

Municipality of Clarington  
**Project Charter**

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**Project Charter Outdoor Sports Field Management  
Policy.docx**

**Project Number:**

Prepared by: Lee-Ann Reck  
Prepared on: August 5, 2020

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**Project Number: CSD-02**

Prepared by: Lee-Ann Reck  
Prepared on: August 5, 2020

### **Project Charter Version Control History**

Version #	Date	Description of Changes(s)	Changes(s) made by
1	August 5, 2020	First Draft	Lee-Ann Reck
2	August 17, 2020	Director, Community Services Feedback	Lee-Ann Reck
3	October 2, 2020	Director, Public Works Feedback	Lee-Ann Reck



Date	2020/08/05		
Project Lead	Lee-Ann Reck	Contact #	Ext. 2508
Business Title	Manager, Client Services		
Project Controller	George Acorn	Contact #	Ext. 2502
Business Title	Director, Community Services		

## Project Information

### Project Purpose

Early in 2020, Council approved the Grant Thornton Report regarding Organizational Restructuring. One of the recommendations in that report was to transition the function of sports field permitting from Operations (transitioning into Public Works) Department, to the Community Services Department, namely into the Customer Services Business Unit.

While under the leadership of Operations, it was identified that several key issues needed to be addressed in order to make the ongoing allocation of sports fields, especially as it related to baseball more efficient and sustainable. While this is a simple statement, accomplishing this is more complicated as it has various supporting aspects to make it successful. These include maintenance guidelines/standards, rating and categorizing of sports fields, rates and fees and application of such, and an allocation process that guides how fields are distributed amongst groups, especially as new space is constructed and available for use.

Using a collaborative Project Management approach (supporting Lean Principles) an Outdoor Sport Field Management Policy will be developed touching on all required aspects of the operation in this area.

### Project Objectives

- Overall objective is to develop a process for outdoor sports field management that is transparent, fair and equitable to impacted groups, mitigates the revenue impact to maintenance costs to the municipality, maximizes community use of sports fields and ensures a methodology to include future infrastructure of fields as they come on line.
- Develop a KPI for sports field maintenance standards (soccer, ball fields, football fields), with the immediate focus being on baseball and softball diamonds
- Develop a rating/categorization for baseball, soccer and football fields (et all) to inform appropriate uses and allocation of appropriate purposes (ie practice, vs game, age category based on size)
- Develop standard process for inclement weather cancellations (time, by who, etc.) and communication of cancellations of fields due to inclement weather
- Develop an application policy as part of the Outdoor Sport Management Policy to guide future allocation of sports fields. This includes prioritization, formula based on participants, historical allocation, residency requirements, dealing with new requests, permits, etcetera



- Review and refine outdoor permits rates and fees to align with other permittable space (ice, rooms, gymnasiums etc) for ease of understanding for the customer, this includes evaluating free practices, lighting fee structure, payment terms so they are consistent with other users
- User Group engagement to have them provide input to decisions so municipality can understand impacts to organizations and future requirements to ensure they understand the direction of the municipality

**Project Classification**

Strategic Priority	Engaged Communities
Service Area	Community Services Department, Public Works
Business Plan	
Business Case	
Budget Request #	
Other Tracking #'s	

**Project Milestones**

Project Start Date	2020/11/03
Target Completion/Close Date	2022/10/22
Other Known or anticipated dates:	
Rates and Fees	2021/01/25
KPI for sports field maintenance	2021/06/30
Categorization of fields	2021/02/28
User Group Engagement	2021/01/01 through 2021 season
Policy Development/Finalization	2021/10/29
Report Back to Council on Policy and Components	2021/11/29
Implementation of new policy to coincide with 2023 Outdoor season and communication to groups	2022/10/18
	<a href="#">Click here to enter a date.</a>



**Project Financial Information**

	Capital	Current Revenues	Contributions/Recoveries	Total
Budget Number(s) Actuals 2019	TBD	-\$197,634		
Budget Amount(s) Budgeted 2019		-\$183,000		
Budget Number(s) Actuals 2020	TBD	-\$51,500		
Budget Amount(s) Budgeted 2020		-\$185,000		
<b>Total</b>				
Additional Financial Information (if applicable)		Proposed Revenue		

**Project Scope**

Included in Scope	<ul style="list-style-type: none"> <li>• Current rates and fees review and restructure and application of fees (including lighting costs)</li> <li>• Review of current maintenance standards (operationally) and proposal of new program (to align with changes to entire process)</li> <li>• Categorization of existing fields</li> <li>• Identification of fields that do not meet standards of play and that would require work to bring them up to standard</li> <li>• User Group engagement for transparency and needs assessment</li> <li>• Process to permit and manage fields through inclement weather cancellations</li> <li>• Allocation Policy to guide future years process and ongoing engagement with sport organizations</li> </ul>
Excluded from Scope	<ul style="list-style-type: none"> <li>• Capital Budget submission for the cost of fields to bring them up to standard of play</li> <li>• Requirement of potential staff to maintain reasonable maintenance standards</li> <li>• Plan to complete work to ensure inventory meets standard</li> </ul>
This project is complete when the following exists	The project will be complete when: <ol style="list-style-type: none"> <li>a) A new rates and fees structure that represents categories of fields and embedded lighting structure that is easily administered in Active Net</li> <li>b) A framework has been established to allocate fields in a fair and transparent manner</li> </ol>

	<ul style="list-style-type: none"> <li>c) Allocation has eliminated the requirement for the municipality to act as scheduler for the organizations</li> <li>d) Annual budget requirements have been identified within Public Works and the new structure has been shared, explained and expected by user groups</li> <li>e) A communications and roll out plan has been developed and implemented to communicate changes with the community</li> </ul>
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**Project Priorities (Overall)**

	Time/Schedule	Cost	Scope
Highest Priority	X		
Medium Priority			X
Lowest Priority		X	

**Dependencies external to this project**

List related and/or linked projects	“Check” applicable impact			Description of Dependency:
	Time	Cost	Scope	
Capital Budget approval		√		Budget approval required for potential field upgrades, this would be guided by the findings of the project for submission at a later date.

**High Level Risk Management Items**

Category	Risk	Risk Level (L,M,H)	Strategy to address
Business Operations	Joint Departments do not have same direction	High	Collaboration, take broad picture approach, consider customer
Human Resources	Staff workload	Medium	Be aware of how proposals will be managed, if other processes would be impacted as a result, help to identify potential future staffing requirements (FT/PT) or needs for process review
Financial	Insufficient budget allocation	High	In ability to upgrade required fields would impact allocation



Physical Assets	Ball Diamonds, Soccer Pitches, Football Fields	Medium	Current demand issues versus assets available, future development plans
Technical	Parks Operation Knowledge, Active Net Knowledge	Low	Qualified staff in both areas
Public Profile	Reputation, challenges with community groups	High	Community consultation at initial and final stages of process, engage throughout. Development of thorough communications plan and ensure roll out has enough time for groups to impact user fees if required
Other		Select Risk Level	

## Project Roles and Responsibilities

### Project Lead (Mandatory)

Responsible for day-to-day organization and communication of activities required to plan, execute, monitor & control, and close the project.

Lee-Ann Reck, Client Services Manager

### Project Controller (Mandatory)

Accountable for project progress and outcomes.

George Acorn, Director Community Services

Identify the following groups (Project Steering Committee, Business Liaison, Core Working Team, Extended Working Team and Stakeholders) based on the requirements of your project. Use the [Potential Staff Involvement Checklist](#) to identify what division(s) and/or section(s) you will need to include in your project.

### Project Steering Committee/Project Decision Makers (Optional)

Provide direction, approval and oversight.

Name/Business Title	Representing
George Acorn –Director	Community Services
Steven Brake - Director	Public Works



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**Core Working Team (Optional)**

*Responsible for completing work assigned by the Project Lead.*

Name/Business Title	Representing/Contributing
Jennifer Stycuk – Coordinator Customer Services	Community Services / Permitting
Brett Novak – Manager of Operations	Public Works
Ken Mercer – Supervisor Parks	Park Operations/Public Works

**Extended Working Team (Optional)**

*Responsible for providing specific knowledge or services to the project on a limited basis.*

Name/Business Title	Representing/Contributing
Brent Pascoe, Parks Leadhand	Parks Operations
Former Permitting Clerk/Allocation – Operations	Field Permitting/Park Operations
Holly Philp – Asst. Coordinator Customer Service	Community Services - permitting
Annette Bate – Clerk II, permitting	Community Services - permitting

**Stakeholder Identification**

*Groups affected by the project, excluding those listed above.*

**Internal Stakeholder(s):** (e.g. Business Units)

Community Services – Customer Services
Public Works – Parks Operations

**Committee(s):** (e.g. Committees of Council and Committees of Leadership Team)

Mayor and Members of Council





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**External Stakeholder(s)**

Community Groups – Sports fields users, adult and minor organizations

**Background Documents**

Benchmarking of policies in other municipalities
Previous Council Reports and resolutions
Existing policies and documentation regarding allocation procedures, parks field maintenance standards and rates and fees structure

**Signatures**

I verify that by signing this project charter, I have read and understand my roles & responsibilities with regard to:

- The goals and objectives of this project, and that they are aligned with the City’s business planning documents (strategic plan, master plans, business cases, etc.)
- The boundaries for this project. I will contribute my part to successfully bring this project to completion
- Clarifying with the appropriate staff if there is something unclear with this Charter

Name	Role	Date	Signature
Lee-Ann Reck	Project Lead		
George Acorn	Project Controller	August 17, 2020	

**Steering Committee members/Project Decision Makers**

All members identified in the above ‘Steering Committee/Project Decision Makers’ table must sign below:

Name	Title	Date	Signature
George Acorn	Director, Community Services		
Steve Brake	Director, Public Works		



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