3.

Coquitlam

For Committee

February 27, 2020
Our File: 12-6100-30-SSTR1/3
Doc #: 3426733.v5

To: City Manager
From: General Manager Parks, Recreation and Culture Services

Subject: **Sports Field Strategy Update: Terms of Reference**

For: **Council-in-Committee**

Recommendation:

That the Committee receive the report of the General Manager Parks, Recreation and Culture Services dated February 27, 2020 and entitled "Sports Field Strategy Update: Terms of Reference" for information.

Report Purpose:

The report and the attached "Sports Field Strategy Terms of Reference" are intended to provide Committee with information regarding the scope of the planned update to the 2013-2023 Sports Field Strategy.

Strategic Goal:

Ensuring that an updated Sports Field Strategy is in place supports the City's strategic goals *of increasing active participation and creativity, enhancing sustainability of City services and infrastructure,* and *achieving excellence in City governance.* Updating the Sports Field Strategy is identified as a "C" Priority in the 2020 Business Plan and also aligns with the Strategic Directions in the Parks, Recreation and Culture Master Plan to *optimize the use of public services and amenities* and *to develop a funding plan for infrastructure sustainability and renewal.*

Background:

As an update to the 2002 Strategy, the 2013-2023 Strategy (Attachment 2) defined a vision and set of strategic directions to guide the long-term provision of sports field infrastructure, optimize the use of field assets, strengthen community relationships and maximize the City's investment in and benefit to the community.

The City's Parks, Recreation and Culture Master Plan's overall assessment of the Sports Field service area in 2015 was, at that time, that the City is currently providing a basic level of service (Attachment 1). However, with the growth in sports field assets in the last 5 years, completion of the Master Joint Use Agreement with School District 43, strong community support and continued stable asset replacement funding by Council, a re-evaluation of this service level in an upward direction to an enhanced level of service may be warranted as part of the review of this service area. The plan

also highlights that organized sport participation has failed to keep pace with community growth, including a significant loss of youth participation (12 to 18-year-olds) due to the lack of recreational league play; and that learn-to-play programs are limited to young children. The plan qualifies the quality, quantity and capacity of the sports fields themselves as Basic; providing sufficient inventory overall; and noting the perception that demand for artificial turf at peak times exceeds capacity, although again with the planned and constructed new inventory, these will be re-evaluated. The City supplies and maintains field sport facilities, and has a partnership with School District 43 on joint and shared-use sports fields, accounting for 40% of the field inventory. This inventory was fully secured for the future in 2017 through the completion of the Master Joint Use Agreement with School District 43. The City maintains the entire inventory allocated to community groups, guided by a new allocation policy that was implemented in 2017 to ensure maximized use of City recreation assets, including sports fields.

Sports Field Strategy

The City's 2013-2023 Strategy includes five strategic themes to guide the provision of sports field services and management of outdoor sport infrastructure in Coquitlam. The implementation of the current Strategy is on track with a number of actions achieved, with a growth in sports field inventory accomplished in the last 5 years through additional park capital projects. For example, the City has invested in the renewal of multiple sports fields, including the conversion of the grass field at Town Centre North to turf, the replacement of artificial turf at Charles Best Sports Field, Fridge Field and Mobilio Field, as well as the replacement of several grass fields. In addition, a Master Joint Use Agreement was negotiated with School District 43 that formalizes the reciprocal use of multiple fields. This inventory includes a new natural grass field at Smiling Creek Elementary School and Burke Mountain Pioneer Park; replacement of natural grass fields at Rochester, Hartley (Mountainview Park), Mackin, Victoria Park and planned new fields at Cottonwood Park and Fraser Mills. In addition, plans are in place for the forthcoming construction of a new artificial turf field at Centennial Secondary School, expected to be complete in 2020; and preliminary planning for artificial turf and grass fields, along with track and sport courts for the future Burke Mountain Middle/Secondary School site. Additionally, in 2017, a new Facility Allocation Policy was implemented, establishing clear guidelines to ensure that fair, transparent and consistent field allocation decisions are made and that the City maximizes the use of its assets. All of these factors suggest that the Sports Field area of service has is moving from basic to an enhanced of level of service

Field Replacement and User Fees

Exploration of an artificial turf field replacement reserve funded by user contributions was identified as a 2015 action item in the current Sports Field Strategy and was listed as a "C" Priority in the 2016 Business Plan which subsequently carried over into 2017

and 2018 as a priority initiative. Over the course of 2017, staff worked in collaboration with the Coquitlam Field Sports Association (CFSA) with the intention of developing a policy framework to support the implementation of an Artificial Turf Field Replacement Reserve funded by user contributions. While member clubs had stated their support for the establishment of user contributions, staff were unable to reach a resolution regarding the establishment of a user funded artificial turf capital reserve. In 2018, the CFSA requested that the discussion on user contributions and capital reserve be put on hold in order to allow a review and update of the Sports Field Strategy in collaboration with the City. This would provide an opportunity to take a holistic approach on sports field services, incorporate emerging opportunities that have arisen since the last strategy was approved, and explore outcomes with the CFSA that would be beneficial to all. Staff was supportive of this approach and Council directed staff to undertake the development of a renewed Sports Field Strategy.

Discussion/Analysis:

The City will be initiating an update of the current (2013-2023) Sports Field Strategy and with the assistance of community groups and consultant services to update the strategy to service the City for the next 10 years (2021-2030). The scope of the consultant's role will include reviews of relevant City policies, plans and processes and community scan information on the provision of fields and application of user fees. The consultant will research community needs, emerging trends and existing models of municipal sports field administration, and engage with stakeholders to seek feedback and to identify gaps, opportunities and future priorities.

The research will result in a key findings report and final study document which will include recommendations, possible action steps and associated financial implications. Collaboration with the greater sport field user community and the CFSA in particular is a critical element of the process and staff intends to work with the consultant to appropriately engage with the group to imbed their input in the key findings and final study document. In September, the CFSA completed a consultation exercise with their members with a view toward providing initial input to the strategy development process. Staff have received this input and met with the CFSA to ensure their perspective is taken into account in developing the Terms of Reference for the project (Attachment 2). Staff will provide this feedback to the consultant as a starting point to developing a further engagement process with the sport field community and the CFSA.

<u>Sports Field Funding</u>

The capital projects identified in the Strategy include $10.15 million of renovation and replacement projects with a funding strategy that included utilizing the existing balance in the Sports Field Strategy Program and the annual capital allocation of $775,000. Initial field replacement cost estimates were established in 2012 and were

noted as preliminary in advance of site selection and defined project scope, and could not account for the significant cost escalations in capital construction since 2012. Actual expenditures have varied based on conditional assessments performed during replacement. In some cases, where an artificial turf field did not require drainage and/or shock pad renovation, the expenditures were significantly lower than anticipated. The following is a summary of the program to date:

	Capital Project	Budget	Actual	Variance
2014	TC North - Artificial	2,500,000	2,486,147	13,853
2015	Charles Best Artificial	1,000,000	836,796	163,204
2016	Mackin Grass	1,300,000	1,031,952	268,048
2017	Hartley Grass	400,000	1,339,954	(939,954)
2018	Fridge Artificial	1,000,000	726,750	273,250
2019	Mobilio Artificial	1,000,000	675,000	325,000
		7,200,000	**7,096,599**	**103,401**
2020	Cunnings Artificial	1,000,000*	TBD	-
2021	Grass Field	400,000	TBD	-
2022	Grass Field	1,200,000	TBD	-
2023	Percy Perry Artificial	1,000,000	TBD	-
		3,600,000	TBD	**-**

*Total project budget, City contribution - $350,000

In recent years, efforts have been made by staff to explore implementing field use fees for youth. Consultation with the CFSA on the adoption of user fees reached an impasse in 2018 and resulted in a request to review and update the current Sports Field Strategy. This presents the City with an opportunity to re-engage with all sport field user groups in a collaborative effort to develop an updated Sports Field Strategy that reflects their input and benefits CFSA members as well as the community as a whole.

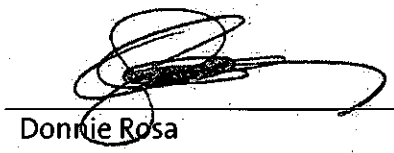
Financial Implications:

PRC has budgeted $40,000 for the completion of the key findings report and final study document, both to be completed by a consultant. It is anticipated that this work can be completed within this budget envelope.

Conclusion:

The Sports Field Strategy was endorsed in 2013 and features five strategic themes to guide the administration of the City's sports field services and infrastructure. While the current strategy has achieved a number of milestones as planned, the City will benefit from an update to provide a current framework for the delivery of sport field services and administration and to ensure the sustainability of field assets, ensure

increased inclusion, and to ensure alignment with more recently developed PRC policies and strategies, including the Seniors Strategy, the Youth Strategy and the new Facility Allocation Policy. Additionally, an update to projected cost estimates and funding strategies is required to confirm a sustainable source of funding to support the Strategy's capital projects and the ongoing operating and maintenance of fields.



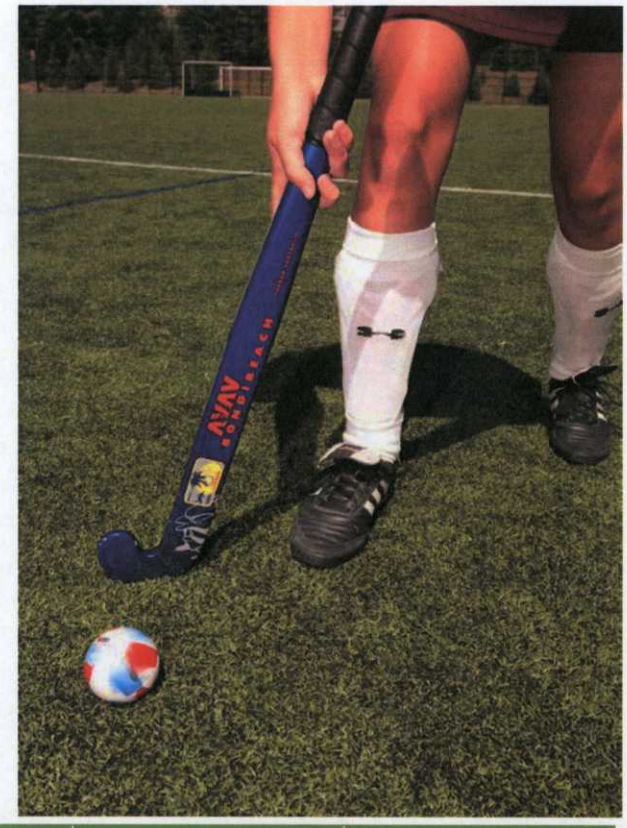
Donnie Rosa

Attachments:

1: 2017 PRC Master Plan – Sports Field Service Area Summary (CEDMS #: 1698464)
2: Current Sports Field Strategy 2013-2023 (CEDMS #: 1914796)
3: Terms of Reference – Sports Field Strategy Update 2020 (CEDMS #: 3269780.v3)

This report was prepared by Tiana Solares, Manager Policy and Business Services, and reviewed by Brian Forrester, Manager Sport Services; Kathleen Reinheimer, Manager Parks; Jennifer Keefe, Manager Community Recreation and Culture Services; and Lanny Englund, Manager Park Planning and Forestry.

8.3 Sports Fields



Overview

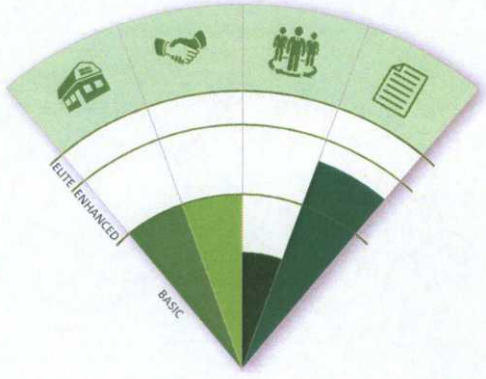
The City of Coquitlam maintains a total inventory of 75 playing fields and ball diamonds to support 28 community field sport organizations in delivering field sport opportunities to the community. The sports clubs provide skill development, active participation and coaching development, and through the Coquitlam Field Sport Association, advice on policies, planning and sport field development.

Through the implementation of the 2002 *Sport Field Strategy*, which guided an accelerated completion of infrastructure projects, the City earned the reputation as a leader in the sporting community. However, a life cycle replacement program was not developed. In 2013, the *Coquitlam Sports Field Strategy 2013-2023*, provided a full assessment of the current inventory, with updated provision standards, participation and industry trends and best practices. The *Strategy* clarifies a long-term vision for field sport infrastructure in Coquitlam focusing on the following five themes:

Sustainability	Multi-Use	New Development	Building Relationships	Optimizing Resources
→ Manage, maintain and reinvest in fields on a priority basis. → Provide the community the greatest return on investment.	→ Optimize multi-use/sport field sites. → Define opportunities and benefits. → Refocus to increase effectiveness. → Provide a variety of play surfaces to accommodate different sports and activities.	→ Leverage unique features and opportunities. → Maximize community assets. → Generate community pride. → Cluster amenities and opportunities.	→ Strengthen relationship with School District 43. → Increase participation. → Bridge sport and non-sport events at multi-use sites. → Engage and invest in volunteer and community leadership development.	→ Maximize investment return/ benefit to the community. → Identify and pursue avenues for revenue generation. → Consider the establishment of a user contribution to artificial turf field replacement reserves.

OVERALL ASSESSMENT OF SPORTS FIELDS - BASIC

The overall assessment of the Sports Fields service area is that the City is currently providing a Basic level of service. The assets are assessed at basic level and while the quality of programming is enhanced through partnerships with community sport organizations, there are limited introductory or "learn-to" programs for all ages.



2015

ASSETS – SPORTS FIELDS

Quality: Basic
Designed for community level play and some regional and provincial sport hosting.

Quantity: Basic
Sufficient inventory to support community and club play.

Capacity: Basic
Demand for artificial turf at peak times exceeds capacity.

SERVICE DELIVERY – SPORTS FIELDS

City Direct: Basic
City supplies and maintains field sport facilities.

Private Partner: N/A
The City has no private partnerships for field sport delivery.

Community Partner: Enhanced
The City has a partnership with School District 43 on joint and shared-use sports fields - 40% of the field inventory. The City maintains the entire inventory allocated to community groups.

PROGRAMMING – SPORTS FIELDS

Reach: Gap
Participation has failed to keep pace with community growth with significant loss of youth participation (12 to 18-year-olds) due to the lack of recreational league play.

Quality: Enhanced
A long history of effective programming is delivered through 28 different community field sport organizations, coordinated by Coquitlam Field Sport Association.

Variety: Gap
Learn-to-play programs are limited to young children. Gaps in adult field sport programs.

GOVERNANCE – SPORTS FIELDS

Plans and Strategies: Enhanced
The *Sports Field Strategy* endorsed by Council in 2013 identifies a long-term vision and community priorities to address the provision and sustainability of playing fields and ball diamonds in the city.

Policies: Enhanced
The Coquitlam Field Sport Association advises the City on policies, planning and development of infrastructure. The Allocation Policy supports youth over adult play, limiting opportunity for adult participation as the population ages.

Agreements: Basic
Field use agreements are used for community sports groups.

ISSUES, GOALS & ACTIONS – SPORTS FIELDS

Key Issues

- Participation levels in field sport organizations have been relatively flat but a demand for fields at peak times continues to be high.
- Casual use of sports fields appears to be increasing, especially at Town Centre Park.
- Predicted growth and changing demographics in the northeast and increased density related to rapid transit development will require sufficient quality sports fields that can sustain increased use and meet demand.
- There is a lack of recreational play opportunities for youth not interested in pursuing competitive play.
- Much of the current grass field inventory is past its replacement life cycle and all five of the current artificial turf fields will require replacement over the next 10 years.
- While Coquitlam's current inventory of fields is sufficient, the quality of fields will need to be upgraded to allow more practice and game time at peak periods.
- Efforts need to be made to increase participation.

Goals & Objectives

- Support a vibrant field sport community and active participation through the provision of amenities and in partnership with community sport organizations.

Actions for Sports Fields:

See actions identified in the *Sports Field Strategy 2013-2023* including:

- Invest in the renewal of sports fields (replace five artificial turf fields at the end of their functional life cycle and replace five natural grass fields).
- Assemble lands at the Gilley's Trail site to provide a future location for a destination park with multi-sport fields.
- Review and revise Facility Allocation Policy.
- Explore user contributions to the life cycle replacement costs of artificial turf fields.
- Work with community sports clubs and schools to increase participation and profile of outdoor sports.
- Add servicing infrastructure to support other sports, activities and events when redeveloping or developing multi-use sites.

In addition, to the actions in the *Sports Field Strategy*, the following apply to this service area:

- Work with SD43 to complete a Master Shared-Use Agreement to ensure equity and fairness of the joint agreement and reciprocal use of site assets and services
- Explore with SD43 opportunities to provide additional or enhanced sport field assets and amenities at multi-use sites.
- Consider the addition of outdoor multipurpose sport courts with park development and re-development.
- Adopt operating procedures as part of the updated 2017 Allocation Policy to optimize the use of existing sports field infrastructure.
- Improve multi-sport collaboration and invest in Town Centre Park as a premier outdoor field sport hub.
- Explore strategies to improve multi-sport and inter-sport collaboration at Town Centre Park.
- Explore strategies to improve and invest at Town Centre Park (e.g. the field house).

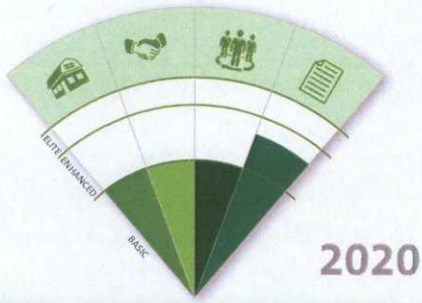
Sports Fields

Focus 2015-2020

To increase the basic service level to enhanced and plan and build for the future by **enhancing, redeveloping or adding eight sports field *Assets*** in order to keep pace with community growth and sport participation. Staff will focus on improving the City's ***Governance*** **through policies, such as the Allocation Policy, Artificial Turf Policy and User Fee, while increasing field sports *Programming*** opportunities for youth and adults in cooperation with community sport organizations.



2015



2020

SUPPORTING DOCUMENTS

- > Park Washroom Strategy (2005)
- > Sports Field Strategy (2013-2023)

	2015 – 2019			2020 – 2024	2025 – 2029
Assets	**Charles Best Artificial Turf** Replacement ($) Town Centre Fieldhouse Upgrades ($) Mundy Fieldhouse ($) Hartley Grass Field Replacement ($) Victoria Park Field ($)	Mackin Fields Upgrade ($) D9 NE Grass Field ($) **Fridge Artificial Turf** Replacement ($) Town Centre Fieldhouse Replacement ($)	Smiling Creek School Field ($) **Mobilio Artificial Turf** Replacement ($) Town Centre Washroom ($)	Grass Field Replacement ($) NE Grass Field ($) **Cunnings Artificial Turf** Replacement ($) Burke Mtn Secondary **School Artificial Turf ($)** **Percy Perry Artificial Turf Replacement ($)** Town Centre Fieldhouse Replacement ($) Sports Field Strategy Review + Update	**Charles Best Artificial Turf Replacement ($)** Gilley's Field Planning ($) Grass Field Replacement ($)
Service Delivery Model	SD43 Master Joint Use Agreement Work with CFSA	Increase delivery of introductory and **recreational field sports**			
Programming	Parks Infrastructure Assessment Plan Implementation	Town Centre Master Plan Implementation			
Governance	Allocation Policy Review Park Infrastructure Assessment Town Centre Park Master Plan **Artificial Turf User Fee/** Reserve	New Allocation Procedures Mackin Park Planning Sport Services Review Irrigation & Drought Management Practices Review	Parks Washroom Strategy Review Community Use Policy - Storage, Field Houses and Concessions		

Capital Plan	Estimated Costs *Dollars (millions)*
2015 - 2019	$7
2020 - 2024	$9.2
2025 - 2029	$4.7
2030+	$12.8
Total	$33.7

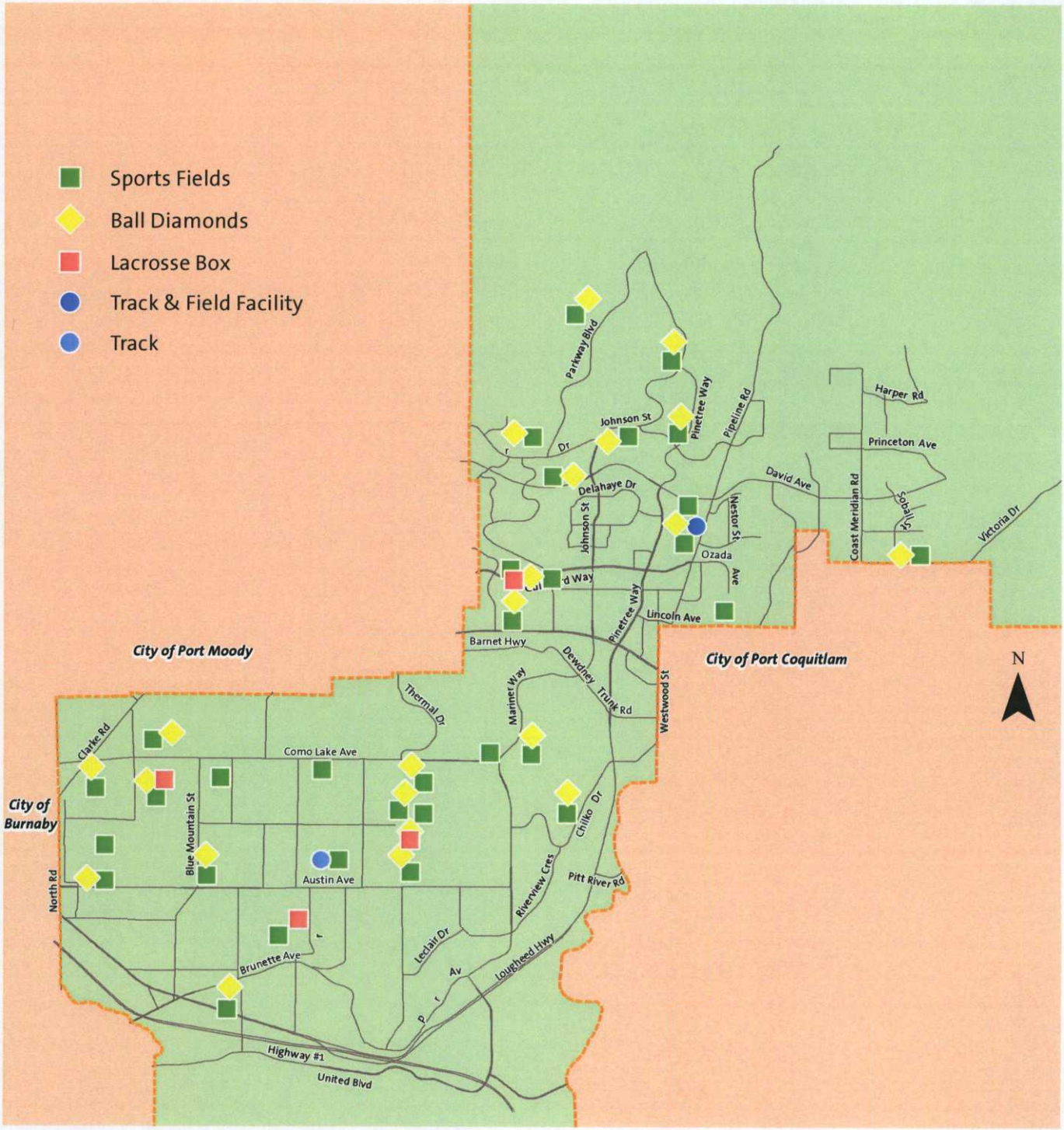
Capital figures are for new construction or major facility renovation only. Ongoing operating costs are funded separately.

These proposed activities will be phased and included in the annual business plan presented to Council for feedback and approval.

MAP OF 2015 FACILITIES AND AMENITIES – SPORTS FIELDS

Current Asset Inventory

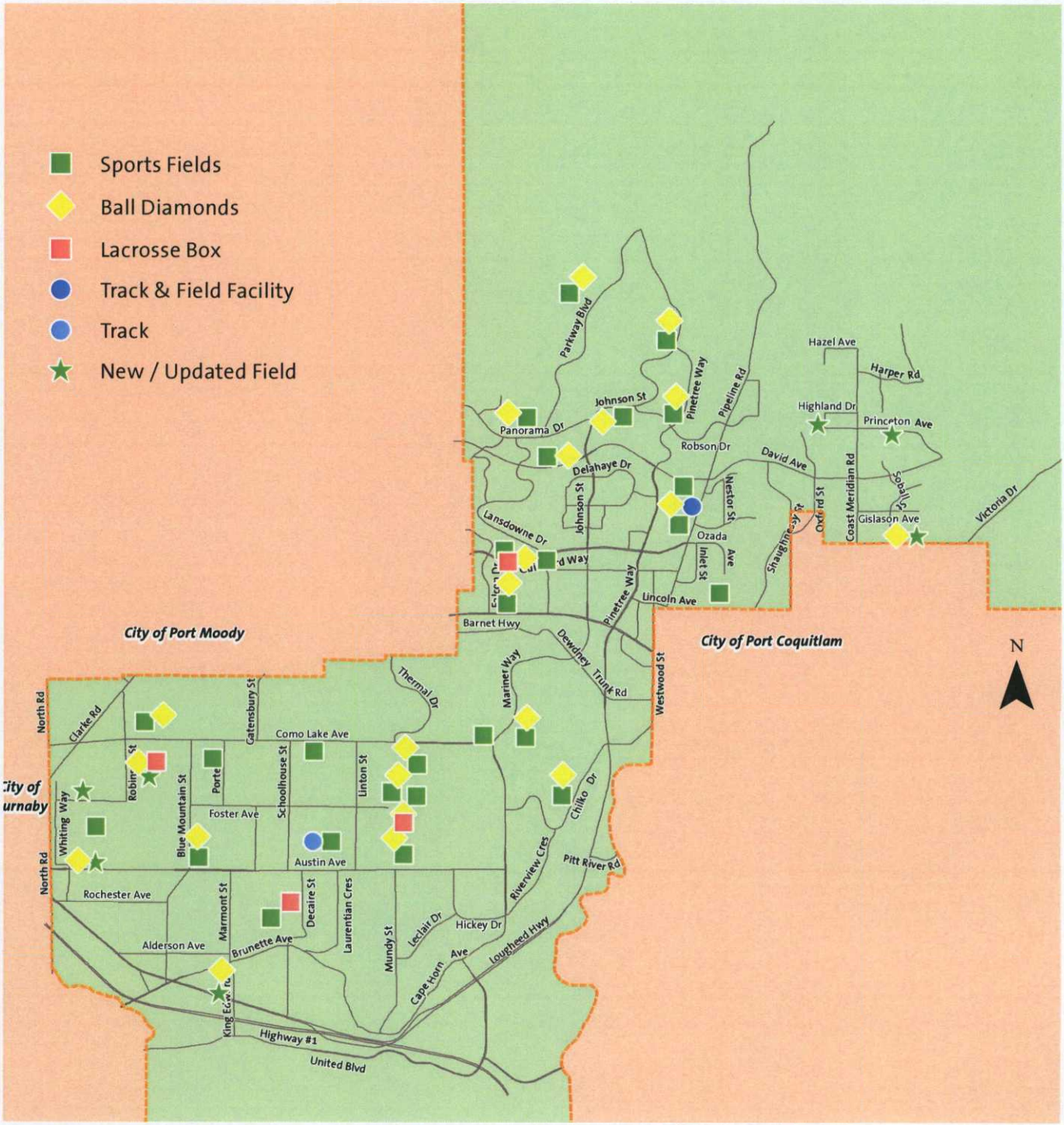
- → Playing Fields (42) (5 artificial turf)
- → Ball Diamonds (33)
- → Lacrosse Box (4)
- → Track & Field (1)
- → Track only (1)



MAP OF 2020 FACILITIES AND AMENITIES – SPORTS FIELDS

Future Asset Inventory

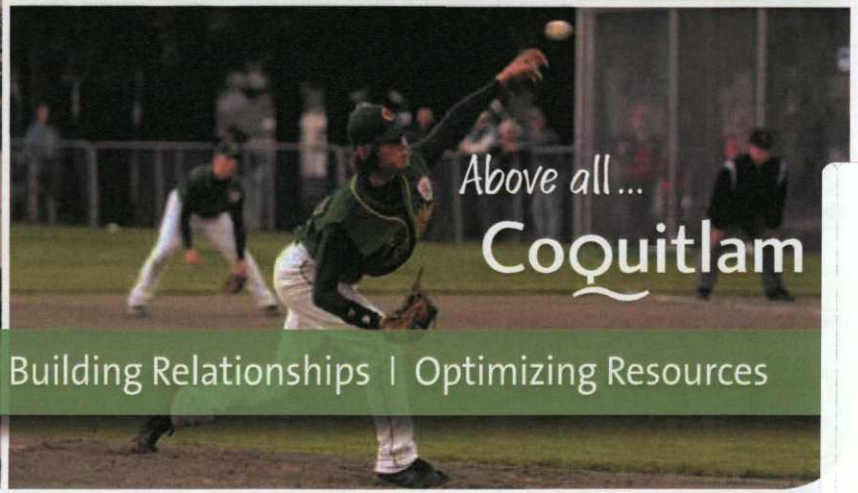
- → Playing Fields (44) (5 artificial turf)
- → Ball Diamonds (35)
- → Lacrosse Box (4)
- → Track & Field (1)
- → Track only (1)



Coquitlam Sports Field Strategy 2013 – 2023







Sustainability | Multi-Use | New Development Opportunities | Building Relationships | Optimizing Resources

Attachment 2



Above all... Coquitlam

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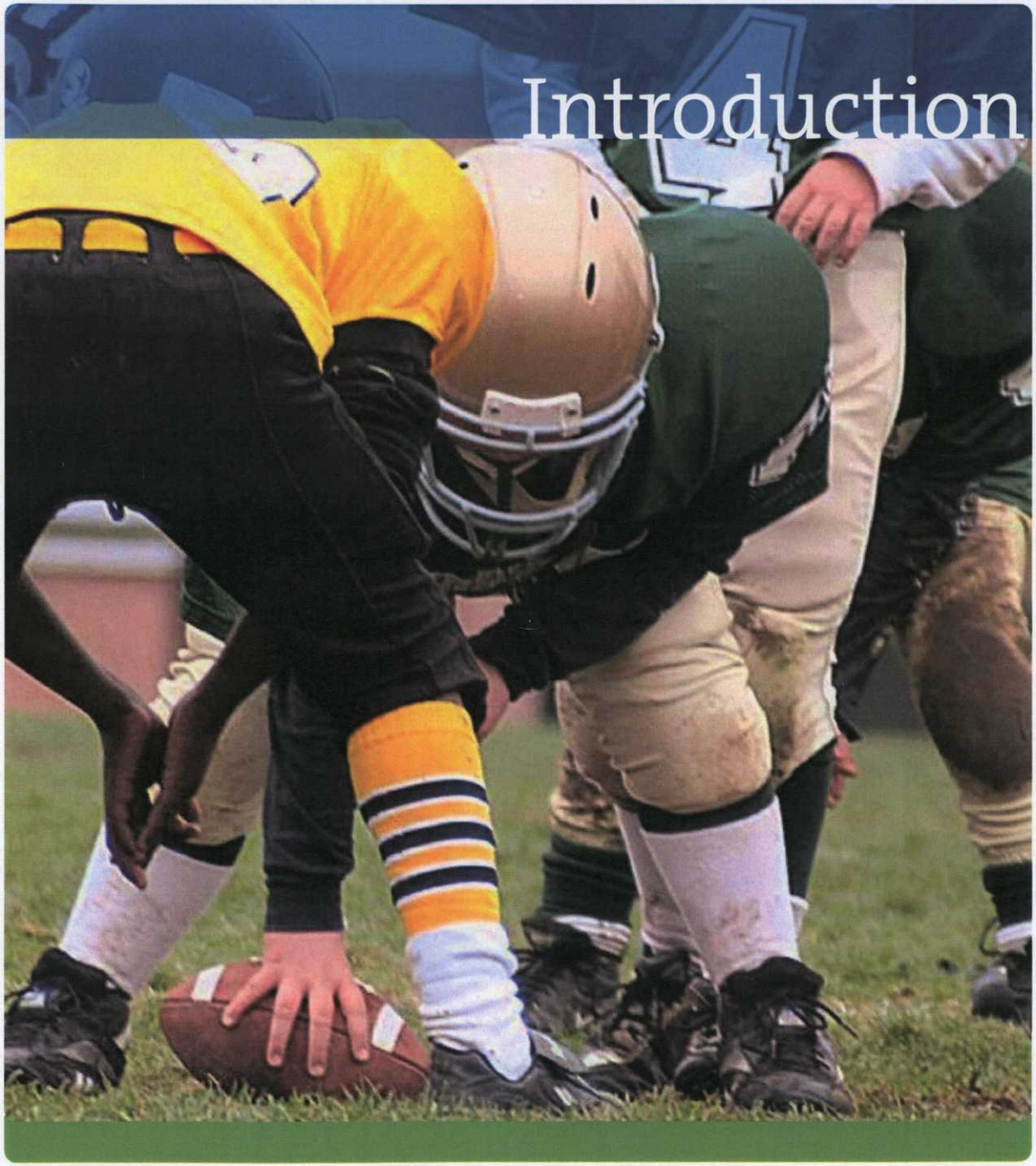
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The City of Coquitlam would like to recognize jcp & associates for their work in facilitating the Coquitlam Sports Field Strategy 2013 – 2023



Introduction

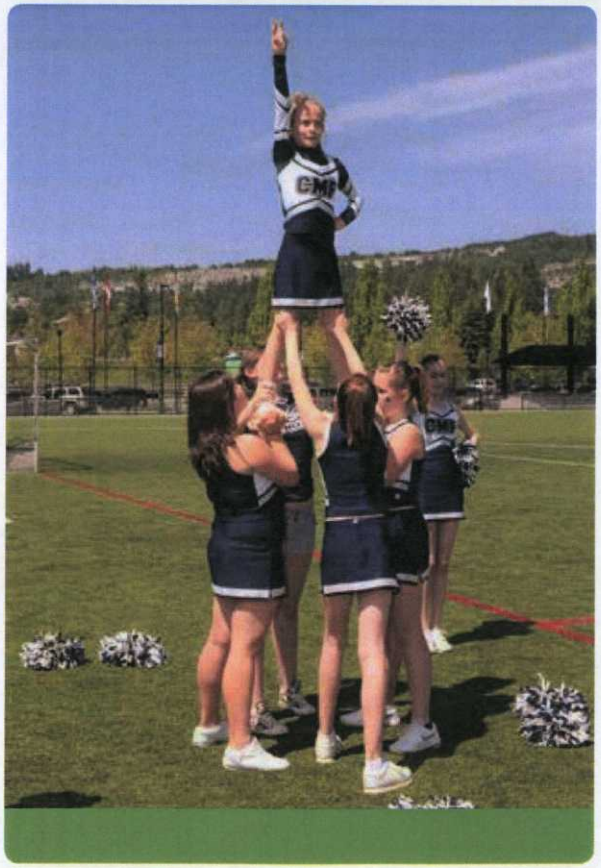
The City is facing an increasingly diverse cultural and changing population and continues to be one of the fastest growing areas in Metro Vancouver and Canada. Coquitlam's continuous growth and change challenges the City's ability to be flexible and meet the increasing demands on its current and future infrastructure.

The first Sports Field Strategy, adopted in 2002, was intended to provide a strategy for the provision of playing fields and ball diamonds in the City for ten years. At that time, community satisfaction with sports fields was very low. Strong Council support, together with Casino funding, elevated the plan and implementation was complete by 2009. In 2012, the Ipsos Reid Citizen Satisfaction Survey showed a 92 percent satisfaction rate with sports fields.

The City of Coquitlam maintains an inventory of 75 sports fields (42 playing fields and 33 ball diamonds) to support 28 community field sport organizations in delivering field sport opportunities to the community. The sports clubs provide skill development, active participation and coaching development, and through the Coquitlam Field Sport Association ("CFSA"), advice to the City on policies, planning and development of sports field infrastructure.

The success of the 2002 plan has created a reputation for Coquitlam as a leader in the sporting community with scarcity of fields no longer being an issue. In 2013, an updated plan to sustain infrastructure and look at replacement fields, including full assessment of current inventory, became necessary. Currently, there is no lifecycle replacement program and additional field inventory will require increased operating costs. A review of field ratio provision standards will continue to provide a baseline, and further analysis will ensure the need and demand by Coquitlam, as a community, is balanced.





Rationale

The objective of the Sports Field Strategy is to identify a long-term vision and community priorities and set strategic direction for the provision of sports field infrastructure that addresses growth, standards, industry trends and sustainability to guide future decision making.

Background

The first "Coquitlam Sports Field Strategy: 2002-2011" analyzed field sport issues and trends, and recommended priority field sport infrastructure investments. The result was an accelerated completion of infrastructure projects with a value of $25 million.

Preliminary work on sports field planning began in 2009, and that work provided background for this strategy.

An updated Sports Field Strategy will support the Parks, Recreation and Culture Master Plan by providing the long-term vision for the provision of field sport amenities in Coquitlam. It is a critical building block that provides detailed technical analysis to support the investment and sustainability priorities for the next ten years, and should be considered in the context of all other competing priorities to provide a complete picture for future capital planning.

Purpose

The purpose of the 2013 to 2023 Sports Field Strategy is to include a review and update of provision standards, participation and industry trends and best practices, as well as an updating of pressures, issues, challenges and opportunities related to field design, practice and game facilities, clustered and single fields, learn-to-play and competition, single and multi-sport use, and new and emerging sports.

This strategy will also clarify a long-term vision for the provision of field sport in Coquitlam, including the sustainability of existing infrastructure such as the lifecycle replacement of natural grass and artificial turf fields, and priorities for growth.

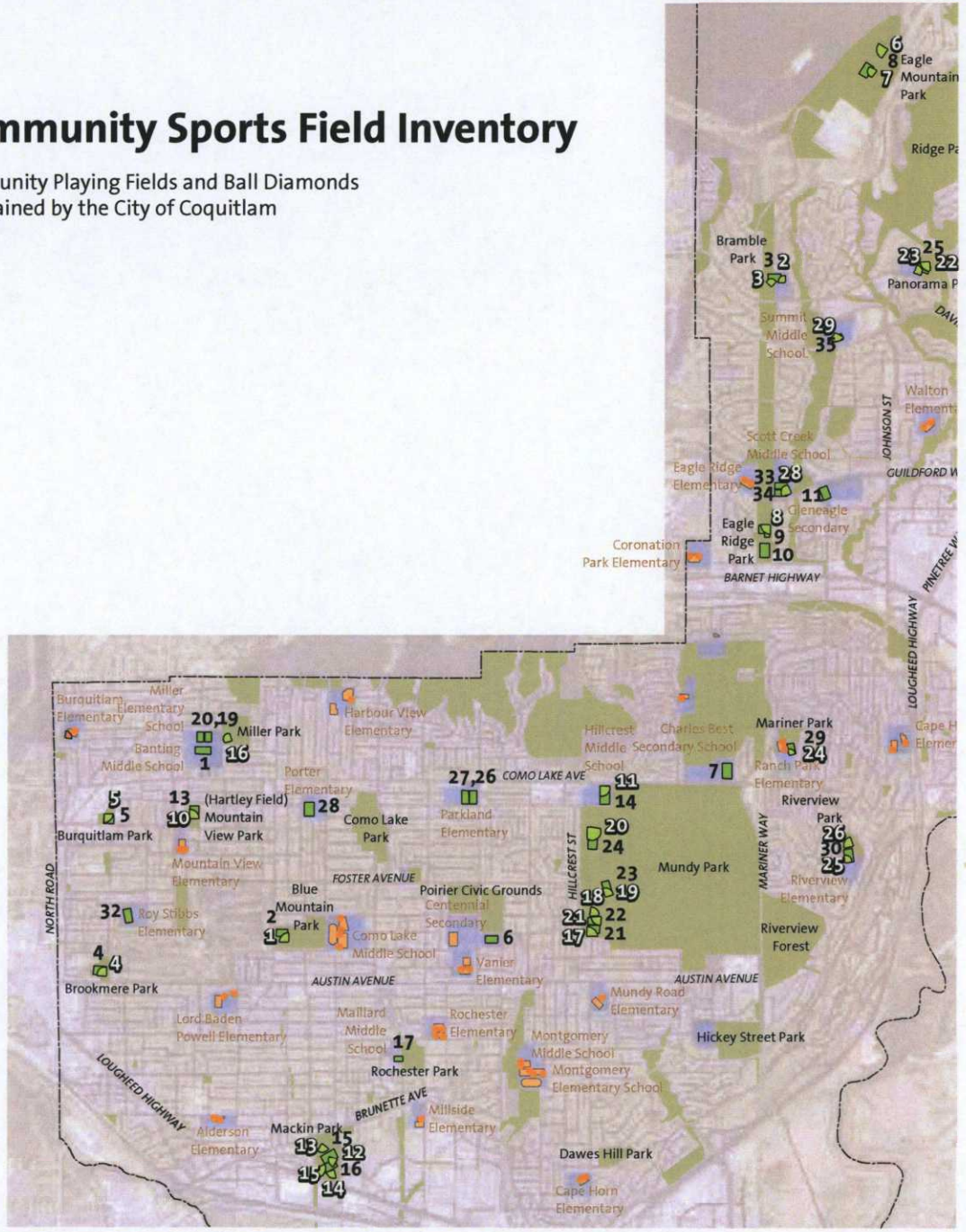
Playing Fields

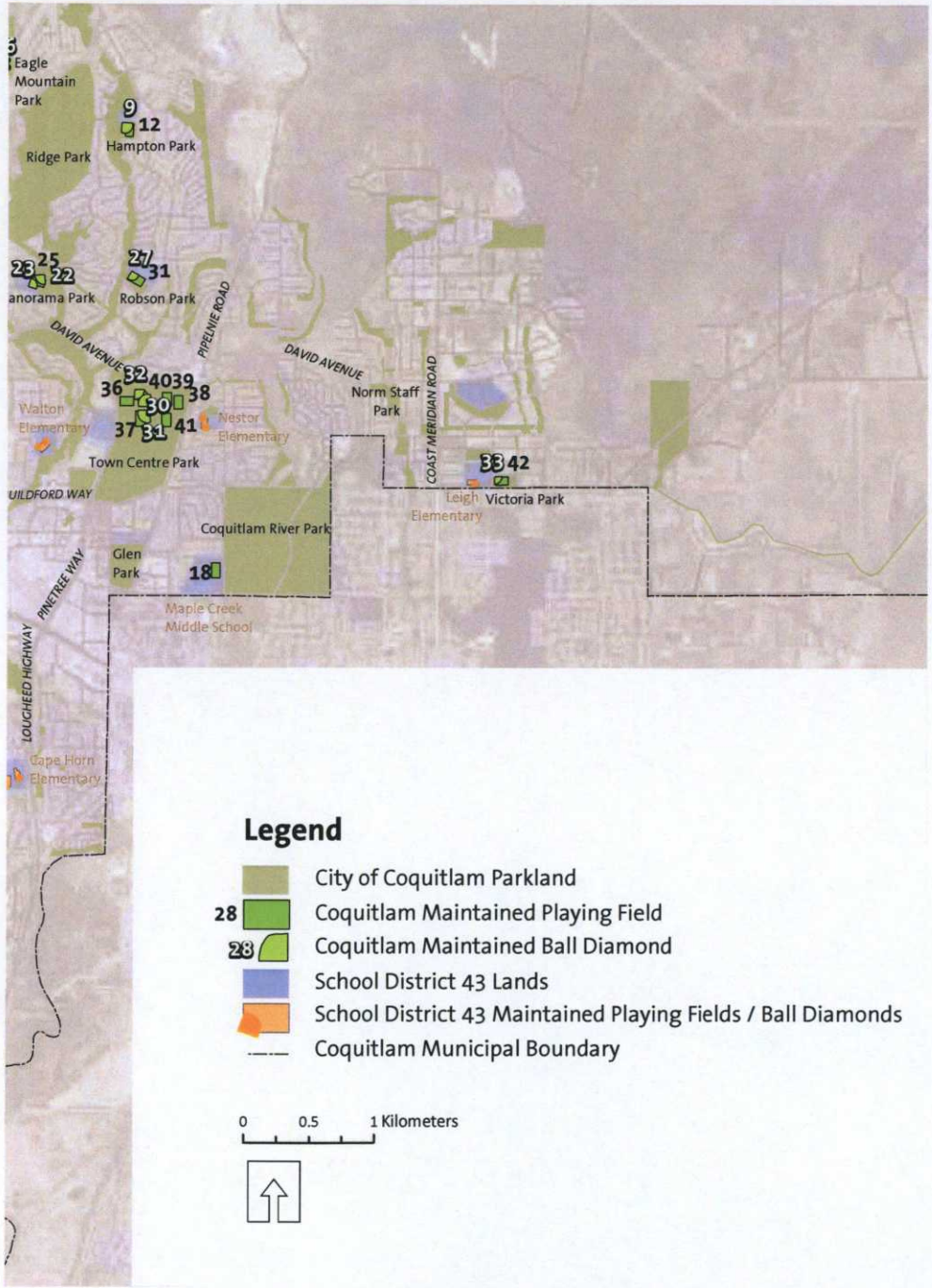
1 Banting Middle School Field (IR)
2 Blue Mountain Park Field (IR, LT)
3 Bramble Park Field (IR)
4 Brookmere Park Field (IR)
5 Burquitlam Park Field (IR)
6 Centennial Secondary School Field (IR)
7 Dr. Charles Best Secondary School Field (LT)
8 Eagle Mountain Park Field (IR)
9 Eagle Ridge North Field (IR)
10 Eagle Ridge South Field (IR)
11 Gleneagle Secondary School Field (IR)
12 Hampton Park Field (IR)
13 Hartley Field (Mountain View Park)
14 Hillcrest Middle School Field (IR)
15 Mackin Park - North Field (IR)
16 Mackin Park - South Field (IR)
17 Maillard Middle - Rochester Park Field (IR)
18 Maple Creek Middle School Field (IR)
19 Miller Park Elementary School - East Field (IR)
20 Miller Park Elementary School - West Field (IR)
21 Mundy Park - Mundy 1 Field (IR)
22 Mundy Park - Mundy 2 Field (IR)
23 Mundy Park - Mundy 3 Field
24 Mundy Park - Mundy 4 Field (IR, LT)
25 Panorama Park Playing Field (IR)
26 Parkland Elementary School - East Field (IR)
27 Parkland Elementary School - West Field (IR)
28 Porter Elementary School Field (LT)
29 Ranch Park Elementary School Field (IR)
30 Riverview Park Field (LT)
31 Robson Park Field (LT)
32 Roy Stibbs Elementary School Field (IR)
33 Scott Creek Middle School Field - North (IR)
34 Scott Creek Middle School Field - South (IR)
35 Summit Middle School Field (IR)
36 Town Centre Park - Cunnings Field (LT)
37 Town Centre Park - South Field (IR)
38 Town Centre Park - East Field (Ted Fridge Field) (LT)
39 Town Centre Park - West Field (Dominic Mobilio Field) (LT)
40 Town Centre Park - North Field (IR)
41 Town Centre Park - Percy Perry Stadium Field (LT)
42 Victoria Park Field

IR - Irrigation
LT - Sports Field Lighting

Community Sports Field Inventory

Community Playing Fields and Ball Diamonds
Maintained by the City of Coquitlam



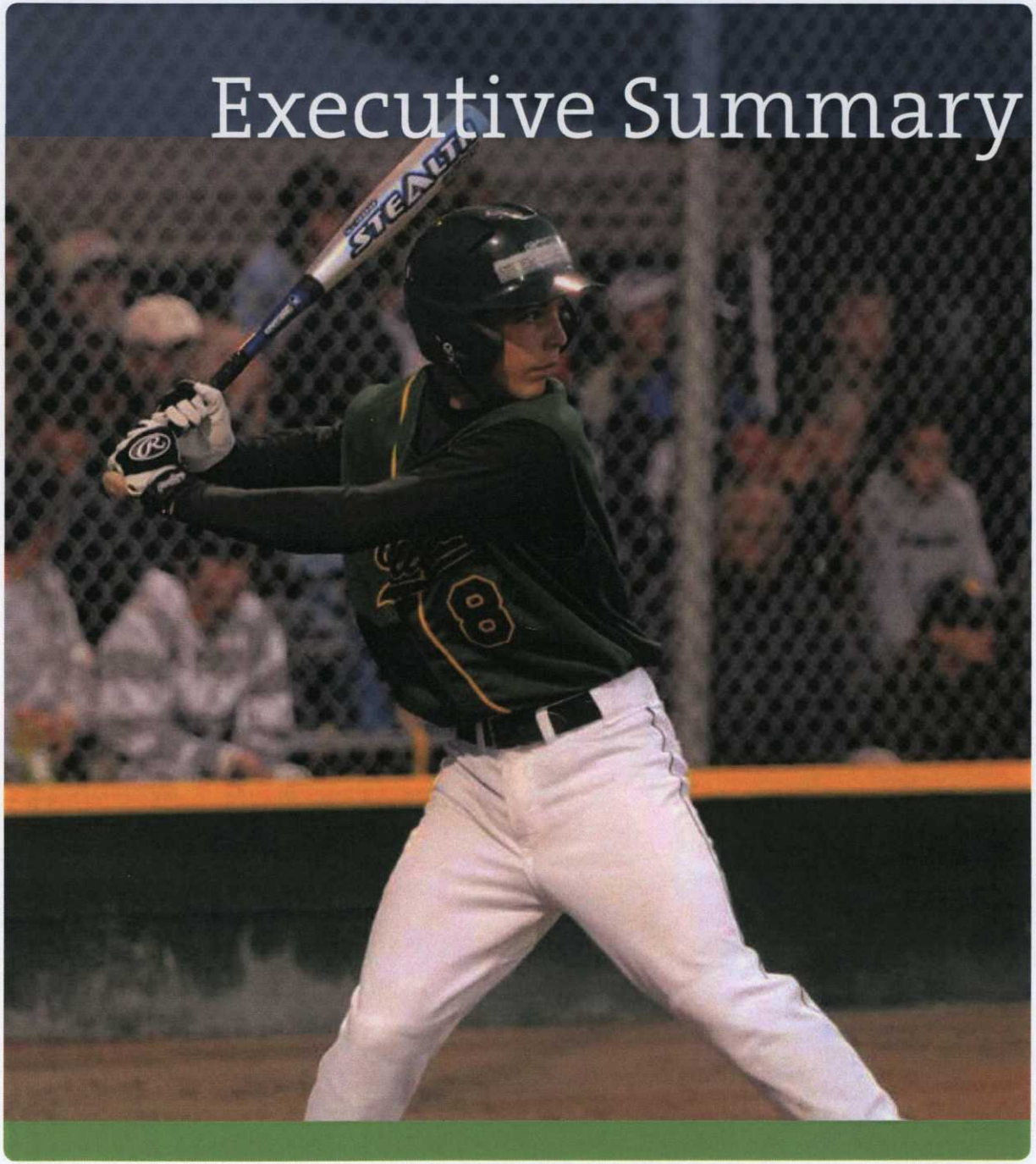


Ball Diamonds

1 Blue Mountain Park Ball Diamond (IR, LT)
2 Bramble Park Ball Diamond - East (IR)
3 Bramble Park Ball Diamond - West (IR)
4 Brookmere Park Ball Diamond (IR)
5 Burquitlam Park Ball Diamond (IR)
6 Eagle Mountain Park - North Ball Diamond (IR)
7 Eagle Mountain Park - South Ball Diamond (IR)
8 Eagleridge Park Ball Diamond (IR)
9 Hampton Park Ball Diamond (IR)
10 Hartley Ball Diamond (Mountain View Park)
11 Hillcrest Middle School Ball Diamond (IR)
12 Mackin Park - East Ball Diamond (IR)
13 Mackin Park - North Ball Diamond (IR)
14 Mackin Park - Southeast Ball Diamond (IR)
15 Mackin Park - Southwest Ball Diamond (IR)
16 Miller Park Ball Diamond
17 Mundy Park - Mundy 1 Ball Diamond (IR)
18 Mundy Park - Mundy 2 Ball Diamond (IR)
19 Mundy Park - Mundy 3 Ball Diamond
20 Mundy Park - Mundy 4 Ball Diamond (IR, LT)
21 Mundy Park - Mundy 5 Ball Diamond (IR, LT)
22 Panorama Park - Northeast Ball Diamond (IR)
23 Panorama Park - Southwest Ball Diamond (IR)
24 Ranch Park Elementary School Ball Diamond (IR)
25 Riverview Park - All Weather Ball Diamond (LT)
26 Riverview Park - Ball Diamond
27 Robson Park - Ball Diamond (LT)
28 Scott Creek Middle School Ball Diamond (IR)
29 Summit Middle School Ball Diamond (IR)
30 Town Centre Park - TC North Ball Diamond (IR)
31 Town Centre Park - TC South Ball Diamond (IR)
32 Town Centre Park- Mosquito Ball Diamond (IR)
33 Victoria Park Ball Diamond

IR - Irrigation
LT - Sports Field Lighting

Executive Summary



The "Sports Field Strategy: 2013 – 2023" provides a vision and sets strategic direction for sports field sustainability and development for the next ten years and beyond, and for the delivery of field sport infrastructure in Coquitlam, working in partnership with the CFSA and its member sport organizations. The goals of this updated strategy are to set priorities for sustaining existing fields, as well as to provide for future needs as the community grows, as field sports evolve, and within the context of new Parks, Recreation and Culture Master Plan.

Consultation and Research

The consultation process included working closely with a variety of field sports stakeholders in a review of pressures, issues, challenges and opportunities in a changing context. Taking trends and best practices into consideration, the focus was on developing options to refocus energy and resources for the future. Research was undertaken on sport participation and trends locally, regionally, provincially and nationally, and on current field inventory condition assessment and use.

Participation and Inventory

Findings indicate that despite population growth, registered participation levels in field sports organizations have been relatively flat, even dropping below 2001 numbers, from 7995 to 7696 in 2012. Coquitlam's participation rate in 2001 was 70 per 1000, and in 2012 it dropped to 57 per 1000, which is lower than comparable communities. Sports such as baseball and softball are decreasing, field hockey and field lacrosse are increasing significantly, and soccer continues to grow steadily. Despite the lack of an increase in participation, a demand for fields at peak times continues to be high. These participation levels don't account for high school or casual use of fields. Casual use appears to be increasing significantly, particularly at Town Centre Park, but has not been tracked on a regular basis.

Of the 75 sports fields in the community, 65 are grass, five are all weather rock dust and five are artificial turf. Much of the current grass field inventory is past its lifecycle replacement and all five of the current artificial turf fields will require replacement over the next ten years. Field ratio standards have typically been used as a benchmark for determining the number of playing fields and ball diamonds that are needed in communities. These are less relevant due to individual community variables such as participation levels and land resource base. Coquitlam currently provides a field ratio standard of 0.45 per 1000 for playing fields and 0.33 per 1000 for ball diamonds. Playing field numbers exceed targets set in 2001 and ball diamonds meet the set target for population. Coquitlam's field ratio standard ranks in the middle of sample communities in the Lower Mainland. These findings indicate that, at this time, no additional field inventory is needed. The quality of current fields needs to be upgraded to allow more practice and game time at peak periods and efforts need to be made to increase participation in field sports.

The predicted growth and changing demographics in the community over the next ten years in the Northeast area, combined with the increased density related to rapid transit development, will require sufficient quality sports fields that can sustain increased use, meet growing demand and maintain flexibility in design and use. The Celebrate Coquitlam Strategy and the feasibility initiative for the multi-sport facility provide some synergies in the achievement of the Sports Field Strategy. School District 43 is a partner in the provision of land for sports fields as 44 percent of fields allocated for community use are on School District and shared land sites. Effective agreements are critical to the ongoing program and success of sports fields for the community.





Strategic Themes

In moving forward, decision-making criteria developed by the stakeholders will ensure limited resources are focused on priorities where the best return on investment would be gained.

The aim of the strategy is to provide sports field assets that serve the community today and into the future. The means to achieve this aim is to focus efforts to enhance, redevelop or develop outdoor sport infrastructure in order to improve quality, and build and maximize capacity for organizations and the community as a whole.

The foundation of guiding principles and sports field design standards adopted in the previous strategy and consultation continues to provide the building blocks for this strategy.

Five strategic themes were identified and developed in the workshops which supported the vision and mission for sports fields in Coquitlam. The key strategic themes are:

- Sustainability;
- Multi-Use Sites;
- New Development and Opportunities;
- Building Relationships; and
- Optimizing Resources.

Goals and Actions

These themes provide the framework for the identification of strategic priorities and actions:

- To provide one additional artificial turf field in the short term by converting one grass field;
- To replace five artificial turf fields that will be at the end of their functional lifecycle during the next ten years;
- To replace five natural grass fields in the course of the strategy;
- To provide a pilot test site for a synthetic, strong grass mix in the short term;
- To explore opportunities over the course of the plan to work with School District 43 at multi-use sites to provide additional and/or enhanced sport field assets and amenities for the community benefit;
- To explore strategies in the short term to improve multi-sport use and inter sport collaboration at Town Centre such as a TC Users Task Force;
- To explore strategies in the medium term to improve and invest at Town Centre (such as the field house) as the premier outdoor field sport hub;
- To add servicing infrastructure such as washrooms, change rooms, storage and event staging to support other sports, activities and events when redeveloping or developing multi-use sites over the course of the plan; and
- To plan for and assemble lands at the Gilleys Trail site over the course of the plan to provide a future location for a destination City park with multi-sport fields.

Other actions in the strategy will support these priorities such as increasing participation, improving agreements with School District 43, expanding opportunities on multi-use sites, ongoing consultation and review of the plan, improving annual maintenance, enhancing collaboration with sport clubs and organizations, reviewing the Allocation Policy, and annual priority setting for capital projects.

Consultation and engagement with community field sport representatives has proved invaluable in helping to identify key strategies and community priorities for re-investment and development. An ongoing partnership and strengthened relationship with the CFSA in the ongoing implementation and review of the strategy will help ensure its success.

Implementation

The Sports Field Strategy recommendations can be achieved within a combination of capital field reserves, annual sports field capital, current operating budgets and Development Cost Charges as development occurs. The approved five year financial plan includes the provision of $775,000 annually for the sports field program with an accumulated unallocated fund of $2.537 million as of April 2013. Field replacement reserves with contributions from users for artificial turf, as well as grants, sponsorships and fundrasing, will also be considered to enhance the plan. Sports Field Strategy projects are identified along with an implementation and funding plan for Council consideration. Priority projects will be brought forward as part of the annual capital budget development and approval process.

Total Available Funding
$10,287,866

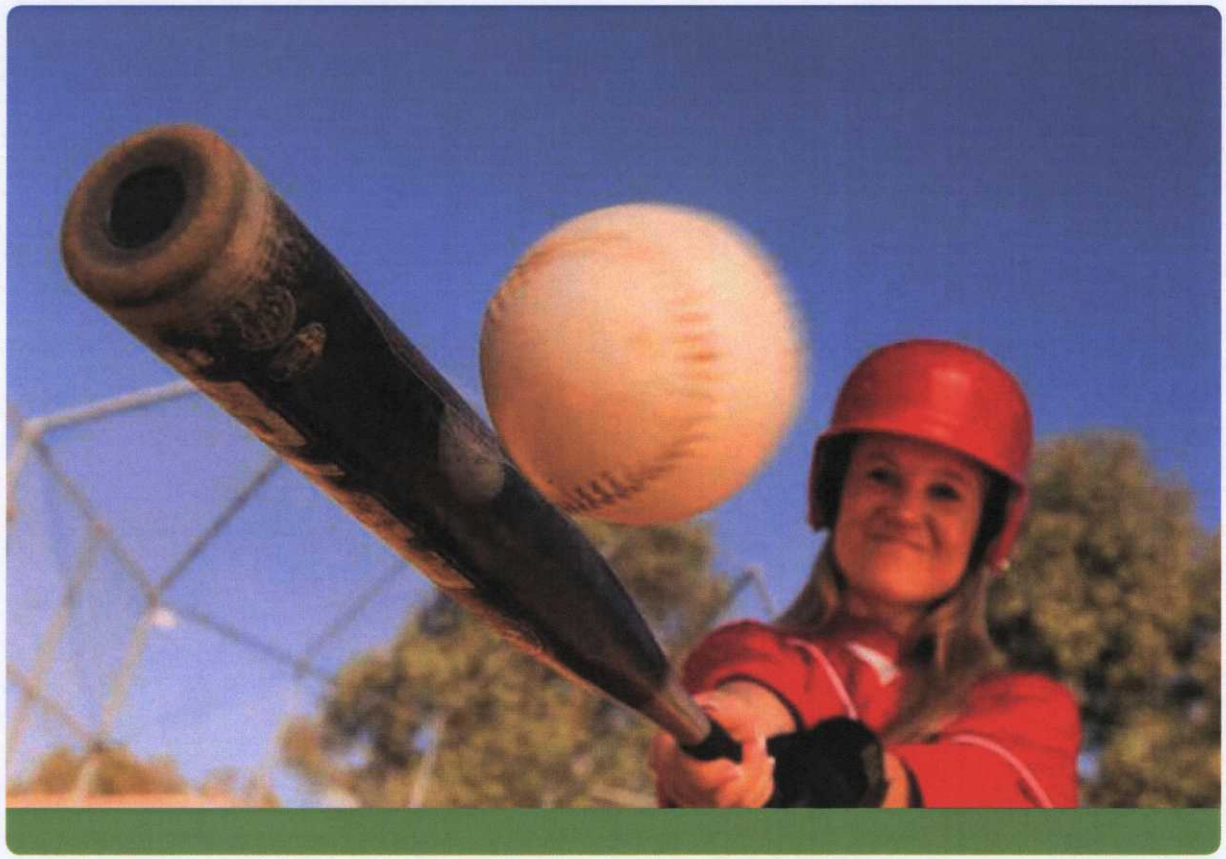
Capital Reserve $2,537,866
(as at 30/04/2013)

Annual Capital $7,750,000
($775,000/ year x 10 years)

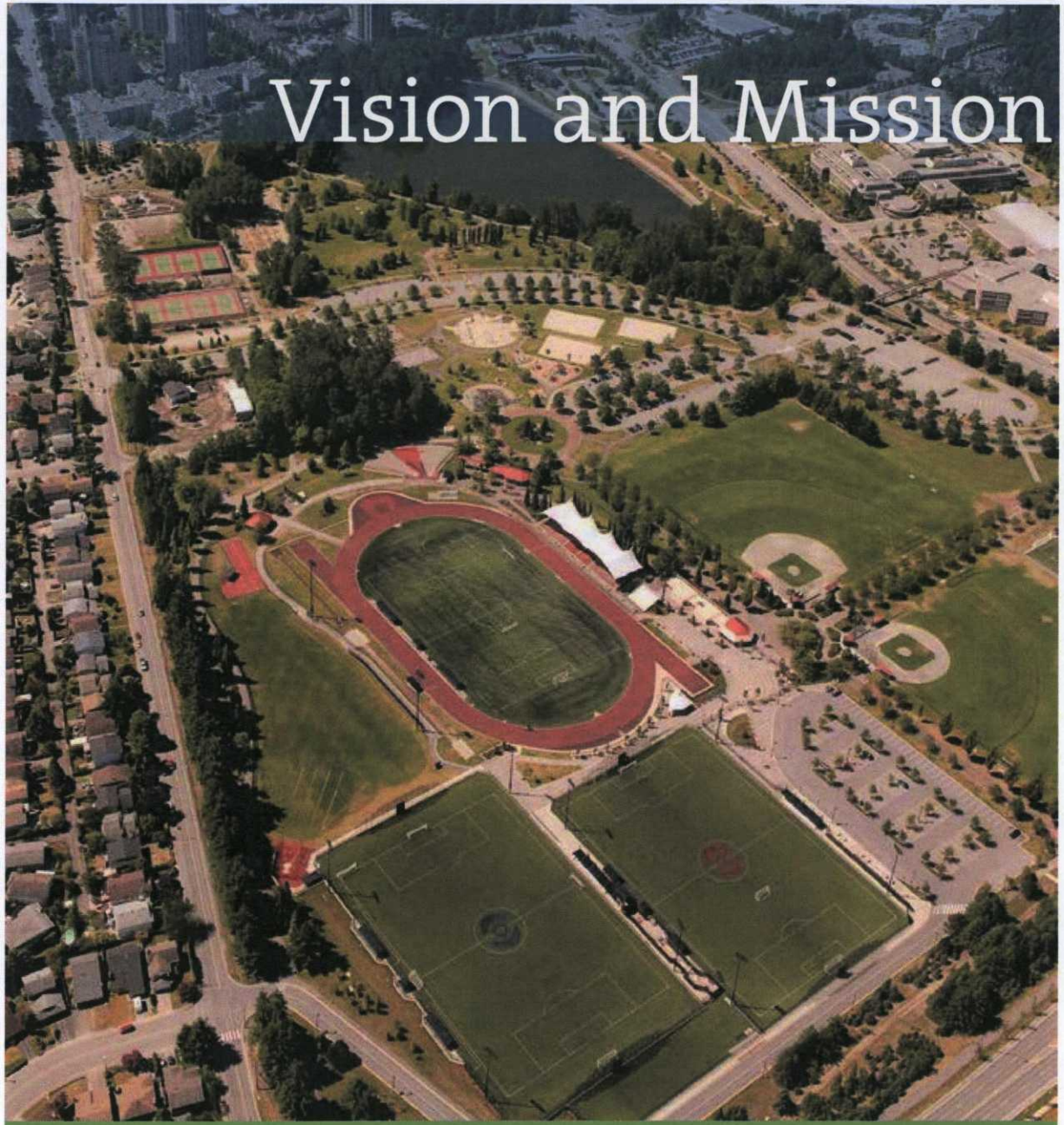
Potential ddditional funding through DCCs, grants, sponsorships, contributions

Total Estimated Sports Field Strategy Costs
$10,150,000

(in current dollars)
Balance for contingency and inflation



Vision and Mission



Vision

To provide sports field infrastructure and assets that serve the community today and into the future.

Mission

To enhance, redevelop or develop outdoor sport infrastructure to improve quality and build and maximize capacity for organizations and the community as a whole.

Sports Field Strategy 2013 – 2023

Vision To provide sports field infrastructure and assets that serve the community today and into the future.

Mission To enhance, redevelop or develop outdoor sport infrastructure to improve quality and build and maximize capacity for organizations and the community as a whole.

Principles

- Clustered sports fields with amenities
- Partner with SD 43 to share land use and costs
- Seek creative revenue and funding sources for infrastructure and field maintenance projects
- Use synthetic turf field where feasible
- Use existing Allocation Policy to allocate fair and shared use of field sites
- Field sites will be available for organized league play, casual and informal use
- All Coquitlam residents will have access to enjoy outdoor field sports

Design Standards

The City of Coquitlam will continue to adhere to the design standards established in Sports Field Strategy 2002-2011 that identified Core Facilities and Optional Amenities for each of the playing field classifications.

Criteria For Moving Forward

- Enhance or increase capacity and quality
- Provide more use/benefits to sport and the community
- More practice time
- More game time
- Increase the number of participants in the sport
- Provide flexibility for changing needs
- Provide a variety of surfaces for sports and activities

Strategic Themes

Sustainability	Multi-Use	New Development Opportunities	Building Relationships	Optimizing Resources
Goals				
• Manage, maintain and reinvest in fields on a priority basis • Provide the community the greatest return on investment	• Optimize multi-use/sport field sites • Define opportunities and benefits • Refocus/repurpose to increase effectiveness • Provide a variety of play surfaces to accommodate different sports and activities	• New development and opportunities based on principles and priority framework • Leverage unique features and opportunities • Maximize community assets • Generate community pride • Cluster amenities and opportunities	• Develop partnerships • Strengthen relationship with SD43 • Increase interest and participation in sports • Bridge sport and non-sport events at multi-use sites • Engage and invest in volunteer and leadership development	• Maximize investment and return/benefits to community • Identify and pursue avenues for revenue generation • Consider field replacement reserves
Actions				
Short Term 2014 – 2016 • Trial grass mix at Mackin N and S • Replace AT at Charles Best • Reconfigure underused ball diamonds ***Short Term and On-going*** • Trial new equipment and materials ***Medium Term 2017 – 2020*** • Replace Cunning AT • Replace Fridge AT • Replace 5 grass fields (owned lands) ***Long Term 2021 – 2023*** • Replace Mobilo AT • Replace Percy Perry AT	***Short Term 2014 – 2016*** • Town Centre North – convert grass to AT ***Short Term and On-going*** • Add infrastructure to multi-use sites (washrooms, concessions, water, etc) ***Medium Term 2017 – 2020*** • Improve multi-sport collaboration and investment at TC as the premier outdoor field sport hub • Work with SD43 to explore multi-use sites	***Short Term 2014 – 2016*** • Develop Gilleys Trail Park Concept Plan ***Short Term and On-going*** • Partner with SD43 at new sites to enhance community amenities ***Medium Term 2017 – 2020*** • Develop new grass fields in Northeast ***Long Term 2021 – 2023*** • Develop new grass fields at Gilleys Trail	***Short Term and On-going*** • Work with schools and Clubs to increase participation • Bridge sports and events at multi-use sites • Engage/invest community in increasing profile for outdoor sport • Work with SD43 regarding access, use, agreements, volunteers • Review Allocation Policy	***Short Term and On-going*** • Explore feasibility and potential for AT field replacement reserve via user contributions • Support clubs with grants, sponsorships and fundraising



Strategic Themes

Sustainability	Multi-Use	New Development Opportunities
To manage, maintain and reinvest in fields on a priority basis that gives the community the greatest return on investment.	To optimize and plan multi-use sites to define opportunities and benefits, and refocus/repurpose to increase effectiveness.	To identify new development and emerging opportunities within a principle-based and priority framework.

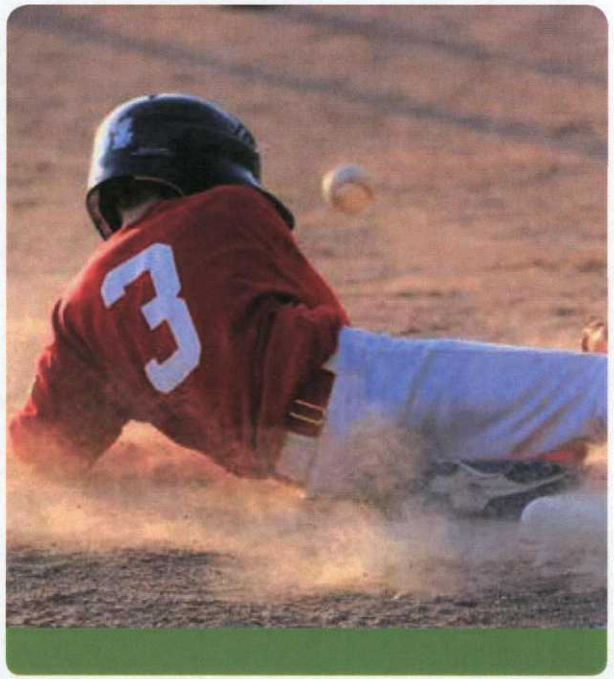


Building Relationships

To develop partnerships (where feasible) to advance the benefit and use of sports fields to the community.

Optimizing Resources

To optimize resources by investing to gain the maximum return/benefit and identify additional avenues for revenue generation.





Field Sport Design Standards

The City of Coquitlam will continue to adhere to the design standards established in Sports Field Strategy 2002 – 2011 that identified Core Facilities and Optional Amenities for each of the playing field classifications.

Sustainability

Goals

- Manage, maintain and reinvest in fields on a priority basis
- Provide the community the greatest return on investment

Actions

1. To replace the five current artificial turf fields at lifecycle end within the next ten years (Charles Best, Cunnings, Fridge, Mobilio, and Percy Perry).
2. To replace five grass fields that are past lifecycle replacement and will provide the most benefit and capacity for use. The CFSA and staff will work together to identify priority fields and undertake a review of the effectiveness of the investments.
3. To explore the geotechnical feasibility and affordability of replacing grass fields north and south at Mackin Park and piloting a mix of synthetic and natural grass.
4. To trial new equipment and materials to maintain fields more efficiently.
5. To reconfigure current underused baseball fields for casual use and redirect maintenance resources to priority fields.

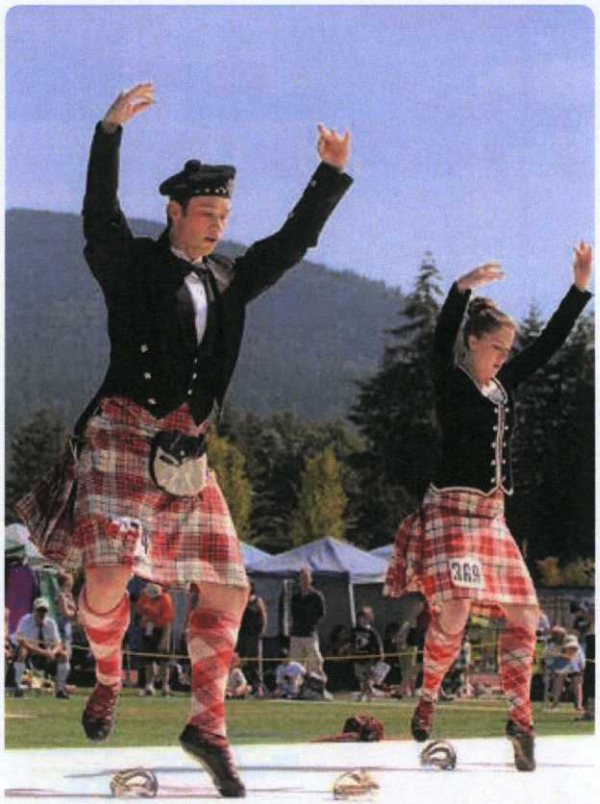
Multi-Use

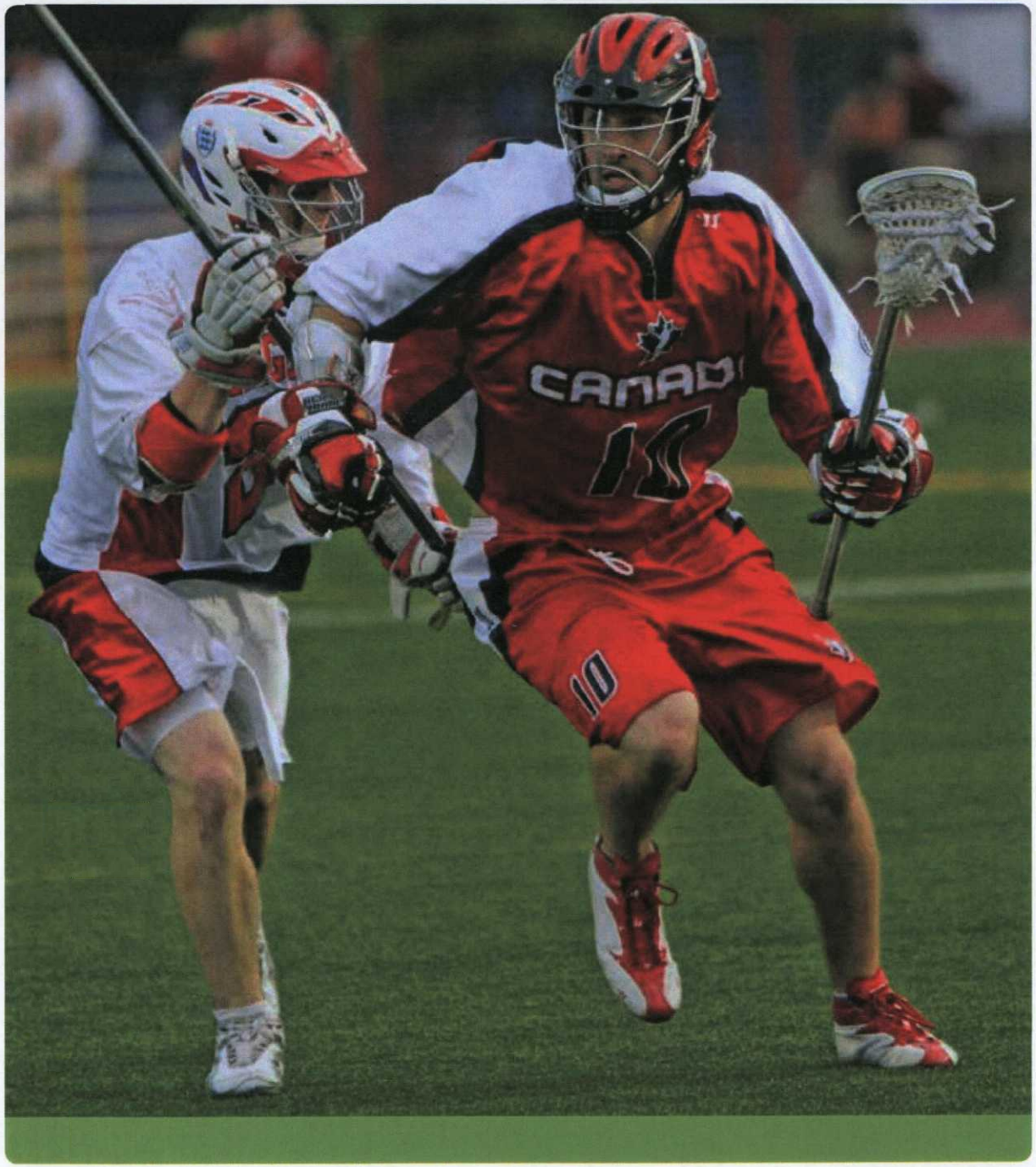
Goals

- Optimize multi-use/sport field sites
- Define opportunities and benefits
- Refocus/repurpose to increase effectiveness
- Provide a variety of play surfaces to accommodate different sports and activities

Actions

1. To explore strategies to improve multi-sport collaboration and investment at Town Centre as the premier outdoor field sport hub. This could be a TC Users' Task force focusing on the best use of the site and field house replacement in the future. The field house is near the end of its lifecycle; however, it has not been identified as a priority.
2. To convert the grass field at Town Centre North to artificial turf to increase lit practice and game time and provide more flexibility. Baseball will also be accommodated on this artificial turf and recently replaced backstops will be incorporated into the configuration.
3. To add servicing infrastructure to support other sports, activities and events when redeveloping or developing multi-use sites. This is ongoing and the CFSA provides a role in advising and working with staff.
4. To work with School District 43 and explore negotiations and opportunities at multi-use sites to provide additional and/or enhanced sports field assets and amenities for the community benefit.




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New Development Opportunities

Goals

- New development and opportunities based on principles and priority framework
- Leverage unique features and opportunities
- Maximize community assets
- Generate community pride
- Cluster amenities and opportunities

Actions

1. To plan for and assemble lands at the Gilleys Trail site to provide a future location for a destination City park with multi-sport fields.
2. To partner with School District 43 at new sites as opportunities arise in order to cluster community amenities.
3. To provide new neighbourhood level grass fields in the Northeast area as development occurs.
4. To provide new grass fields at Gilleys Trail.

Building Relationships

Goals

- Develop partnerships
- Strengthen relationship with SD43
- Increase interest and participation in sports
- Bridge sport and non-sport events at multi-use sites
- Engage and invest in volunteer and leadership development

Actions

1. To work with schools and clubs to increase interest and participation in traditional, new and emerging sports and sports organizations.
2. To strengthen the relationship and agreements with School District 43.
3. To build synergies between sports, events and festivals at multi-use sites.
4. To engage the community and invest in volunteer and leadership development in the outdoor sports community.
5. To review the Allocation Policy.

Optimizing Resources

Goals

- Maximize investment and return/benefit to community
- Identify and pursue avenues for revenue
- Consider field replacement reserve generation

Actions

1. To explore the feasibility and support for user contributions to field reserves to replace artificial turf.
2. To continue to support sports clubs in accessing grants, sponsorships and special project funding.

Coquitlam Sports Field Strategy

CAPITAL PROJECTS

2014	2015	2016	2017	2018
Convert grass field to artificial turf at Town Centre North $2.5 M	Replace artificial turf at Charles Best $1 M	Replace grass fields with artificial/grass mix at Mackin Park North & South $1.3 M	Replace 1/5 grass fields on City owned land 1 x $400K = $400,000	Replace artificial turf at Fridge $1 M
$2.5 M	$1 M	$1.3 M	$400,000	$1 M

Total Available Funding = $10,287,866

Capital Reserve = $2,537,866 (as at 30/04/2013)

Annual Capital = $7,750,000 ($775,000/ year x 10 years)

Potential additional funding through DCCs, grants, sponsorships, contributions

OPERATIONAL PROJECTS

Ongoing

- Work with School District 43 re:access, use, agreements, volunteers
- Add infrastructure to multi-use sites (change rooms, concessions, washrooms, water, etc.)
- Trial new equipment and materials
- Work with schools and clubs to increase participation

2013

- Support clubs with grants, sponsorships, fundraising
- Reconfigure underused ball diamonds for casual use

2014

- Work with schools and clubs to increase participation
- Engage/invest community in increasing profile for outdoor sport
- Develop Gilleys Trail Concept Plan*

2013 – 2023

2019	2020	2021	2022	2023
Replace artificial turf at Mobilio $1 M	Replace 1/5 grass fields on City owned land 1 x $400K = $400,000	Replace artificial turf at Cunnings $350K	Replace 3/5 grass fields on City owned land 3 x $400K = $1.2 M	Replace artificial turf at Percy Perry $1M
$1 M	$400,000	$350,000	$1.2 M	$1 M

Total Estimated Sports Field Strategy Costs = $10.15 M (in current dollars)

Balance for contingency and inflation

2015

- Multi-sport collaboration and investment (field house) at Town Centre Park
- Build synergies between sports and events at multi-use sites
- Explore feasibility and potential for AT field replacement reserve via user contributions

2016

- Review Allocation Policy

*Projects Funded Through Development Cost Charges as Development Occurs

- Complete Gilleys Trail Park concept plan
- Develop new neighbourhood level grass fields in Northeast (3 potential sites)
- Develop new grass fields at Gilleys Trail

The City of Coquitlam, Josie Chuback and Ric Graham, Facilitators for the Coquitlam Sports Field Strategy 2013 – 2023, thank the stakeholder groups and staff for their contribution to this project.

Coquitlam Field Sport Association

Dave Jones, Chairperson

Athletics

Cheetahs Track and Field Club

Judy Needham

Tara Self

Paul Self

Baseball

Coquitlam Amateur Baseball Association (CABA)

Wes Taylor

Coquitlam Little League

Ray Veltin

Bruce Michael

Jim Rogers

Tri-City Challengers Baseball

John Casey

Coquitlam Moody Minor Baseball

Steve Ashley

Glenn McCullough

Field Hockey

Tri-City Field Hockey

Brian Lewis

Cydney Smythies

Carol Coulson

Rugby

United Rugby

Sean Dingley

Mike Collins

Lisa O'Neill

Kevin Startin

Soccer

Adult Mixed Soccer League

Brian Freeze

Coquitlam Over 40's Soccer

Roger Burkett

Joe Logan

Coquitlam Metro Ford Soccer

Joe Basic

Alex Barnetson

Metro Women's Soccer League

Barry Parish

North Coquitlam United Soccer

Al Fruin

Rick Morrill

Shaelee Read-Olley

Softball

Coquitlam Minor Softball Association

Debbie Carroll

Martin Tilt

Clive Yule

Dogwood SloPitch Softball

Don Fraser

Glen Bennett

Dogwood SloPitch Softball – Competitive

Art Mori

Glen Pine Seniors SloPitch Softball

Len Damberger

Raili Damberger

Great West Slo-Pitch

Kim Baker

Tri-City Slo-Pitch

Al Lasnier

Special Olympics

Special Olympics BC

Keith Anderson

Lois McNary

Cricket

Windies Cricket Club

Patrick Davey

Louie Sutherland

Derwin Brooks

Field Lacrosse

Adanac Field Lacrosse

Cristina Stroup

Men's Lacrosse

Darcy Rhodes

Football

Coquitlam Minor Football Association

Paul Lancaster

Shelley Frye

Gina Bernat

Partnerships

Douglas College

Blaine Jensen

Kyle Baillie

School District 43

Gary Holtz

Above all...
Coquitlam

Coquitlam

Attachment 3

TERMS OF REFEFENCE
Sports Field Strategy Update (2021-2030)

1.0 Project Description

The City of Coquitlam is seeking to assess and update the Coquitlam Sports Field Strategy 2013-2023 ("The Strategy"). The revised Strategy will define the long-term vision for the provision of field sport amenities in the City, including guiding relationships with community groups, supporting effective programming decisions, and addressing the sustainability of field assets. The assessment will include a review and analysis of the current Strategy and all relevant City policies, plans and processes, a review of best practices and emerging trends, current use, demands and future anticipated need, as well as a key stakeholder engagement processes. The assessment will result in a Final Report outlining recommendations that will be incorporated into an updated Sports Field Strategy that will reflect industry best practices to guide the administration of City sports fields in the coming decade.

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2.0 Background

The current Strategy was developed as an update to the 2002 strategy and identified a vision and set of strategic directions for the long-term provision of sports field infrastructure to address population growth, evolving sport standards, industry and sport trends and financial sustainability.

The City's Parks, Recreation and Culture Master Plan's overall assessment of the Sports Field service area is that the City is currently providing a Basic level of service. The identified gaps include that participation has failed to keep pace with community growth, including a significant loss of youth participation (12 to 18-year-olds) due to the lack of recreational league play; and that learn-to-play programs are limited to young children. The Plan qualifies the quality, quantity and capacity of the sports fields themselves as basic, providing sufficient inventory overall, and noting the perception that demand for artificial turf at peak times exceeds capacity. The City supplies and maintains field sport facilities, and has a partnership with School District 43 on joint and shared-use sports fields, accounting for 40% of the field inventory. The City maintains the entire inventory allocated to community groups, guided by a new allocation policy that was implemented in 2017 to ensure maximized use of City recreation assets, including sports fields.

Citizen Surveys of Coquitlam residents by Ipsos Reid between 2015-2018 show that support for investment in sports fields and outdoor courts has remained consistent, dropping only slightly from 82% in 2015 to 80% in 2018. This falls below the importance citizens place on most other amenities, including community centres, neighbourhood parks, hiking, walking and biking trails, public festivals and events, and swimming pools, while ranking above investments in performing arts, arenas and indoor court facilities.

In recent years, efforts have been made by City staff to determine whether and how to establish field user fees for youth. While support from the City's sports field user groups was initially confirmed, in recent years work with the user groups has reached an impasse on the issue and consultation will need to be re-initiated.

3.0 Scope of Study

Consultant services are required to review the City's Sports Field Strategy and identify recommendations which will allow the City to revise the current Strategy. This will include:

- Review and update recent community scan information on provision of fields and application of user fees
- Identify best practices based on research on community need and emerging trends in the administration of municipal sports fields, including the provision of specialized or sport-specific fields versus general or multi-sport use fields, indoor sport facilities, the provision of storage to user groups and the application of field user fees
- Develop and facilitate a stakeholder engagement process to seek feedback on current processes, and to identify gaps, opportunities and future priorities
- Review trends relating to access and inclusion
- Review inventory of sports field assets in the context of community need based on the Standards of Play model, as well as anticipated casual and recreational programming needs
- At a minimum, provide recommendations, including financial implications for the following:
    - Potential adoption of field user fees or other user capital contribution models
    - Establishment of subsidized funding for recreational youth field sports
    - A model for learn-to-play and recreational league play for youth and adults
    - Enhancing relationships with community sport organizations
    - Implementation of best practices regarding access and inclusion

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The Consultant will lead and otherwise be responsible for all elements of the project, including stakeholder engagement, reporting at key milestones, timely communications with the City's Project Team on emerging project issues, and maintaining complete documentation (i.e. meeting notes, data) related to the work.

4.0 Deliverables

1. Key findings Report
    - Summary and analysis of document review and stakeholder input
    - Summary and analysis of best practices and emerging trends
2. Final Study Document including recommendations, possible action steps, potential implementation schedule and associated financial implications

It is expected that the Consultant will deliver a draft **Key Findings Report** with detailed recommendations and funding implications to be reviewed by the City. Two rounds of comments will be provided to the Consultant for incorporation into the final report. The Consultant will submit the final written report, in a form suitable for presentation to senior

management and/or City Council. The report will include the analysis within a concise and cohesive document, including Consultant recommendations on the key findings. It is expected that data will be presented in both textual and non-textual form.

5.0 Information Requirements

The City will provide the following information to the Consultant:

- Parks, Recreation & Culture Master Plan
- *Coquitlam Sports Field Strategy 2013-2023*
- Facility Allocation Policy
- Facility Allocation Procedures – Outdoor Sport Facilities
- Fees and Charges Bylaw
- Artificial Turf Sports Fields – Conditions of Use Policy
- Asset Management and Replacement Financial Information
- Actual use data
- Relevant budget information
- Municipal scan 2017
- Relevant Council Reports

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The Consultant hereby agrees that:

Ownership of Products
The City shall take title to and ownership of all materials and products developed by the Consultant pursuant to this agreement, including reports, drawings, schematics, computer files, and designs developed, except those covered by copyright. All materials and products produced shall be provided to the City upon expiry of this agreement without any payment by the City therefor.

Confidentiality
The Consultant shall not disclose any information provided by the City, specifically proprietary, sensitive, personal or confidential information or that developed resulting through the performance of this agreement to any other party without the express written consent of the City. All information provided to the Consultant or developed by the Consultant pursuant to this agreement shall be returned to the City upon the expiration of this agreement. The Consultant acknowledges that the City is subject to the *Freedom of Information and Protection of Privacy Act of British Columbia*.

6.0 Project Timeline

1.	Project Initiation	March 2020
2.	Information Gathering and Key Stakeholder Consultation	April-May 2020
3.	Data Analysis	June-July 2020
4.	Key Findings Report for Review by PRCS	August 2020
5.	Consultation with Council and Council Advisory Committee...	September - December 2020
6.	Final Report to City	November 2020