionally exist on school sites and are booked by the City through its Joint Use Agreements with Edmonton Public Schools, Edmonton Catholic Schools and Conseil scolaire Centre-Nord. The City is also responsible for booking the natural and artificial turf surface at Foote Field, located on the University of Alberta.

Fields provided by the City fall under 3 classifications:

**Staffed Sport Fields:** *On-site staff, regulation sizes, bleachers, dressing rooms, public address system, lighting (on most sites), and have regular grooming and maintenance. \**  
*Includes artificial turf fields.*

**Premier Sports Field:** *Full size, rectangular field that is irrigated and regularly maintained.*

**Standard Sports Field:** *Neighbourhood or school rectangular field ranging from full-sized fields to mini soccer pitches.*

The City has also established a partnership classification called "Home Base Sport Fields". The Home Base Program involves a partnership between community organizations and the City of Edmonton. As part of this agreement, the organization agrees to develop or upgrade and then maintain the sports field to a "premier level" or better. Under this partnership arrangement, organizations can also build new facilities at the sports field or upgrade existing ones.

In recent years the City has undertaken the development of Ivor Dent Sports Park, a 138 acre site located near the city's southeast boundary. A partnership approach has been used to allocate parcels of the site to sport organizations through formalized lease arrangements. This approach has helped provide needed space for both traditional and emerging sport groups. Four lease holders are currently in place (Nor'Wester Athletic Association Rugby, Edmonton Minor Soccer Association, MTRS Club Soccer Society, Punjab United Sport & Heritage Association). These organization were selected through a multi-phase business case review and application process.



## Provision Analysis

A provision analysis was conducted in order to contrast how the City of Calgary compares to other major urban centres with regards to overall field provision (quantity and types of fields) as well as user rates. It is important to note that this analysis is limited in its ability to assess field quality and functionality and can only assess provision using available data. To try and best align and compare field types for the purposes of the analysis, the following categorizations were made:

**Artificial Turf and Premium Grass:** *Includes all artificial turf fields and performance natural surface fields with amenities such as change rooms, lighting, scoreboards, stands, on-site staff, etc.*  
\*Class A–B in Calgary.

**Standard:** *Regulation-sized fields with reduced levels of maintenance, fewer amenities and no on-site staff.*  
\*Class C in Calgary.

**Community/Neighbourhood:** *Fields with no amenities provided, may not be regulation size.* \*Class D and E in Calgary.

As reflected in the following charts, Calgary quantitatively provides more sport fields (rectangular and ball diamonds) than the majority of comparable communities. With regards to user fees, hourly field rental rates in Calgary are generally similar to the comparable communities for mid to high level fields but lower for community level fields.



## Provision of Sport Fields

Field Type	Denver	Edmonton	Mississauga	Ottawa	Average	Calgary	Percentage of Total Fields (Average)	Percentage of Total Fields (Calgary)
	663,826	812,201	713,443	883,391	768,215	1,096,833		
Artificial Turf	10	5	6	6	7	7	1.0%	0.5%
Classes A/B	39	16	10	4	17	56	2.4%	4.2%
Class C	29	42	40	87	50	15	7.0%	1.1%
Classes D/E/Community	180	1,437	242	670	632	1,241	89.6%	94.1%
<b>Total</b>	<b>258</b>	<b>1,500</b>	<b>298</b>	<b>767</b>	<b>706</b>	<b>1,319</b>	<b>100.0%</b>	<b>100.0%</b>

## Provision Analysis (Continued)

### User Fees

Field Type		Denver	Edmonton	Mississauga	Ottawa	Regina	Average of Comparable Cities	Calgary
Artificial Turf and Premium Grass	Minor	\$54 For-Profit \$27 Non-Profit	\$67.65	\$70.70 For-Profit \$60.06 Non-Profit	\$101.45	\$32.00 – \$63.80	\$65	\$35.05 – \$97.20 (Class B – A)
	Adult	\$92 For-Profit \$46 Non-Profit	\$135.25	\$160 For-Profit \$98.28 Non-Profit	\$136.95 For-Profit \$126.80 Non-Profit	\$49.20 – \$98.20	\$108	\$70.55 – \$123.30 (Class B – A)
Standard	Minor	\$25	\$20.80	\$7.80	\$8.70	\$15.60	\$16	\$23.65 (Class C)
	Adult	\$40	\$41.60	\$17.58 For-Profit \$9.78 Non-Profit	\$45.20	\$24.00	\$33	\$47.10 (Class C)
Community/ Neighbourhood	Minor	\$5.00 Weekday \$6.75 Weekend	Free – \$4.95	\$3.48	\$5.85 – \$7.05	\$12.60	\$6	\$1.10 – \$2.23 (Class E – D)
	Adult	\$31	\$4.95 – \$9.80	\$7.85 For-Profit \$4.73 Non-Profit	\$30.35 – \$34.25	\$19.40	\$19	\$4.30 – \$20.10 (Class E – D)

# Summary and Next Steps

## Summary of Key Findings

Summarized as follows are key findings from the research and consultation that was conducted, analyzed and presented in this report document.

### Section 1: Project Background—Key Findings

- The City of Calgary is continuing to experience population growth, much of which is occurring in outlining areas.
- Calgarians place a high value of recreation, parks and leisure opportunities.
- The development of the Sport Field Strategy presents the opportunity to assess the current state of provision and develop a long term strategy to guide the delivery of sport fields.
- Stemming from the Strategy will be a Sport Field Policy which will be presented to City Council for consideration.

### Section 2: Current Provision—Key Findings

- Municipally operated sport fields and playfields in Calgary are currently provided by both the Recreation and Parks departments.
- There are 12 Athletic Parks in Calgary which account for 78 fields and an estimated 1,241 community fields (including school sites).
- The City currently provides 4 artificial turf sport fields at Athletic Parks plus 3 additional at the Calgary Soccer Centre.
- Soccer, baseball and softball remain the primary activities that take place at City sport fields although growth has been noted in sports such as cricket and ultimate Frisbee.
- Rates to rent a City of Calgary managed sport field range from \$1.10/per hour to \$123.30/per hour. The current system distinguished between minor (youth) and adult rates.
- Allocations of sport fields currently utilizes permits and is historically based (user groups maintain rights to existing fields). The City has undertaken prior initiatives to better align groups and sport fields with some levels of success.

### Section 3: Background Review—Key Findings

- Previous City planning related to recreation and sport places a high value on inclusion and ensuring access for all residents.
- The need for enhancements and/or new development of higher quality rectangular fields have been identified by some previous studies and planning documents.
- The importance of aligning with national policies and frameworks such as the Long Term Athlete Development framework, Canadian Sport Policy, and the Framework for Recreation in Canada has been recognized by the Province and numerous local and provincial sport bodies.



#### Section 4: Engagement—Key Findings

- Residents, user groups and stakeholders alike expressed the importance of sport fields to the city and overall quality of life.
- Issues: field quality and maintenance; “hoarding”; lack of clarity concerning allocations and booking; competition for quality fields; amenities (washrooms) at sport field sites.
- Strengths/areas of relative satisfaction: interactions with City staff; geographic distribution/proximity; existing artificial turf fields; pricing of community level playfields.
- The majority of user groups indicated that fields somewhat or completely meet their needs.
- Partnerships were identified as a potential mechanism to address issues and future needs.
- The historically based allocations system is favored by a number of user groups but also recognized as a barrier to access for growing and emerging groups.

#### Section 5: Trends and Leading Practices—Key Findings

- Participation in organized sport is gradually declining on a broader societal basis; however soccer participation remains significant for both youth and adults.
- Calgary focused participation data from the 2014 Sport Calgary Facility Supply & Demand Study reflects that sport participation continues to increase for many field sports but notes that future expectations for soccer registrations anticipate a decline.
- Trends in sport field infrastructure include: multi-field sites; the integration of sport fields with indoor recreation facilities; demand for artificial turf; use of community green space for spontaneous and “pick up” sports; and increasing user expectations and the demand for convenience amenities.
- Best practices and principles in allocations suggest that providers should move away from historical/traditional allocations and look to align with standards of play and performance measurement indicators.
- Municipalities are increasingly utilizing partnerships in sport and recreation provision and investing in capacity building with community organizations that deliver programs.

#### Section 6: Benchmarking—Key Findings

- Many cities are dealing with the same issues as Calgary (e.g. hoarding via block bookings of sport fields, managing user expectations regarding field quality).
- A number of cities are attempting to implement elements of Canadian Sport for Life and the Long Term Athlete Development framework but are struggling with implementation.
- Historical bookings and agreements continue to drive the allocation process in the majority of the comparable cities.
- Field classification systems are primarily linked with amenity provision in the majority of comparable cities.
- The comparable cities are undertaking varying approaches to accommodating emerging activities (e.g. cricket, kabaddi, ultimate).
- Calgary quantitatively provides more sport fields (rectangular and ball diamonds) than the average of comparable communities (only Edmonton provides more of the communities studied).
- Hourly field rental rates in Calgary are generally similar to the comparable communities for mid to high level fields but lower for community level fields.





## Next Steps

As outlined in the Project Background Section of this document, the project methodology was designed in such a manner that the research and consultation guides the identification of sport field needs, ultimately leading to the development of strategies to address them. Identified as follows are issues and areas of focus that were further analyzed and addressed in the Sport Field Strategy.

### Field Quality and Maintenance

- How can the City best meet user expectations with the resources (financial and otherwise) that are available?
- Can partnerships help address issues concerning field quality and maintenance?
- Are user expectations properly aligned with rates and fees?

### Future Planning for Sport Fields

- How can Parks and Recreation best work with internal (other City departments) and external stakeholders to ensure future needs are met?
- Is there a need to introduce new planning protocols and frameworks to help with decision making regarding new development, enhancement and repurposing of fields?
- What role(s) can user groups play in planning for current and future fields?
- How can the City best integrate trends and best practices into future planning?
- How can we integrate best practices and broader national/provincial policies into future provision (e.g. CS4L, Framework for Recreation in Canada, Active Alberta Policy)?

### Allocations and Bookings

- Is the current allocation system aligned with City goals, desired outcomes, and other strategic planning for sport and recreation in Calgary?
- How can the City balance historical practices with future needs and objectives?
- How can the City ensure that growing and emerging groups are provided with adequate opportunities to flourish and meet the needs of a diversifying city?
- Is the current classification system appropriate?

### User Interface, Communications, and Customer Service

- What new practices, protocols and strategies can be implemented to improve communications and clarity?
- How can the City more effectively deal with complaints and issues from user groups?
- How can the City sustain positive relationships with user groups into the future?
- In what ways can the Sport Field Strategy and other future related initiatives be best positioned for successful implementation?





## Stakeholder Interview Participants

1. Calgary & District Cricket League
2. Calgary and District Softball Association
3. Calgary Blizzard Soccer Club
4. Calgary Foothills Soccer Club
5. Calgary Minor Soccer Association
6. Calgary Rangers Soccer
7. Calgary Senior High School Athletic Association
8. Calgary Sport and Social Club
9. Calgary Sport Tourism Authority
10. Calgary Ultimate Frisbee
11. Calgary United Soccer Association
12. Calgary West Little League
13. Calgary West Soccer Club
14. District 3 Little League
15. Greater Calgary Football Association
16. MacKenzie United Soccer Club
17. Rocky Mountain Little League
18. Saracens Rugby
19. South West United Soccer Club
20. Sport Calgary
21. Westhills United Soccer Club

## Discussion Session Participants

1. Alberta Soccer Association
2. ATB Financial Slo Pitch
3. Babe Ruth Calgary Baseball
4. Baseball Calgary
5. Blizzard Soccer
6. Bowridge Little League
7. Calgary and District Softball Association
8. Calgary Bulldogs
9. Calgary Field Lacrosse
10. Calgary Minor Soccer Association
11. Calgary Rangers Soccer
12. Calgary Round-Up & Calgary Stetson Show Band
13. Calgary Senior Softball
14. Calgary United Soccer Club
15. Calgary Women's Soccer Association
16. Calglen Soccer Club
17. Coyote Baseball/Alberta Cal Ripken
18. Field Hockey Alberta
19. Innerscity Softball
20. Northern Hills Community Association
21. Rocky Mountain Little League
22. Silver Springs Community Association
23. Southfour Softball
24. Sport Calgary
25. West Hill Softball
26. West Hillhurst Community Association
27. Westside Recreation Centre

# User Group Survey Respondents

1. Adult Slo-Pitch Pickup
2. Alberta Intercollegiate Women's Fastball Association
3. ATB Financial
4. Babe Ruth Baseball Association of Calgary
5. Baseball Calgary
6. BFTA Spots
7. Blizzard Soccer Club
8. Bow Valley Rapids
9. Boys and Girls Clubs of Calgary
10. Bulldogs Football Association
11. Calgary Bantam Football Association
12. Calgary Broncos Football Association
13. Calgary Catholic Junior High School Athletic Association
14. Calgary Chin Community
15. Calgary Corporate Challenge
16. Calgary Kangaroos
17. Calgary Ladies Field Hockey Association (CLFHA)
18. Calgary Milan Soccer
19. Calgary Minor Soccer Association
20. Calgary Rage Women's Tackle Football
21. Calgary Rangers Soccer Club
22. Calgary Rocky Mountain Little League
23. Calgary Saracens Athletic Club
24. Calgary South West United Soccer
25. Calgary Sport and Social Club

26. Calgary Stetson Show Band
27. Calgary Ultimate Association
28. Calgary United Soccer Association
29. Calgary West Little League
30. Calgary Womens Fastpitch Association
31. Chinook Learning Services, Calgary Board of Education
32. CUSA, CWSA and CMSA
33. CWSA - Fever (soccer team)
34. Deerfoot eagles
35. Eastside memorial football club
36. Elite Performance Soccer Academy
37. EMFC Soccer
38. Eritrean over 40
39. Field Hockey Alberta/Calgary Junior Field Hockey
40. GCAFA
41. Glamorgan Soccer
42. Glenbrook Community Association
43. Good Soccer
44. HHBH Soccer
45. Horizon Academy Institute
46. International Eastside Soccer Club o/a Eastside memorial Football Club
47. Jaguars Alumni - Women's Soccer
48. Juventus Sports Club
49. Kaizen 2000
50. Lads Club
51. Lads Elite
52. Lakeview Community Association
53. Mavericks Football
54. McKenzie Lake Community Association
55. McKenzie United Soccer Club
56. Milan Uefa Soccer club
57. Mixers Ball Club
58. Mount Pleasant Soccer
59. Mount Royal School - Calgary Board of Education
60. Mount Royal University Cougar Athletics
61. No specific name to our group
62. Northwest Little League
63. Rangers Athletics

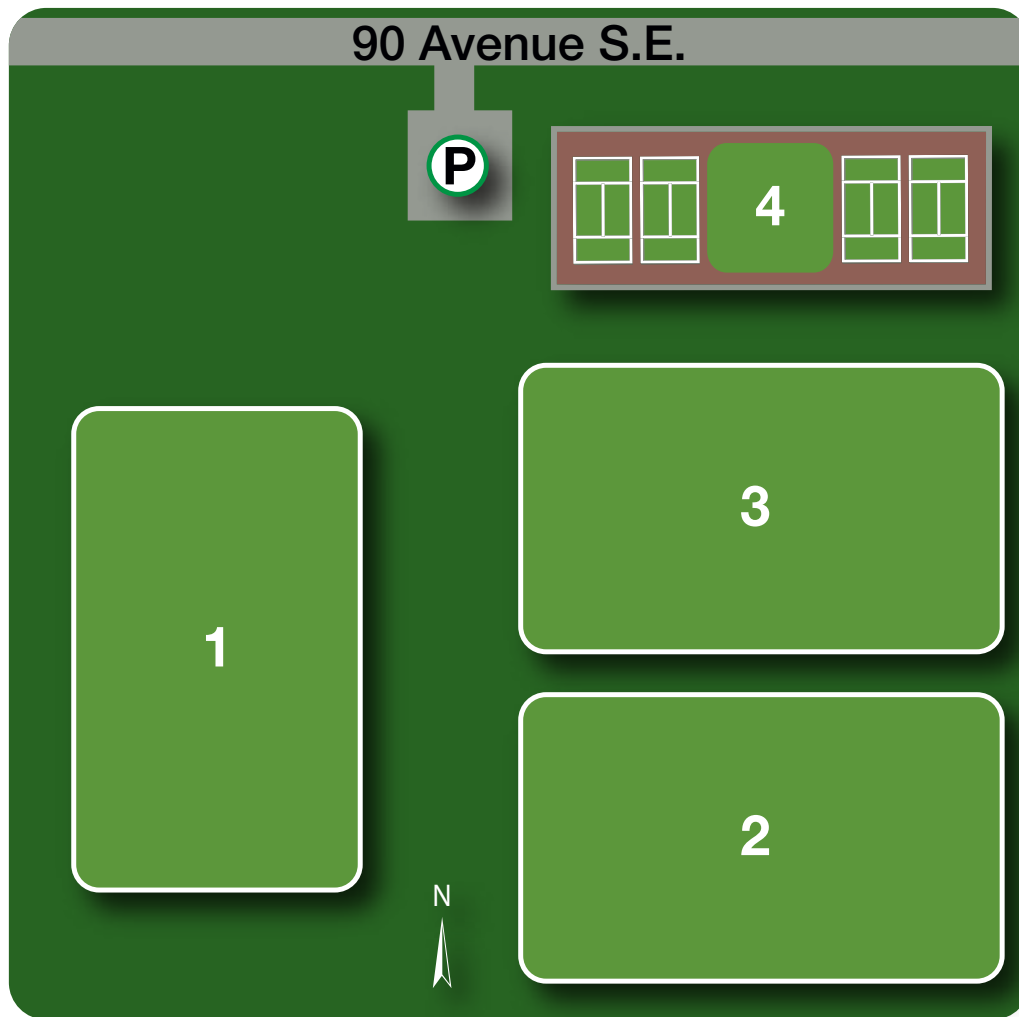
64. RBC Royal Bank
65. Rc fliers
66. Respiratory Homecare Solutions
67. Rocky Ridge Royal Oak Community Association
68. Rosscarrock Community Association
69. Scarboro Wildcats Soccer Club
70. SCHLUMBERGER
71. Shadow Elite
72. Signal Hill Soccer Association
73. Silver Springs Community Association (Norwest Soccer and West Valley Softball)
74. Soccer
75. Soccer club
76. soccer, bubbles, running around
77. Softball team
78. Southfour Fastpitch
79. St. Francis High School
80. Strathmore Senior B Ladies Softball Team
81. Sundowner Softball League
82. SW Chinooks Soccer Association
83. Symons Valley Soccer
84. Tri West Soccer
85. Tuscany Community Association
86. University Heights Community Soccer
87. WestHills United



# Athletic Park Site Maps

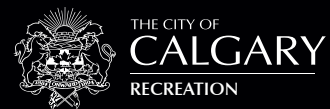
<b>Acadia Athletic Park</b>	<b>46</b>
<b>Foothills Athletic Park</b>	<b>47</b>
<b>Forest Lawn Athletic Park</b>	<b>48</b>
<b>Frank McCool Athletic Park</b>	<b>49</b>
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<b>Optimist Athletic Park</b>	<b>51</b>
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<b>Tom Brook Athletic Park</b>	<b>55</b>
<b>Woodbine Athletic Park</b>	<b>56</b>

# Acadia Athletic Park

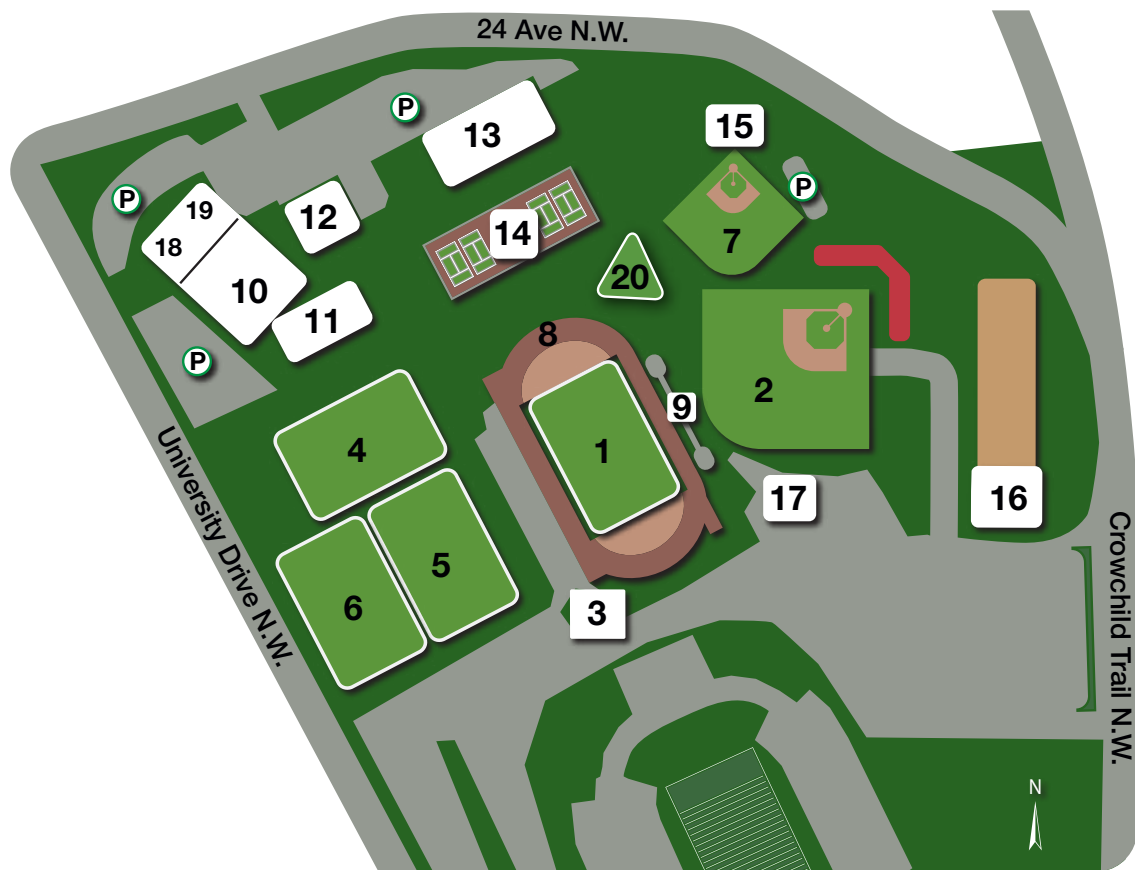


- 1. Sports field
- 2. Sports field
- 3. Sports field
- 4. Tennis courts
-  Parking

[calgary.ca/recreation](http://calgary.ca/recreation) call 3-1-1

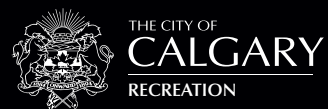


# Foothills Athletic Park

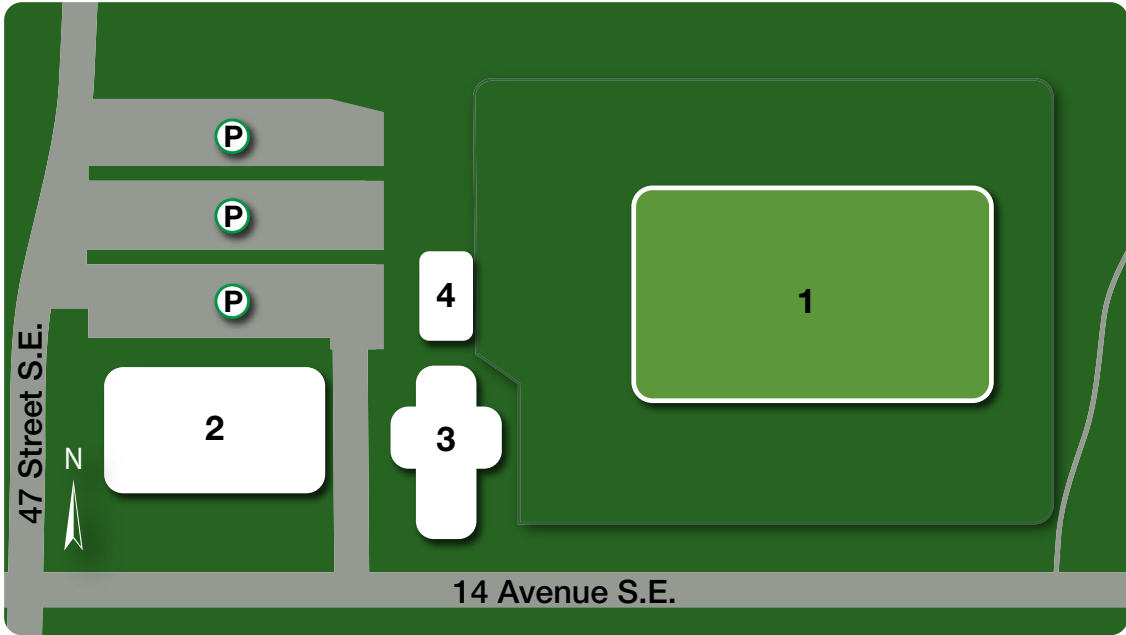



- |                                   |  |                                      |
|-----------------------------------|--|--------------------------------------|
| 1. Sports field                   | 9. Long-jump pits                                  | 16. Baseball training facilities     |
| 2. Foothills Stadium              | 10. Father David Bauer Olympic Arena               | 17. Private training facility        |
| 3. Field concession               | 11. Norma Bush Memorial Arena                      | 18. Physical therapy (private)       |
| 4. Sports field                   | 12. Foothills Pool • (403) 268-2300<br>(Code 9850) | 19. Canadian Hockey Centre (private) |
| 5. Sports field                   | 13. Volleymore (private) • (403) 284-3663          | 20. Shot put                         |
| 6. Sports field                   | 14. Tennis courts                                  | (P) Parking                          |
| 7. Little league baseball diamond | 15. Little League office                           |                                      |
| 8. Running track / Track & field  |  |                                      |

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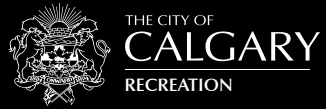


# Forest Lawn Athletic Park & Ernie Starr Arena

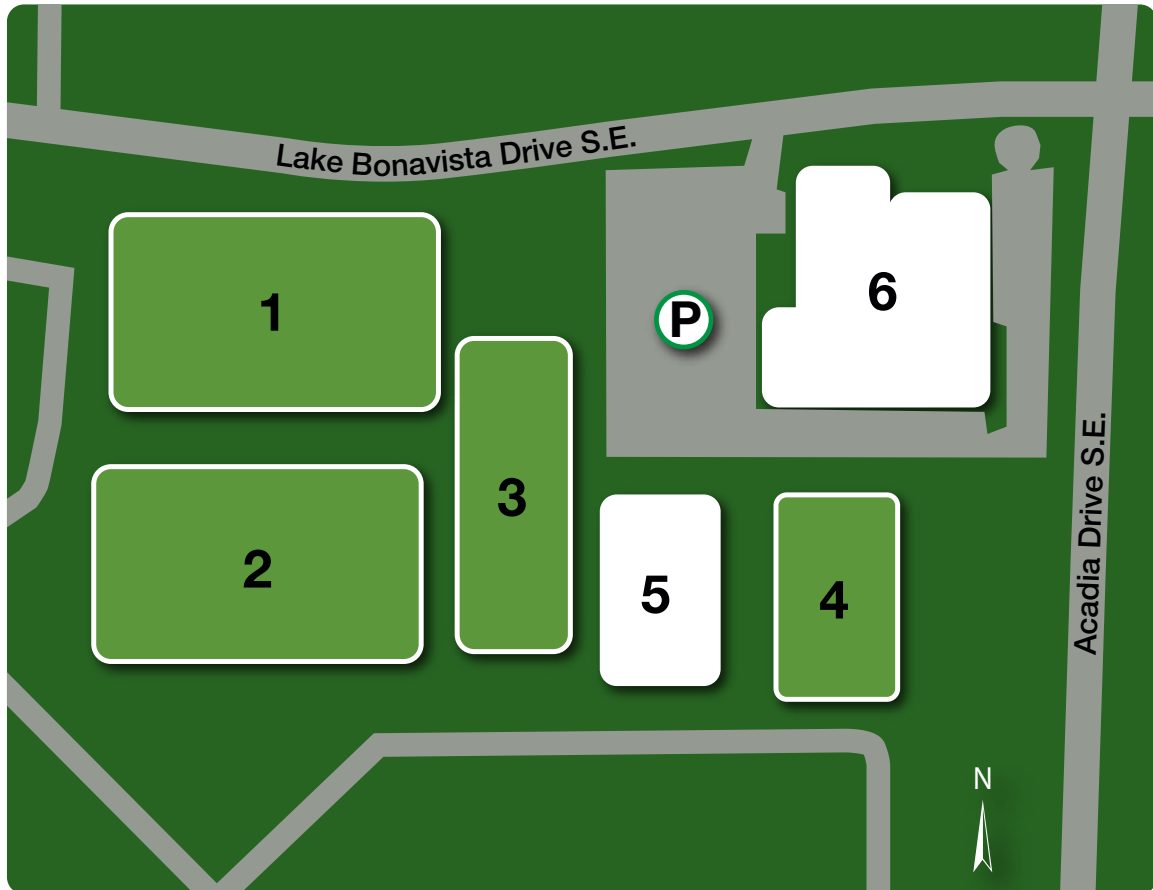



- 1. Sports field
- 2. Ernie Starr Arena
- 3. Bob Bahan Pool & Fitness Centre (403) 268-2300 • Code 9830
- 4. Field house
-  Parking

[calgary.ca/recreation](http://calgary.ca/recreation) call 3-1-1



# Frank McCool Athletic Park



1. Sports field
  2. Sports field
  3. Sports field
  4. Sports field
  5. Frank McCool Arena, Seating capacity 250, Meeting room capacity 25
  6. Lake Bonavista Community Centre and Arena (community operated)
-  Parking.

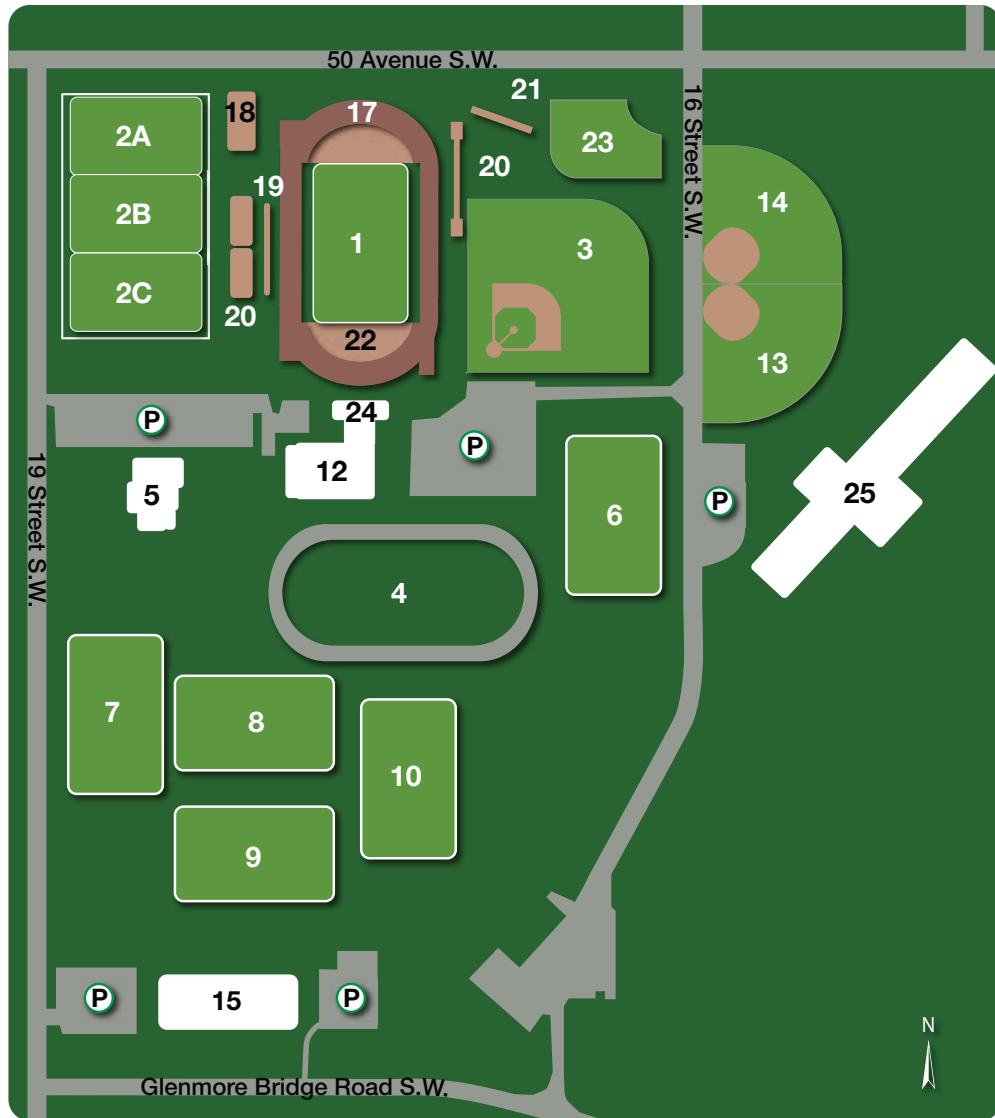
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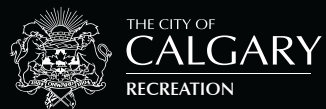


# Glenmore Athletic Park

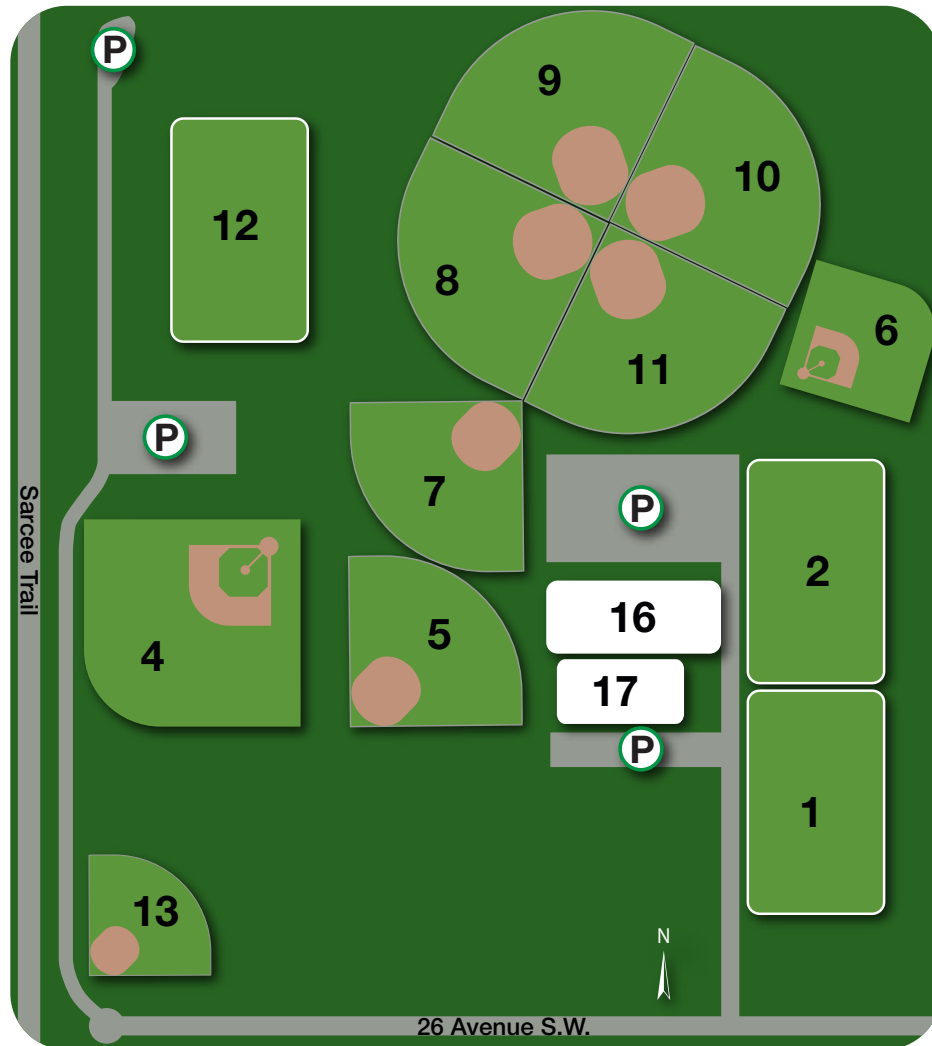


- |                         |                       |                             |                       |
|-------------------------|-----------------------|-----------------------------|-----------------------|
| 1. Sports field         | 7. Sports field       | 15. Indoor tennis (private) | 23. Hammer / discus   |
| 2. A,B,C: Sports fields | 8. Sports field       | 17. Running Track           | 24. Outside washrooms |
| 3. Baseball diamond     | 9. Sports field       | 18. Shotput                 | 25. Safety City       |
| 4. Velodrome            | 10. Sports field      | 19. Pole vault              | (P) Parking           |
| 5. Glenmore Pool        | 12. Stu Peppard Arena | 20. Long / triple jump      |                       |
| 6. Sports field         | 13. Softball diamond  | 21. Javelin                 |                       |
|                         | 14. Softball diamond  | 22. High jump               |                       |

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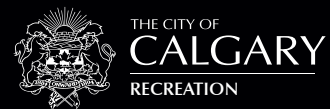


# Optimist Athletic Park



- |                          |                                    |                          |
|--------------------------|------------------------------------|--------------------------|
| 1. Sports field          | 8. Softball diamond                | 16. Optimist Arena       |
| 2. Sports field          | 9. Softball diamond                | 17. George Blundun Arena |
| 3. Baseball diamond      | 10. Softball diamond               | Parking                  |
| 4. Baseball diamond      | 11. Softball diamond               |                          |
| 5. Softball diamond      | 12. Sports field                   |                          |
| 6. Little league diamond | 13. Little league softball diamond |                          |
| 7. Softball diamond      |                                    |                          |

[calgary.ca/recreation](http://calgary.ca/recreation) call 3-1-1

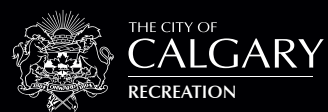


# Pop Davies Athletic Park

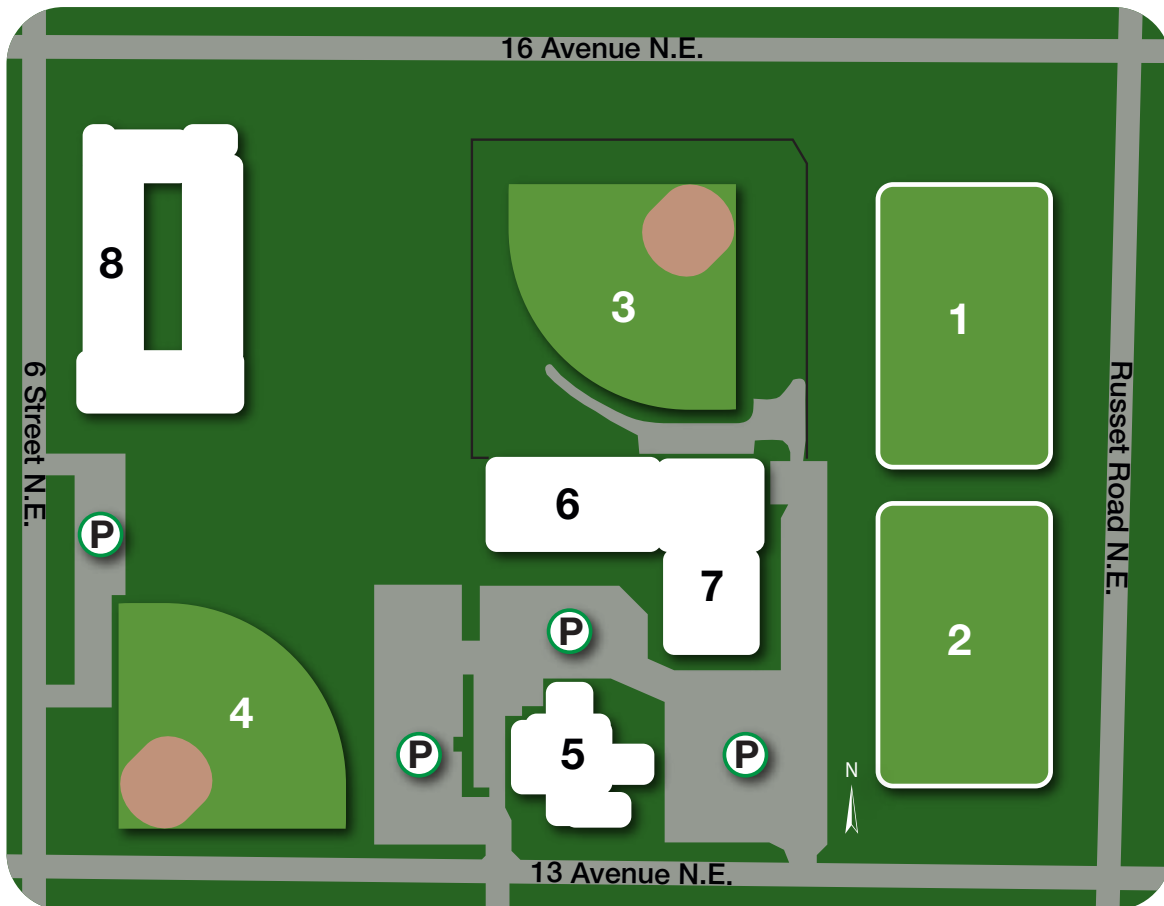


- 1. Sports field
- 2. Sports field
- 3. Softball diamond
- 4. Softball diamond
- 5. Softball diamond
- 6. Softball diamond
- 7. Softball diamond
-  Parking

[calgary.ca/recreation](http://calgary.ca/recreation) | call 3-1-1

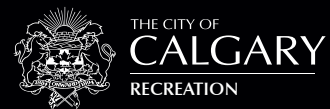


# Renfrew Athletic Park



- |   |                               |
|---|-------------------------------|
| 1. Sports field                           | 6. Henry Viney Arena          |
| 2. Sports field                           | 7. Stew Hendry Arenas         |
| 3. Ed Corbett Diamond                     | 8. Calgary Board of Education |
| 4. Softball diamond                       | • Colonel MacLeod School      |
| 5. Renfrew Swimming Pool & Fitness Centre | Ⓟ Parking                     |
| • (403) 268-2300 (Code 9880)              |                               |

[calgary.ca/recreation](http://calgary.ca/recreation) call 3-1-1



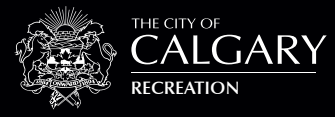
# Shouldice Athletic Park & Arena



- 1. Hellard field\*
- 2. Sports field
- 3. Softball diamond
- 4. Softball diamond
- 5. Softball diamond
- 6. Softball diamond
- 7. Softball diamond
- 8. Sports field
- 10. Softball diamond
- 12. Softball diamond
- 13. Encana field\*
- 14. Stampeder field\*
- 16. Softball diamond
- 17. Sports field
- 18. Sports field
- 19. Shouldice Arena
- 20. Concession / field house
- 21. Batting cage • private (403) 288-2277
- 22. Stands • 2000 seats
- 23. Stands • 500 seats
- 24. Stands • 500 seats
- (P) Parking

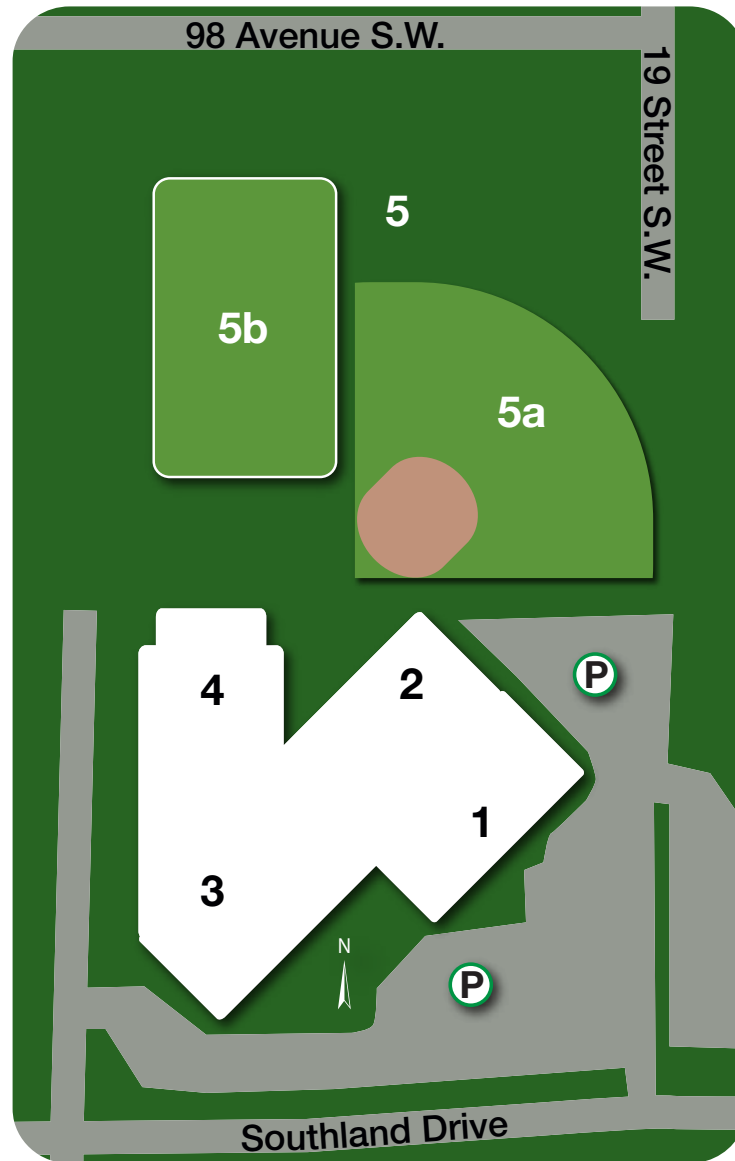
\*Artificial Turf

[calgary.ca/recreation](http://calgary.ca/recreation) | call 3-1-1



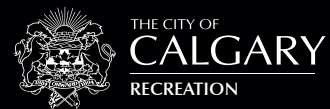


# Southland Leisure Centre & Tom Brook Athletic Centre

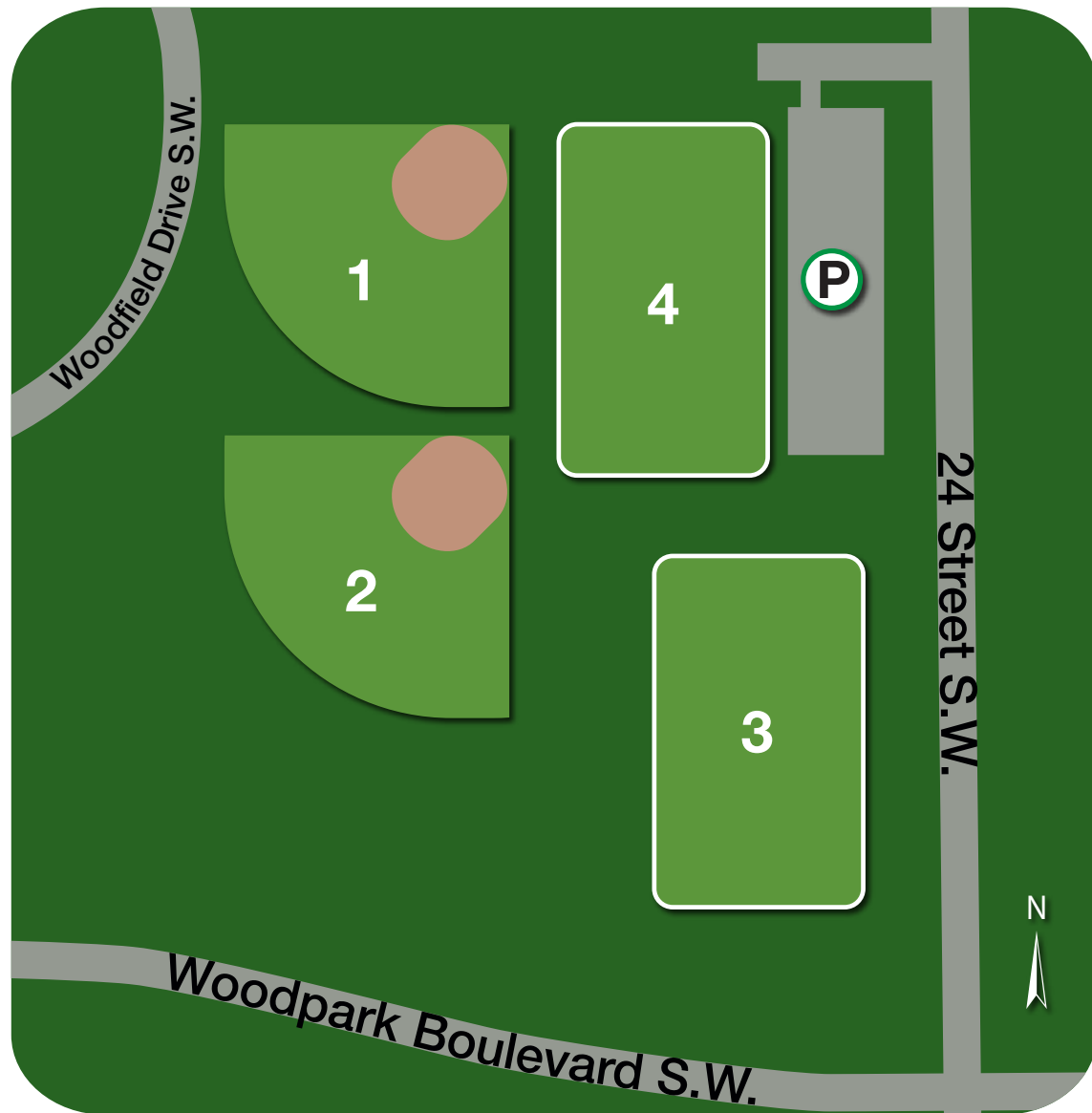


- 1. Ed Whalen Arena
- 2. Joe Kryzka Arena
- 3. Wave Pool • (403) 268-2300 Code 9330
- 4. Gym
- 5. Tom Brook Athletic Park
- 5a. Softball diamond
- 5b. Sports field
- (P) Parking

[calgary.ca/recreation](http://calgary.ca/recreation) call 3-1-1



# Woodbine Athletic Park



- 1. Softball diamond
- 2. Softball diamond

- 3. Sports field
- 4. Sports field

 Parking

[calgary.ca/recreation](http://calgary.ca/recreation) call 3-1-1



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