Coquitlam **For Committee**

February 3, 2025
Our File: 12-6100-30/SSTR1/3
Doc #: 5587316.v3

To: Chief Administrative Officer
From: General Manager, Parks, Recreation, Culture and Facilities

Subject: **Draft Coquitlam Sports Field Strategy (2025-2035)**

For: **Council-in-Committee**

Recommendation:

That the Committee receive the report of the General Manager Parks, Recreation, Culture and Facilities dated February 3, 2025 and entitled "Draft Coquitlam Sports Field Strategy 2025-2035" for information and feedback.

Report Purpose:

The purpose of this report is to present the Draft Sports Field Strategy 2025-2035 for Committee's review and feedback.

Strategic Priorities:

The updated Sports Field Strategy supports the City's strategic priorities of delivering and operating Community Amenities, while supporting Economic Vitality, and ensuring Financial Excellence and Operational Efficiency.

Background:

Current Strategy (2013-2023)

The current Sports Field Strategy (2013-2023), adopted by Council in 2013, included an ambitious implementation of sports field initiatives. Most of these actions have been completed with surpassed expectations for the development of new fields. The following renewals, planned new fields and additional fields have been achieved over the last ten years:

- Artificial Turf Fields: Five fields renewed and one new field built as planned (Town Centre North). One additional field built beyond what was called for in the Strategy (Centennial).
- Grass Fields: Two of the five grass field renewals identified in the Strategy were completed (Mackin North and Hartley) and two other grass fields were renewed (Victoria Park and Rochester Park). In addition, three new fields were built beyond what was called for in the Strategy (Smiling Creek, Burke Mountain Pioneer and Cottonwood).

Strategy Update Early Findings

The Sports Field Strategy update was identified as a "C" priority on the 2020 Business Plan. At the March 9, 2020 meeting of Council-in-Committee, staff presented the report entitled "Sports Field Strategy Update: Terms of Reference" which described the project rationale, scope and deliverables, and included further consideration of an expanded field rental fee. By July 2020, staff had retained consulting services to support the Strategy update that would guide field sport management and infrastructure planning beyond the 2013-2023 Sports Field Strategy.

On March 29, 2022, staff presented to Council-in-Committee the "Sports Field Strategy Update – Early Findings" (Attachment 1), which summarized the research and engagement results, including the demographic and field sport trends; a benchmarking comparison; analyses of Coquitlam's sport field inventory, distribution, capacity, and allocation; field sport growth projections; priorities for investment, infrastructure and services; and opportunities to enhance field sport access, programming and sport group capacity. The potential implementation of rental fees for all groups was also explored in both the public survey and user group consultation.

The early findings were then presented to the Sports and Recreation Advisory Committee on April 13, 2022, the Coquitlam Field Sports Association on April 28, 2022 and the Youth Council on April 27, 2022. The feedback was used to inform development of the Draft Strategy.

Review and Update of Quantitative Data

In 2023, there was a pause in the development of the Strategy due to emerging priorities driven by provincial legislative changes. Staff have reviewed the participation and benchmarking data identified in the 2022 "Sports Field Strategy Update – Early Findings" report to ensure that information is still current. An analysis of recent field sport statistics, with recognition that much more complete and accurate data is now being submitted, indicates there has been a slight overall increase in organized field sport participation over the past five years. Staff have updated the benchmarking data with a recent scan of similar sized communities in the region and confirmed that Coquitlam continues to provide a comparable number of all sport field types (i.e. rectangular, ball), and is above the average for provision of both quantity and quality of artificial turf fields.

Discussion/Analysis:

Staff have prepared a Draft Sports Field Strategy (2025-2035) based on the research and engagement results, as well as the updated quantitative data, that is structured around objectives, goals and actions that are intended to ensure flexibility and responsiveness to community needs with opportunity to consult and adapt to changing conditions (Attachment 2).

Objectives

1. *Sustaining Quality Infrastructure*
2. *Equity and Access for All*
3. *Diversity of Opportunity*
4. *Collaboration*
5. *Data Driven Decision-Making*

Sport Field Infrastructure Goals

The following goals focus on enhancements to the sport field inventory and infrastructure:

1. Ensure the renewal of existing artificial turf fields supported by an artificial turf rental fee for all users to sustain these high quality assets.
2. Prioritize and renew natural surface fields (ball and rectangular).
3. Evaluate opportunities to enhance the community benefit and use of underutilized all-weather gravel fields.
4. Assess the viability of adding additional lighted fields to the inventory.
5. Identify opportunities to enhance support amenities to optimize the user experience.
6. Monitor the sports field inventory in order to respond to potential changes in capacity and plan for future growth.
7. Consider opportunities for sport infrastructure partnerships as they arise, in alignment with the Unsolicited P3 Proposals Policy.
8. Work with user groups to identify creative opportunities to address storage needs.
9. Explore and be open to regional partnerships to address sport field infrastructure needs.

Sports Field Management Goals

The following goals focus on the management of sport fields:

1. Continue to work with community organizations and, where appropriate, through partnership arrangements to implement the Strategy and optimize sport field opportunities in the community.

2. Focus on facilitating increased spontaneous play and reducing barriers to casual field usage.
3. Enhance the collection of accurate utilization data.
4. Work with the community on initiatives focused on equity, diversity and inclusion.
5. Continue to align with best practices in field maintenance.
6. Support opportunities to advance sport tourism and establish linkages between sport and the visitor economy, while maintaining core access for user groups.
7. Consider the principles of the Canadian Sport for Life and Long-Term Athlete Development models to inform policies, planning and procedures.

These goals and the associated actions outlined in the attached Draft Strategy will position the City to meet current and future needs of organized field sport groups and ensure a range of opportunities are available to Coquitlam residents of all abilities, ages and skill levels.

Future Anticipated Field Needs

An analysis of supply and demand incorporating the planned new artificial turf field and grass field at the Burke Mountain Athletic Park indicates that the City will have sufficient rectangular field capacity to meet the needs of current and future residents for at least the next 10 years. As proposed in the Draft Strategy, staff will continue to explore some current limitations within the diamond field capacity related to larger fields for older participants, and will continue to monitor participation and population growth trends for all field types. Should additional field capacity be needed, the City will explore opportunities to increase utilization of under-used field sites, such as the potential conversion of all-weather fields.

Funding Gap and Field Fee Analysis

The anticipated renewal costs for the fields currently identified in the Park Asset Management Plan over the next 10 years include $6.7 million for artificial turf renewals and $17.4 million for grass field renewals, for a total estimate of anticipated field replacement costs (in 2024 dollars) of $24.1 million. Currently, the City contributes approximately $815,000 per year to the field replacement reserve, leaving a $15.9 million funding gap over the next 10 years. The implementation of an artificial turf user fee will be required along with contributions from other reserve funds to help alleviate the funding gap.

The City charges an hourly rental fee for all facility user groups regardless of age, except for field sports. Implementing an artificial turf rental fee for all groups would bring the subsidy rate for outdoor sports closer in line with other facilities. A regional fee scan confirmed that the majority of municipalities charge an hourly rental fee to all organized field groups, with low fees for grass and all-weather fields and higher fees for artificial turf. This approach would align with the Parks, Recreation and Culture Master Plan principle of ensuring affordable *core* services (access to grass fields), with higher fees charged for *enhanced* services (artificial turf).

The City calculates annual hourly facility rental fees based on current year fees with a budgeted rate of inflation and consideration of neighbouring municipalities' fees. The table below shows the average of the four neighbouring municipalities' hourly fee for non-profit groups (under and over age 19) renting artificial turf fields for regular practices and games[1]:

Current Average Hourly Fee for Artificial Turf for Non-Profit User Groups	
Municipal Average <19	$22.55
Coquitlam <19	$0
Municipal Average >19	$47.00
Coquitlam >19	$47.00

To ensure low-barrier access to core services, it is proposed that non-profit child and youth groups would continue to access grass and all-weather fields at no cost. In addition, local sport groups and residents can continue to work with non-profit organizations, like KidSport and Canadian Tire JumpStart, to access registration fee and equipment subsidies. The City also offers Financial Assistance for Recreation (FAR) to reduce barriers to programs delivered by the City.

Next Steps

Following feedback from Council-in-Committee, staff will be presenting the Draft Strategy to the Sports and Recreation Advisory Committee and sport field user groups for feedback and to seek any additional input beyond what was previously provided.

[1] Based on the calculation of average fees for Port Moody, Port Coquitlam, New Westminster and Burnaby.

Action	Timeframe
Council-in-Committee - present the updated Draft Coquitlam Sports Field Strategy (2025-2035).	Current
Present the Draft Strategy to the Sports and Recreation Advisory Committee and sport field user groups. Post the Draft Strategy to the Let'sTalk project page to share with the community.	T1 2025
Council-in-Committee – summarize input from the community, advisory committee and sport field user groups.	T2 2025
Council - Incorporate feedback and present the graphically designed, accessible and user friendly final Strategy for Council consideration.	T2 2025

Financial Implications:

The cost of the development of the Sports Field Strategy is estimated at $40,000 and is funded from the Parks, Recreation, Culture and Facilities Planning Studies capital program.

The initial review of sports field condition assessments in preparation for the 2025 Park Asset Management Plan update has highlighted a total replacement cost of $24.1 million over the next 10 years ($6.7 million for artificial turf specifically), with an overall sports field infrastructure funding gap of $15.9 million. Introducing artificial turf user fees on par with the average of other communities would support the current and growing need for supplementary funding for timely sports field renewals, although it would not close the funding gap and would still require alternate funding sources. The rental fees will be further refined and brought forward as part of the 2026 budget process, with 100% of the revenues directed to the Sports Fields Asset Replacement Reserve, to be used specifically to replace artificial turf fields.

As was detailed in the 2022 Park Asset Management Plan update report, 21 of the City's grass sports fields were well past their expected lifespan with an additional 12 fields coming due over the next 10 years (by 2032). Staff anticipated renovation of up to 19 grass fields over the next 10 years, so the backlog of grass fields due for renewal will be approximately 14 when the next update to the Sports Field Strategy would be expected in 2035. These requirements will be further refined and presented to Council as part of the Park Asset Management Plan update that will be completed in 2025. This work

will inform the upcoming Corporate Infrastructure Funding Gap Review and associated *Infrastructure Sustainability Funding Strategy* update.

Conclusion:

The Draft Sports Field Strategy 2025-2035 is presented for Committee's review and feedback. The Draft Strategy includes sport field infrastructure and management goals flowing from the overarching objectives of sustaining quality infrastructure; equity and access for all; diversity of opportunity; collaboration; and data driven decision-making. Based on need and organizational capacity, each action has been assigned a timeframe for implementation over the next 10-years. The goals and actions will enable the City to meet the needs of organized field sport groups and ensure a range of opportunities are available to Coquitlam residents of all ages, abilities and skill levels.

Lanny Englund

Attachments:

1 – Council-in-Committee report entitled "Sports Field Strategy Update – Early Findings" (without attachments) (# 5592450)
2 – Draft Coquitlam Sports Field Strategy (2025-2035) (# 5594309)
3 – Presentation: Draft Coquitlam Sports Field Strategy (2025-2035) (# 5593840)

This report was prepared by Pam Bailey, Coordinator – Plans and Policies and reviewed by Gorana Cabral, Director Finance; Michelle Frilund, Senior Manager, Communications and Civic Engagement; Darryl Lal, Senior Manager Policy and Business Services; Kathleen Reinheimer, Senior Manager Parks; Doron Fishman, Manager Park Planning and Design; Brian Forrester, Manager Sport Services; Jamie Mahal, Manager Financial Planning; and Chris Siddaway, Manager Community Partnerships and Policy.

4.

Coquitlam

For Committee

March 29, 2022
Our File: 12-6100-30/SSTR1/3
Doc #: 4173461.v8A

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

Subject: **Sports Field Strategy Update – Early Findings**

For: **Council-in-Committee**

Recommendation:

That the Committee receive the report of the General Manager Parks, Recreation, Culture and Facilities dated March 29, 2022 and entitled "Sports Field Strategy Update - Early Findings" for information.

Report Purpose:

This report is intended to share early findings from the initial research and community engagement phase of the Sports Field Strategy Update.

Strategic Goal:

The Sports Field Strategy Update was a "C" priority on the 2021 Business Plan and supports the City's strategic goals of *healthy community and active citizens*, *sustainable services, environment and infrastructure*, and achieving *excellence in City governance*.

Executive Summary:

In 2013, Council approved the 2013-2023 Sports Field Strategy. Flowing out of the Strategy was an ambitious implementation of various initiatives related to sports fields throughout the City. The City has since completed the majority of the projects identified in the 2013 Strategy, and has surpassed expectations for the development of new fields.

The Sports Field Strategy Update research and consultation phase, including the engagement of 472 residents and 16 organized sport groups was initiated in 2021 and is now complete. Early findings from this phase include the status of and desires for the current field inventory, anticipated future investment and funding needs in sport field infrastructure; community field use and participation; the allocation process; and enhanced communication and engagement.

PCS

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A benchmarking and inventory analysis showed that Coquitlam currently provides comparable or higher levels of sport field types per capita as other cities in the region. Respondents from the Community Survey and the User Group Questionnaire listed their top priority for future field investment as appropriate lighting, washrooms and other field site amenities. The second priority was the improvement of Coquitlam's natural surface fields, many of which are at the end of their lifecycle. Some sport groups would like to see additional grass and artificial turf fields, while others requested specialized fields for their particular sports. Both respondent groups rated "ensuring adequate funds for repairs and upgrades" and "providing quality fields" as their two top service level priorities. An additional priority for community respondents was ensuring access for casual use.

A spatial analysis showed that half of Coquitlam residents live within a short walk to a City maintained sports field and many other residents live close to a school field or public park. The City's natural surface fields and grass areas are highly valued and many Community Survey respondents expressed interest in accessing these spaces for casual use and recreation level participation. Methods to expand programs and ensure residents are aware of existing casual and organized opportunities will be continued by the City's online field-use schedule and *Spotlight on Sport* initiatives.

The sport groups confirmed that the current allocation process is generally working well. The majority of groups are seeking more prime hours on premium grass or artificial turf fields at sites with support amenities, such as washrooms and parking. The specific sports, seasons, and time periods desired will be considered in the Strategy Update. Sport groups value their relationship with the City and stress that consultation and collaboration should continue to occur between all stakeholders. Recommendations to enhance communication will be included in the Strategy Update and stakeholders will be at each stage of its development and implementation.

Feedback from Council-in-Committee and the stakeholders on the early findings will inform and be considered as part of the Draft Sports Field Strategy Update. Should Council endorse the Parks Infrastructure Asset Management Plan and subsequent Corporate Asset Management Update and related funding strategy later this year, the sports field portion of this work will also be incorporated into the Sports Field Strategy Update and presented for Council review and approval in the first half of 2023.

Background:

On March 9, 2020, staff presented a report entitled, "Sports Field Strategy Update: Terms of Reference" to Council-in-Committee that outlined the goals of

the current 2013-2023 Sports Field Strategy and the implementation actions that have been completed to date. Committee emphasized the need to engage the community and user groups in the study, provide clarity about who is and is not using sports fields, and identify the barriers to participation, including what factors contribute to decreased youth participation in organized sport. Staff were also asked to explore unstructured play, learn-to-play and recreational league opportunities for youth and adults, and gather data relating to the use of fields when not allocated to sport groups. Committee noted that community sport organizations would like to see increased participation by all ages and all levels.

With Committee's approval on March 9, 2020 to proceed with the Sports Field Strategy Update, staff hired the consulting team, RC Strategies, to develop a Key Findings Report and to prepare a Sports Field Strategy Update document. The significant research and engagement of Phase I entailed a review of the City's current field sport allocation practices and field provision, a population and demographic analysis, compilation of current trends and best practices and a benchmarking exercise. Concurrently, staff and the consultants initiated a comprehensive consultation process that included a community survey open to all residents, a stakeholder questionnaire, and small group discussion sessions with the regular field sport groups. This was followed by an analysis of sport field capacity and allocation, fees, programming, the sport field and infrastructure inventory and field proximity through a mapping exercise. This report provides a summary of the findings to date.

Discussion/Analysis:

Sports Field Strategy (2013-2023) Implementation Status

The current (2013 – 2023) Sports Field Strategy created a vision and a set of strategic directions to guide the provision of sports field infrastructure, optimize the use of field assets, strengthen relationships with stakeholders, and maximize benefits to the community. The Strategy's capital and operational projects identified for implementation from 2013 to 2023 are highlighted in Attachment 3.

With the exception of renewing a few grass fields, implementation of the 2013 – 2023 Sport Field Strategy and associated public investments and supportive partner agreements and policy work were completed, and in fact surpassed. The achievements include growth in sports field inventory through park capital projects, the replacement and renewal of fields, the development of a Master Joint User Agreement with School District 43 (SD43) and an update to the Facility Allocation Policy. A complete listing of the goals and associated actions, with the years of completion, is provided in Attachment 3.

In addition to the projects identified in the Strategy, the City exceeded the capital delivery of new sports fields anticipated in the Strategy over this time period with the construction and opening of the following new fields: Victoria Park Field (2016), Rochester Park Field (2017), Burke Mountain Pioneer Park Field (2018), and Smiling Creek Field (2018). The City will also open the new artificial turf field at Centennial and the new grass sports field at Cottonwood Park by spring 2022 that are also additional sports fields beyond the capital implementation plan articulated in the 2013-2023 Sports Field Strategy.

Sports Field Strategy Update Process and Timeline

The timeframe for the Strategy Update reflects the completion of the current Sports Field Strategy 2013 -2023 and the initiation of the new Sports Field Strategy 2023 – 2033. In July 2020, staff retained the consulting services of RC Strategies to support the review and update, based on a proposed timeline and process (Attachment 2 slide 17).

In addition to understanding the needs and costs to finance new field assets, sport fields are one component of corporate asset management planning and staff will be developing a detailed assessment of park asset replacement costs and timelines to be presented to Council. The asset management and replacement plan for sports fields has not been reviewed comprehensively since 2013. There is a need to update this work, which will feed into a larger corporate asset management review led by the Finance department later this year. For this reason, staff intend to focus on the asset management review in T2 as the outcomes of this work are key to informing the development of the Sports Field Strategy Update.

Summary of Findings

Research Consultation

Significant community interest in the Sports Field Strategy Update resulted in a very successful engagement process with 472 residents participating in the Community Survey and 16 sport organizations completing the User Group Questionnaire and/or participating in discussion sessions (some groups participated in one of the engagement opportunities while others participated in both).

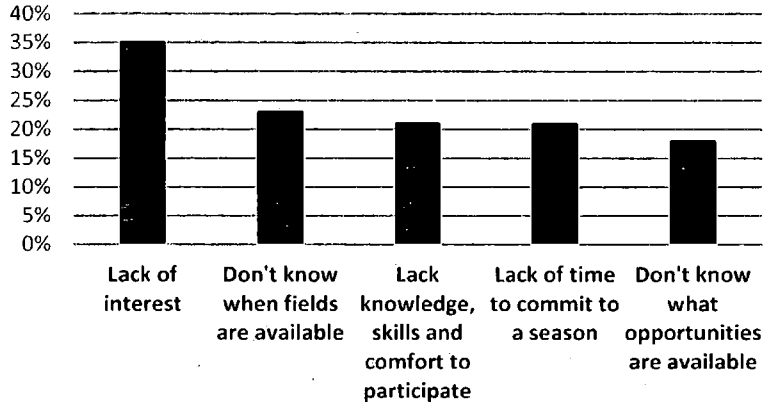
Community Survey	User Group Questionnaire	User Group Discussion Sessions
•472 respondents •93% Coquitlam residents	•13 sports groups	•11 sports groups

Community Participation in Field Sport

In the Community Survey, 54% of respondents said they have household members actively involved in field sport and there is significant interest expressed for recreation-level field sport for adults and more pick-up fun for children and youth.

Barriers to Participation

A significant number of Community Survey respondents acknowledged they experience barriers to participation in a field sport. Besides a lack of interest, other barriers to participation included a lack of knowledge about field availability for casual use[1], a perceived lack of skills to participate in leagues, uncertainty about the availability of recreational level programs, and limited personal time to commit to a league.



Studies show that many youths leave organized sport due to time, cost and performance pressures and often times will not return as adults. The Community Survey results suggest that more residents would be participating in field sport--either learning or returning--for fun, fitness, skill development, and social connection if they were aware of opportunities that met their needs as noted by the *Sport for Life* athlete development model[2].

While quantitative data on casual use of sports fields was not available, the qualitative comments in the Community Survey show that respondents want to access fields for casual use and expressed a desire to have a clearer understanding of when fields are available. Respondents noted natural sports fields and casual use grass areas provide a health and wellness value.

[1] The updated City website now includes a sport field schedule which is available to the public and user groups.
[2] The City's Spotlight on Sport initiative continues to develop and deliver programs in response to this need.

Investment & Service Level Priorities

The Community Survey and the User Group respondents identified the same top three investment priorities, summarized below:

Community Survey Investment Priorities	User Group Investment Priorities
Increased lighting	
Enhancement of support amenities, such as washrooms	
Improving the quality of natural surface fields	
Addressing geographic gaps	New specialty types of fields
More premium natural fields	More artificial turf fields
More artificial turf fields	More premium natural fields
Maintain infrastructure at current levels	Maintain infrastructure at current levels
New specialty types of fields	Addressing geographic gaps

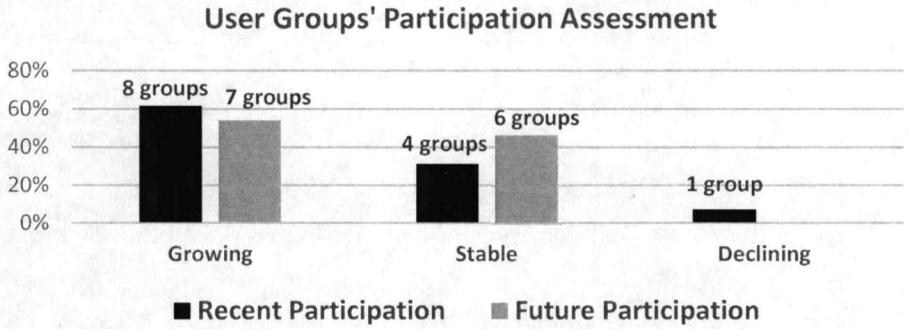
In terms of service level priorities, both the User Groups and Community Survey respondents recognize the need for investment in field repairs and upgrades to ensure quality fields are available for teams and leagues. The enhancement of natural surface fields, many of which are due for end of lifecycle replacement, rated in the top three priorities by both respondent groups. Both respondent groups rated sport tourism at a lower priority level than the other service areas; however, 10 of the 13 user groups that participated in the questionnaire indicated that this service area is "important" and that the inventory should be adequate to attract and host events and tournaments. In the development of the Draft Strategy, sport tourism will be further explored within the larger context of the City's Economic Development Strategy.

Community Survey Service Priorities	User Group Service Priorities
Ensuring adequate funds for repairs and upgrades	
Providing high quality fields for teams and leagues	
Casual use access	Maintaining collaborative relationships
Maintaining collaborative relationships	Casual use access
Sport tourism	Sport tourism

Population and Participation

A regional benchmarking and inventory analysis showed that Coquitlam currently provides comparable or higher levels of sports field provision per capita relative to other municipalities in the region. While steady increases are forecasted in the City's general population, B.C. Stat projections do not suggest that the child and youth cohorts will increase significantly in the foreseeable future. In the User Group Questionnaire, eight groups said they had been growing over the past few years; four groups said their numbers had remained

stable; and one identified a decline. Projecting forward, seven groups expect continued growth and six expect their participation to remain stable. The latter groups' assessment aligns most closely with the submitted membership statistics, which show consistent participation levels over the last several years.



An estimated maximum of 8,000 individuals (~5,000 Coquitlam residents – 63% of participants[3]) are currently involved in organized field sport in the City with the fields allocated at approximately 70% of practical capacity. If participation continues at the same percentage of the population, it is likely that when an increase of 30,000 residents is reached the inventory will need to accommodate 167 additional hours of prime time field capacity weekly. It is anticipated that this additional demand will be accommodated by current latent capacity in the sport field system as well as through the addition of fields identified in the Parks, Recreation, and Culture Master Plan (PRCMP) and other park planning initiatives as they arise. The Strategy Update will provide high-level recommendations on ways that the City can meet the needs of anticipated participation growth.

User Group Top Requests

While the sports groups are generally very satisfied with the allocation process the majority are seeking more prime hours on premium grass or artificial turf fields at sites with support amenities, such as washrooms and parking. More clarity is needed concerning the specific sport, season, and time period these groups desire. Additionally, sports such as field hockey, ball, and rugby have requested specific types of fields and amenities. All the relevant data, feedback, population projections, and applicable trends will be carefully analyzed in the Strategy with recommendations for facility development.

Communication and Support

Communication was a clear theme in the key findings. The user groups wish to continue working with the City to achieve mutual goals through enhanced information sharing. Although it was agreed that the relationship between the

[3] Estimate based on the membership statistics submitted.

City and users works well, some gaps in communication were revealed in the discussion sessions. Recommendations in the Draft Strategy Update may include a communication plan to ensure relevant information is shared consistently between all key stakeholders.

The groups also expressed a desire for increased City support in building board and volunteer capacity, help seeking grant funding, and assistance with physical literacy development for participants. The City has been engaged in this work through the volunteer hub and *Spotlight on Sport* initiatives. The Strategy will describe other methods the City and stakeholders can work together on to ensure a range of opportunities are available to meet the interests and needs of Coquitlam residents of all skill levels and ages.

Next Steps

The results of the study suggest that the updated Strategy should contain a plan for future field needs, including the ongoing renewal of grass fields, optimized use of facilities, the addition of support amenities at updated sites, and renewal of existing amenities. Barriers to participation will also be examined, with opportunities for more casual use and recreation programming for all ages. The Strategy Update will also identify methods to further enhance communication with the groups, and support for board, volunteer and program development. Finally, the update will address funding for field renewal and sustainability in coordination with the City's corporate infrastructure and asset management review.

Staff intend to use the early findings to inform a key findings report that would be presented to SRAC and CFSA for feedback and to sport groups who participated in the questionnaire and discussion sessions. Highlights will be available on the City project web page for those interested in reviewing the findings.

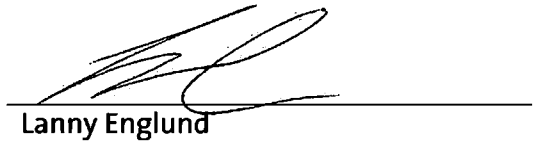
Staff will then consider the Committee, stakeholder and public feedback in the overall analysis in order to develop a Draft Strategy for Committee consideration in early 2023, which will include a future capital and refined sports field management plan. The lifecycle replacement analysis for all park assets, including sports fields, is a key piece to the overall corporate asset management review being led by Finance this year, which needs to be completed prior to the development of the capital implementation component of the Strategy. The review of user fees will occur in the context of the outcomes of this financial review. This review will therefore drive the timeline for completion of the Strategy to early 2023. The final draft 2023 – 2033 Sports Field Strategy will be presented to Council for approval by mid-2023.

Financial Implications:

This project is on track to be completed within the budgeted amount of $40,000 from the PRCF Planning Studies capital account. The City allocates $790K in general revenue annually towards sports field infrastructure management. This funding allocation will be reviewed, as part of the aforementioned financial review and updated Strategy. In addition, an update on the Parks Infrastructure Asset Management Plan, including sports field replacement, will be brought forth to Council in the spring. The related updated information will then form part of a corporate asset management update scheduled for completion this year. This update will identify the funding gaps associated with each asset category, including parks and sports field infrastructure, and will be accompanied by a proposed funding strategy for Council endorsement.

Conclusion:

The Sports Field Strategy Update research and early engagement phases are now complete, including an analysis of the sport field inventory, capacity, allocation, facility trends, benchmarking, demographics, recent rates of participation and expectations for the future. The early findings highlight satisfaction with the current field inventory and sport programming, priorities for field site investment, the barriers experienced by some residents to lifelong participation in field sport, and opportunities and challenges described by organized sport groups. This information will be incorporated into a Key Findings Report which will ultimately form the framework for the updated Sports Field Strategy (2023-2033).



Lanny Englund

Attachments:

~~1 – Sports Field Strategy Update - Engagement Infographic (CEDMS #: 4202089)~~
~~2 – Presentation: Sports Field Strategy: Early Findings (CEDMS #: 4182006)~~
~~3 – Sports Field Strategy (2013-2023) Implementation Status (CEDMS #4394929)~~

This report was prepared by Pam Bailey, Coordinator Plans and Policies and Chris Siddaway, Community Partnerships and Policy Manager; and reviewed by Darryl Lal, Manager Policy and Business Services; Kathleen Reinheimer, Manager Parks; Brian Forrester, Sport Services Manager; Kathleen Vincent, Manager Communications and Civic Engagement; and Gorana Cabral, Manager Financial Planning.

DRAFT
Sports Field *Strategy*
2025 – 2035

Providing and sustaining quality sports fields for current and future generations



Coquitlam

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Executive Summary

The City of Coquitlam has developed this Sport Field Strategy to guide and optimize how it invests in and manages sport fields in the City over the next 10 years (2025 – 2035).

Key inputs into the new Strategy include:

- Community engagement (via a public survey, as well as discussions with City committees and interest holders)
- Review of regional, provincial, and national trends and best practices
- Analysis of key population and demographics considerations
- Benchmarking with regional comparators
- Updated inventory and spatial analysis
- Allocations review
- Review of existing plans and policies

Detailed findings from the research are provided under separate cover, as presented in the Early Findings Report.

The Strategy identifies five **Sport Field Objectives** to provide overarching "goal posts" for the provision of sport field opportunities in Coquitlam. These Objectives also help articulate key values that will guide investment in, and management of, the sport field inventory.

- Sustaining Quality Infrastructure
- Equity and Access for All
- Diversity of Opportunity
- Collaboration
- Data Driven Decision Making

Interest Holders:

User Groups: organized field sport groups allocated time on City owned and/or maintained sports fields.

Community Organizations: non-profit organizations with an interest in advancing sport access, including the Coquitlam Field Sport Association (CFSA).

Casual Users: community members who access sports fields for independent or spontaneous play and recreation.

Partners: entities and organizations with whom the City develops significant, long-term arrangements, such as School District 43.

Future guidance for **Sport Field Infrastructure** is structured under nine Goals. Each Goal has a series of associated Actions which reflect more specific tactics or steps required to achieve each Goal.

- Goal 1: Ensure the renewal of existing artificial turf fields supported by an artificial turf rental fee for all users to sustain these high quality assets.
- Goal 2: Prioritize and renew natural surface fields (ball and rectangular).
- Goal 3: Evaluate opportunities to enhance the community benefit and use of underutilized gravel all-weather fields.
- Goal 4: Assess the viability of adding additional lit fields to the inventory.

- Goal 5: Identify opportunities to enhance support amenities to optimize the user experience.
- Goal 6: Monitor the sports field inventory in order to respond to potential changes in capacity and plan for future growth.
- Goal 7: Consider opportunities for sport infrastructure partnerships as they arise, in alignment with the Unsolicited P3 Proposals Policy.
- Goal 8: Work with user groups to identify creative opportunities to address storage needs.
- Goal 9: Explore and be open to regional partnerships to address sport field infrastructure needs.

The Strategy also provides seven **Sport Field Management** Goals. The Goals and their associated Actions include tactics and initiatives that embed current management practices that work and identify opportunities for optimization through modified or increased resource focus in certain areas.

- Goal 1: Continue to work with community organizations, and where appropriate, through partnership arrangements, to implement the Strategy and optimize sport field opportunities in the community.
- Goal 2: Focus on facilitating increased spontaneous play and reducing barriers to casual field usage.
- Goal 3: Enhance the collection of accurate utilization data.
- Goal 4: Work with the community on initiatives focused on equity, diversity, and inclusion.
- Goal 5: Continue to align with best practices in field maintenance.
- Goal 6: Support opportunities to advance sport tourism and establish linkages between sport and the visitor economy, while maintaining core access for user groups.
- Goal 7: Consider the principles of the Canadian Sport for Life and Long-Term Athlete Development models to inform policies, planning and procedures.

The Strategy's **Sustainable Infrastructure Planning** (Section 7) provides an overview of the planning process for Field Renewals, Field Conversions and New Fields.

1. Introduction

Included in this section:

- **Overview of the project purpose and context.**
- **The Strategy development process.**

The City of Coquitlam (City) has developed a new Sports Field Strategy (Strategy) to guide its ongoing investment in, and provision of, sports fields and related services and programs for the next 10 years (2025 – 2035). More specifically, the Strategy:

- Guides how the City can make the most effective use of its existing inventory;
- Identifies priorities for capital investment;
- Outlines how emergent activity needs and gaps in service can be met in a growing City;
- Provides guidance on how the City and community organizations can most effectively collaborate to optimize sports field services for residents; and
- Provides City Council and staff with a point of reference that can inform future decision-making and resource allocation.

This Strategy document is the product of research, analysis, and engagement with both user groups and City residents that was undertaken to assess the current state of sport fields in the City and identify key areas of need. As illustrated by the following graphic, the project process was focused on ensuring that the Strategy was informed by multiple perspectives, data driven (where applicable), and based on sound rationale.



Implementation of the 2013-2023 Strategy

Historically, the City has developed a refreshed Sports Field Strategy every decade to guide actions and investment over the subsequent ten-year period. The last Strategy was developed to cover the timeframe from 2013 to 2023 and contained 25 Actions related to potential new infrastructure projects, improvements and renewal of existing sports fields (or sites), as well as broader sport development initiatives. All Actions have been completed, are substantially in progress, or are ongoing (embedded) practices.

Capital Projects

Using the funding identified in the 2013-2023 Strategy, the following capital renewal projects were delivered:

- All 5 artificial turf field replacement projects (replacing existing artificial turf carpet).

- Conversion of a grass field to artificial turf (Town Centre Park North Field and Diamonds).
- Funding allowed for 2 of the 5 grass field replacements (Hartley and Mackin North, including the cricket pitch).

In addition to the projects identified in the Strategy, development driven funding allowed the City to exceed the capital delivery of sports fields over this time period with the construction and opening of the following new or redeveloped parks:

- Victoria Park (renewed grass field and ball diamonds)
- Rochester Park (renewed grass field)
- Smiling Creek (new grass field)
- Burke Mountain Pioneer Park (new grass field and ball diamond)
- Cottonwood Park (new grass field and ball diamond)
- Centennial (new artificial turf field)

Operational Projects

Examples of operational projects that enhanced sport field services include:

- School District 43 Master Joint Use Agreement developed in 2016;
- Allocation Policy updated and adopted by Council in 2017;
- Reconfiguration of fields to optimize community benefit;
- City/sport user group collaborative Spotlight on Sport programming.

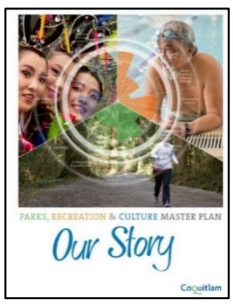
Strategic Planning Framework

It is important to understand this Strategy in the context of other important City plans, including:

- The Official Community Plan (OCP)
- 2024 – 2027 Strategic Plan
- 2017 Parks, Recreation and Culture Master Plan (additional details on this document as it relates to sports fields is provided in Section 4)

Strategy documents, such as the Sports Field Strategy, are intended to help further advance important priorities and goals set forth in these overarching planning documents.





It is also important to note that the Coquitlam Field Sports Association (CFSA) has coordinated a summary of field sport needs from member user groups as well as input from those that have undertaken independent strategic planning and engagement to assess infrastructure needs and potential opportunities. This relevant and valued work was considered and, where supported by the study research and analysis, integrated into the Strategy goals and actions.

2. Current Sports Fields Inventory

Included in this section:

- **Overview of the current sports field inventory in Coquitlam.**
- **Key characteristics and attributes of the current inventory.**

Overview of the Sports Field Inventory in Coquitlam

- Total of 39 sports field sites, containing 7 artificial turf sites; 29 grass field sites; 3 gravel all-weather field sites
- Total of 84 bookable field spaces (including rectangular and ball diamonds that overlap)
- 20 field spaces with lighting
- 55% of residents in Coquitlam have access to a City maintained sports field site within 400 metres of their home. An even higher proportion are within walking distance of a school sports field and/or City park that can support spontaneous/casual use.

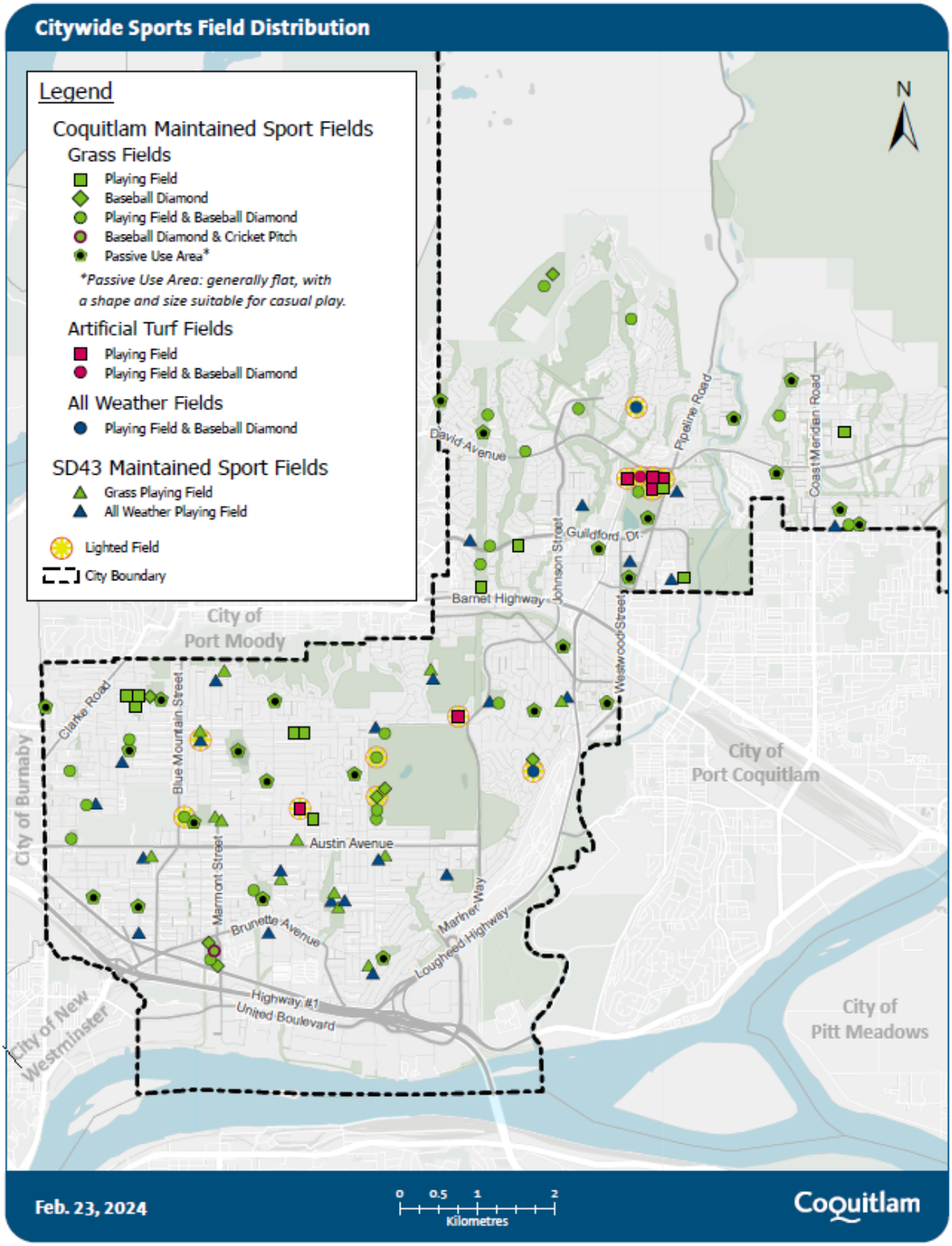
The following charts provide additional detail on the sports field inventory.

Bookable Spaces

Type	Rectangular Fields	Ball Diamonds	Cricket Pitches	Sand Volleyball
Artificial Turf	8[1]	2	0	n/a
Grass	35	32	1	n/a
All Weather	3	3	0	n/a
Total	**46**	**37**	**1**	**6**

[1] Town Centre North field is a larger footprint that accommodates additional allocation and requires greater renewal investment and is therefore considered to be two rectangular fields.

Spatial Overview of the Sports Field Inventory in Coquitlam



3. Strategy Engagement and Research Overview

Included in this section:

- **Overview of the engagement and research that informed the Strategy.**

Community engagement and research was undertaken to ensure that the Strategy was informed by a comprehensive understanding of the current situation and future needs. Summarized as follows are the methods used to generate the required data and insights.

Engagement and Research

Overview of the Engagement Inputs

- Community Web Survey (472 responses)
- 16 Sport Field User Groups
    - Discussion Sessions (11 participating user groups)
    - Questionnaire (13 responding user groups)

Overview of the Research Inputs

- Review of Coquitlam's current sports field inventory
- Allocation analysis (review of how sport fields are booked)
- Review of population, growth, and participation indicators
- Benchmarking with comparator municipalities
- Field sports trends and leading practices

The Community Web Survey was completed by a diversity of residents.

- **54% indicated that they had sport field participants in their household.**
- **13% indicated that they are young adults ages 18 to 25.**
- **48% indicated that they are adults ages 25 to 54.**
- **34% indicated that they are adults ages 55 and older.**

Early Findings Report

The detailed findings from the engagement and research that informed the development of this Strategy are contained in a separate cover in the Sports Field Strategy Update - Early Findings Report. Since 2022, the following updates have been made:

- Enhanced user group data collection has allowed for a reliable trend analysis that has indicated a slight overall increase in organized field sport participation over the past five years (2019-Present);
- A 2024 review of benchmarking data confirmed that Coquitlam continues to provide comparable per capita provision of most sport field types (i.e. rectangular, ball) to other communities, and exceeds the per capita average of artificial turf fields across the region.

4. Sports Field Planning Foundations and Objectives

Overview of PRC Master Plan

The City's Parks, Recreation, and Culture Master Plan includes seven Strategic Directions that are highly applicable to the delivery of sports fields in the City.

Included in this section:

- **Overview of direction provided in the City's Parks, Recreation, and Culture Master Plan.**
- **The overarching Sports Field Objectives.**

These include:

- Provide Core Services in Parks, Recreation and Culture (Strategic Direction 1)
- Enhance Service Delivery through Partnerships (Strategic Direction 2)
- Work toward a Sustainable Funding Plan for New Parks and Facilities (Strategic Direction 3)
- Work toward a Sustainable Funding Plan for Infrastructure Maintenance and Renewal (Strategic Direction 4)
- Optimize the Use of Public Facilities and Amenities (Strategic Direction 5)
- Recognize the Evolving Role of Community Recreation in Facility Design and Program Delivery (Strategic Direction 6)
- Expand Outdoor Recreation Opportunities (Strategic Direction 7)

The Master Plan used a 2015 assessment framework developed by the City to evaluate current levels of service across a number of parks, recreation and culture asset types. The framework suggested that the City was providing a "Basic" level of sports field service to meet the core service needs of the community in 2015. The Master Plan also stated that the City was working towards an "Enhanced" level of service, which has been achieved through focused efforts to respond to needs/gaps identified in all four measurement areas (Assets, Service Delivery Model, Programming, Governance). Examples include the addition of the Centennial artificial turf field, the formalization of the SD43 Master Joint Use Agreement, increased programming for the community, and the renewal of the City's Allocation Policy.



2015

Objectives to Guide the Next 10 Years

Establishing clear objectives and value-based foundations for sport field investment and overall service delivery provides rationale for the City to continue investing in sport field infrastructure.

The following five **Sports Field Objectives** build upon the direction provided in the Parks, Recreation and Culture Master Plan and take into account key learnings and needs identified through the research and engagement undertaken for this Strategy. These Sports Field Objectives additionally provide "goal posts" or targets that the City can revisit on an ongoing basis to measure success and identify areas that require improvement.

Sports Field Objectives	How the City will meet this Objective over the next 10 years	How the City will establish measurements to align with the Objective
Sustaining Quality Infrastructure	The City has a sports field asset base with a replacement value in the hundreds of millions of dollars. Like all other types of civic infrastructure, re-investment is required to maintain safety and functionality and replace the asset at the end of useful life. There is currently an annual funding gap for these assets; the City will consider the best approach for implementing an artificial turf user fee to assist in closing the gap.	• Ongoing review of the Park Asset Management Plan for sports fields and associated infrastructure, to ensure alignment with Strategy goals and industry best practices. • Findings from condition assessments. • Feedback from and dialogue with user groups, casual users and the broader community. • Field rental fees will contribute to asset replacement costs.
Equity and Access for All	The City will continue to offer programming through direct delivery, agreements with user groups, organizations and local businesses to ensure City residents have access to sports field opportunities that are inclusive of all diversity characteristics including age, race, ethnicity, gender, sexual orientation, economic status, physical abilities.	• Uptake on the Financial Assistance program and third party programs (e.g. Jumpstart, KidSport). • Ongoing dialogue with applicable community organizations to gauge advancements in sport equity.
Diversity of Opportunity	The needs and interests of residents related to physical activity, community engagement and participation opportunities are continually evolving.	• Ongoing review of the sport field program mix in Coquitlam to identify gaps in service provision (and evaluation of

Sports Field Objectives	How the City will meet this Objective over the next 10 years	How the City will establish measurements to align with the Objective
	The City will monitor emerging sport trends and ensure that programming and infrastructure are aligned with the diverse needs of residents.	alignment with regional, provincial and national field sport developments).
Collaboration	The availability of sports field amenities, activities and opportunities for residents is a highly collaborative process and requires contributions from a variety of organizations. The City, School District #43 and Douglas College provide infrastructure that is used by a multitude of organizations and user groups who provide programming to residents across the age spectrum. Collaboration is also critical between the user groups who provide valued programming. This system will require ongoing cooperation to optimize opportunities available for residents over the next ten years.	• Review of ongoing partnerships and collaborations.
Data Driven Decision Making	The City will need to set priorities for sports field capital investment (development of new sports fields and renewal projects) and management / operational initiatives. The City will make these decisions utilizing sound data that helps clarify needs and maximize community benefit through investment.	• Review / audit of data management practices. • Assessment of how data informs future decision-making (pertaining to both operations and capital investment).

5. Sports Field Infrastructure Goals and Actions

Overview

Determining future sports field needs and priorities must take into account multiple factors, including existing utilization of capacity (supply), community and user group input, and anticipated future growth. It is also important to recognize that the City has limited resources and must set priorities considering both the capital and operating cost impacts of potential field renewals, field conversions and new fields.

Included in this section:

- **Infrastructure Goals and Actions to guide infrastructure investment and focus areas for the next 10 years.**

What does the engagement and research tell us?

The following chart summarizes key inputs from the engagement and research.

Sports Field Type	Rationale (supporting findings from the engagement and research)	Potential Future Service Level Need
Artificial Turf Fields	• Artificial turf fields should be clustered when possible. • High utilization by user groups, but low to moderate prioritization by the groups and the community for additional investment in artificial turf. • This field type continues to be a trend due to operational considerations and user group preferences (e.g. certainty of usability during raining months of the year, consistent playing surface). • Benchmarking suggests that current provision levels are above average to regional comparators. • Artificial turf replacements currently utilize the majority of available funds in the Park Asset Management Plan. • Due to the significant capital replacement cost and short lifespan (8 – 12 years) of surfacing, the financial risk of oversupply is greater than other field typologies. As such, the need for incremental supply needs to be revisited and validated on an ongoing basis, as well as sustainable funding required to maintain the artificial turf inventory (i.e. user fees, development contributions, other).	 Monitor and Consider Increasing Supply

Sports Field Type	Rationale (supporting findings from the engagement and research)	Potential Future Service Level Need
Ball Diamonds	• Utilization data suggests that ball diamonds are well utilized. • Ball groups expressed the need for more diamonds; moderate level of overall community demand. • Ball participation trends tend to fluctuate. • Benchmarking suggests that current provision levels are similar to regional comparators.	 Monitor and Consider Increasing Supply
Natural Surface Rectangular Fields	• Natural surface fields receive varied levels of utilization across the City (available data does not suggest a lack of capacity). • Moderate level of user group and community demand. • Trends suggest a desire for quality over quantity and, in many municipalities, a preference for artificial turf. • Benchmarking suggests that current provision levels are similar to regional comparators.	 Maintain current supply and service levels
Specialty Fields (e.g. field hockey, sand volleyball, cricket pitches)	• While benchmarking does not suggest a current deficiency relative to comparators, trends suggest increasing demands for specialty field sport activities. • Continue to explore opportunities to meet the needs of specialty sport field users while maintaining multi-use functionality. • Assess demand and determine future provision requirements for sand volleyball when the Town Centre Park courts are renewed.	 Monitor and Consider Increasing Supply
Gravel All-Weather Fields	• Gravel all-weather fields receive minimal levels of use. • Trends and regional benchmarking suggest a shift away from gravel all-weather fields (historical context of all-weather fields: developed prior to artificial turf being widely available). • Low level of community and user group demand for this field type.	 Consider reducing supply and identify repurposing opportunities

Goals and Actions

Nine Sport Field Infrastructure Goals have been developed based on the research and engagement and are intended to guide investment over the next 10 years. Each Goal contains Actions that reflect key steps and tactics required to achieve the overall strategic direction of the Goal. These Goals and Actions reflect and acknowledge that different sport field activities have unique needs for fields.

As the various Goals and Actions are implemented, the criteria used to prioritize renewal projects will include any emerging or imminent public safety considerations; age and condition of the asset; the impact of closure; and the value to the community that is informed through input provided by the Coquitlam Field Sport Association.

The City will work with the interest holders to ensure planning and execution of the various projects achieve optimal sites wherever possible while also considering broader community needs for spontaneous recreation and casual play.

Goals and Actions	Timing: Ongoing; Short: 0-3 years; Medium: 4- 6 years; Long-term: 7-10 years
Goal 1: Ensure the renewal of existing artificial turf fields supported by an artificial turf rental fee for all users to sustain these high quality assets.	
a) Continue to fund and undertake renewals in alignment with the City's 10-Year Park Asset Management Plan.	Ongoing - Timeline to be determined based on regular condition assessments and availability of capital funding.
b) Implement an artificial turf rental fee for all organized field user groups to support ongoing sport field renewals.	Short-term
c) Communicate the renewal schedule to user groups.	Ongoing
d) When planning for field renewals to meet the needs of specific sports and future uses, work with community organizations to determine the appropriate surfacing and supported uses / sports (i.e. adjustment of line packages).	Ongoing
e) As part of future renewal planning, further explore synthetic turf typologies that meets the diverse needs of multiple user groups. This exploration should include the pros and cons of potential turf typologies, the regional supply context, and opportunities to leverage the highest possible level of use and community benefit.	Ongoing

Goals and Actions	Timing: Ongoing; Short: 0-3 years; Medium: 4- 6 years; Long-term: 7-10 years
Goal 2: Prioritize and renew natural surface fields (ball and rectangular).	
a) Continue to fund and undertake renewals in alignment with the City's 10-Year Park Asset Management Plan.	Ongoing - Timeline to be determined based on regular condition assessments and availability of capital funding.
b) Establish an evaluation process to determine renewal and enhancement priorities for natural surface fields based on those projects that achieve the highest degree of community benefit.	Ongoing - The proposed 10-year plan will include the fields at the top of the replacement priority list based on their age, condition and the potential for improved playability.
Goal 3: Evaluate opportunities to enhance the community benefit and use of underutilized all-weather gravel fields.	
a) Engage with School District No. 43 to discuss the future of all-weather gravel field sites at Robson Park, Riverview Park and Porter Street Elementary and future opportunities to achieve a higher benefit from these sites.	Medium-term
b) If opportunities to enhance gravel all-weather field sites are validated, engage with the community and user groups to identify how these sites can best contribute to the overall inventory (e.g. booked sites, spontaneous use sites, or a mix of both use modes).	Long-term
Goal 4: Assess the viability of adding additional lit fields to the inventory.	
a) Use the recommended Lighting Site Evaluation Criteria to determine if a sport field site (including sand volleyball) is an appropriate candidate for the addition of lighting.	Ongoing – in alignment with field renewal schedule
Goal 5: Identify opportunities to enhance support amenities to optimize the user experience.	
a) Communicate current amenity standards to user groups to create clarity around expectations for each class of field.	Ongoing
b) Using the high-level guidance provided by the City's Parks, Recreation and Culture Master Plan, develop refreshed amenity standards for all classes of sport fields in Coquitlam.	Long-term

Goals and Actions	Timing: Ongoing; Short: 0-3 years; Medium: 4- 6 years; Long-term: 7-10 years
Goal 6: Monitor the sports field inventory in order to respond to potential changes in capacity and plan for future growth.	
a) Complete the development of a new artificial turf field and full size grass field at Burke Mountain Athletic Park.	Short-term
b) Explore the need for additional quality ball diamonds to meet current and future need.	Medium-term
c) Should the need for additional fields arise, explore the potential of enhancing offerings at shared School District 43 sites.	Long-term
d) Assess the long-term sports field capacity requirements beyond the lifespan of this strategy. This work should inform the future development of Gilley's Trail Park.	Long-term
Goal 7: Consider opportunities for sport infrastructure partnerships as they arise, in alignment with the Unsolicited P3 Proposals Policy.	
a) Continue to refer to the Parks, Recreation and Culture Master Plan and the City's Unsolicited P3 Policy for guidance on how the City will evaluate proposals from potential partners wishing to develop facilities in Coquitlam.	Ongoing
Goal 8: Work with user groups to identify creative opportunities to address storage needs.	
a) Develop awareness with groups as to what the City can reasonably accommodate (i.e. in-season onsite storage vs. year round storage).	Short-term/Ongoing
b) Consider opportunities with the private sector to reduce barriers to storage access for user groups.	Short-term
c) Develop a storage services plan to include a needs assessment of anticipated long-term storage requirements.	Long-term
Goal 9: Explore and be open to regional partnerships to address sport field infrastructure needs.	
a) The City should engage in (and where appropriate initiate) dialogue with other municipalities in the region to explore opportunities to address joint sport field infrastructure needs, especially pertaining to specialty field types that serve residents and user groups from multiple jurisdictions.	Long-term

6. Sports Field Management Goals and Actions

Included in this section:

- **Goals and Actions to guide sports field management and focus areas for the next 10 years.**

Overview

The City manages a diverse sports field inventory that includes 84 bookable fields (combination rectangular fields and diamonds that overlap) serving all age groups. Findings from the engagement suggest that satisfaction levels are relatively strong, with some room for improvement.

Goals and Actions

Identified as follows are eight Sports Field Management Goals with a number of associated Actions. These Goals and Actions are intended to optimize the City's delivery of sports fields and maximize the benefit these assets provide to residents. It is important to note that while some of the Goals and Actions may suggest an adjustment to current practices, others are simply intended to further embed practices that already work well.

Goals & Actions	Timing: Ongoing; Short: 0-3 years; Medium: 4-6 years; Long-term: 7-10 years
Goal 1: Continue to work with community organizations, and where appropriate, through partnership arrangements to implement the Strategy and optimize sport field opportunities in the community.	
a) When sport field projects and related initiatives occur, ensure community engagement occurs in alignment with the City's Community Engagement Framework.	Ongoing
b) Work with School District 43 to ensure maximum community access to joint use school fields and encourage physical activity and field sports participation.	Ongoing
c) Continue to provide education and development opportunities for community sport leaders and volunteers. Where appropriate, collaborate with subject matter experts and organizations to maximize impact and benefit.	Ongoing

Goal 2: Focus on facilitating increased spontaneous play and reducing barriers to casual field usage.	
a) Encourage and facilitate casual field use activities in community park spaces. These shared community spaces should accommodate a diverse range of activities i.e. walking, badminton, volleyball, bocce, disc golf, wellness activities.	Ongoing
b) Ensure sport fields are clearly identified as being available for casual use during non-booked hours. Update field signage and other communications to clarify that residents are welcome and encouraged to enjoy the fields for spontaneous use.	Ongoing
c) Consider allocating specific fields as being dedicated for casual use in an effort to balance spontaneous use with organized group use.	Ongoing
d) To increase availability for spontaneous and casual community use of sport fields, work with user groups to release unused time.	Short-term; Ongoing
e) Broadly communicate the online field availability calendar and undertake other initiatives to increase residents' awareness of field locations and availability.	Short-term
Goal 3: Enhance the collection of accurate utilization data.	
a) Determine methods to better track actual sport field utilization (differentiating between use and allocation).	Short-term
b) Enhance the collection of spontaneous use data using tactics such as people counters, spot checks, and data analytics.	Short-term
c) Collect more accurate and reliable membership data from user groups.	Ongoing
d) Use data analytics to help identify emerging trends (e.g. predictive data illustrating what activities or sport evolutions are coming next).	Short-term
Goal 4: Work with the community on initiatives focused on equity, diversity and inclusion.	
a) Through a mapping exercise, illustrate available field sport opportunities in the community serving diverse cultural groups, age groups, and stages of development.	Short-term
b) Investigate the barriers to participation in field sport activities.	Medium-term
c) Facilitate and deliver opportunities that connect under-served communities to outdoor sport and physical activity.	Ongoing
d) Focus resources on better identification and service provision for under-served or under-engaged populations through Spotlight on Sport programming.	Medium-term
e) Continue to promote subsidy and access supports available to community members that face barriers to participation.	Ongoing

f) Work with the user groups to support their implementation of equity, diversity, and inclusion policies which may be provided through their governing bodies or available through values-based sport organizations, such as High Five, Canadian Women and Sport, Canadian Centre for Ethics in Sport.	Long-term
Goal 5: Continue to align with best practices in field maintenance.	
a) Monitor and adapt operations to align with evolving best practices and ensure staff receive training and education on new and emerging methods and practices in field maintenance.	Ongoing
Goal 6: Support opportunities to advance sport tourism and establish linkages between sport and the visitor economy, while maintaining core access for user groups.	
a) Celebrate, share successes and communicate the benefits of sport tourism and event hosting with the community (e.g. attraction of non-local spending, community pride and connectedness).	Medium-term
b) Provide adequate supports to groups looking to bid on regional, provincial and national events and competitions.	Medium-term
c) Establish a connection between sport events/tournaments and the local visitor economy re: money spent at local businesses; measuring economic impact via the Sport Tourism Economic Assessment Model. Connect Coquitlam's investment in community recreation amenities as an economic development advantage when promoting Coquitlam as a place to live, learn, work and play.	Medium-term
Goal 7: Consider the principles of the Canadian Sport for Life and Long Term Athlete Development models to inform policies, planning and procedures.	
a) Continue to follow the Allocation Policy that considers Standards of Play in line with the Canadian Sport for Life Long Term Development model (which describes the number of participation hours and balance of training/competition time for each age and stage).	Ongoing

7. Sustainable Infrastructure Planning

This section is an overview of the planning process for field renewals, field conversions and new fields.

Field Renewals

The 10-year Park Asset Management Plan is based on condition assessments, community need and available funding using a collaborative approach. The Park Asset Management Plan is updated annually with the intent to address lifecycle replacement in an operationally feasible way when prioritizing the replacement of the most critical assets in order to minimize community disruption and maximize construction efficiencies. One of the factors used to prioritize upcoming sport field renewal projects is value to the community, which is in part informed through input provided by field users. Other factors include assessments of emerging sports trends and the incorporation of adaptable designs in new field construction to accommodate multi-purpose use.

When the 10-year Park Asset Management Plan is updated annually, high level cost estimates are determined based on average lifespan generalized across asset categories, which are then confirmed through technical condition assessments. Artificial turf carpets predictably last 8-12 years, with the replacement cost ranging between $800K and $1.2 M depending on size of the field and the need for replacement of the supporting layers, with the timing based on the condition assessment. Natural grass fields have a typical, functional lifespan of 25 years with replacement cost between $600K and $900K. If a field is pushed beyond its functional lifespan, it becomes increasingly costly to maintain these fields to a safe, playable condition.

The anticipated renewal costs for the fields currently identified in the Park Asset Management Plan over the next 10 years include $6.7M for artificial turf renewals and $17.4M for grass field renewals, for a total estimate of anticipated field replacement costs (in 2024 dollars) of $24.1M. Currently, the City contributes approximately $815k per year to the field replacement reserve, leaving a $15.9M funding gap over the next 10 years. The implementation of a user fee, as well as contributions from other reserve funds are anticipated to help alleviate the funding gap.

Once the decision-making constraints and opportunities are applied, an operationally feasible plan can be developed.

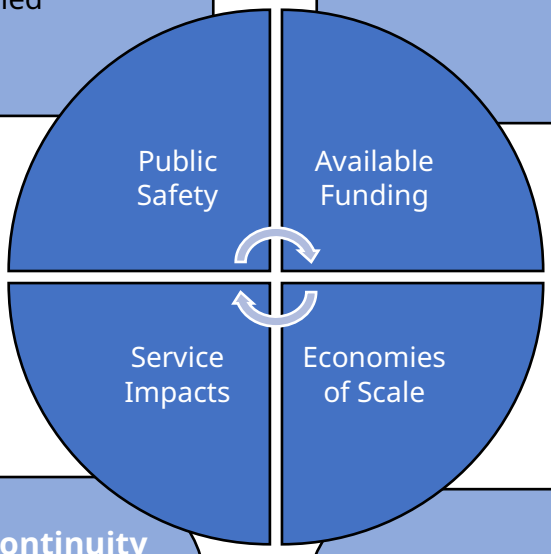
Sports Field Renewal Management Process

Public Safety

- The age, condition and the potential for improved playability of the field assets are considered.
- A technical condition assessment is undertaken to estimate the remaining life expectancy of each asset so that replacement can be scheduled proactively.

Funding

- Available funding and sources are identified, with projected costs for the year of construction.
- Construction project funding is approved through the Five Year Capital Plan.



Service Impacts/Business Continuity

- The Coquitlam Field Sport Association and user groups are regularly consulted to minimize programming impact and optimize programming delivery.
- Park amenities taken out of service during replacement can be planned to minimize community displacement and allow for temporary alternatives in their place, particularly for heavily used amenities at popular sites.

Location Based Economies of Scale

- Although built amenities in older parks often have divergent life expectancies, opportunities are identified to replace all the past-due amenities (backstops, fencing, lighting) to minimize public disruption, gain economies of scale and maximize value to the community.

Field Conversions and New Fields

The City will continue to monitor participation and population trends to forecast the need for additional recreation and sport facilities. If need is identified, the City will explore opportunities to optimize the usability of underutilized fields in response to evolving demand over time, as these change. Additional field needs will also be considered during future park development or redevelopment based on the park system planning guidelines identified in the PRC Master Plan and subject to capital funding availability.

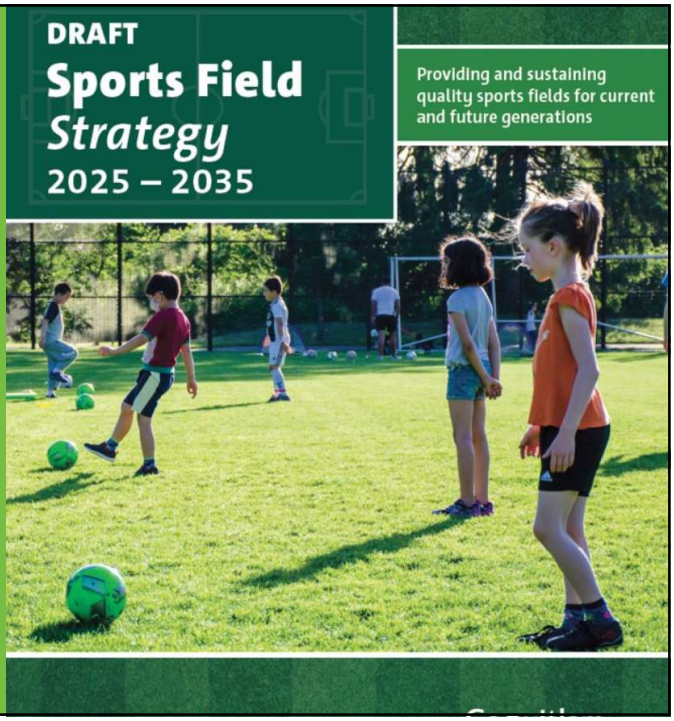
City of Coquitlam
Parks, Recreation,
Culture and Facilities

Draft Coquitlam Sports Field Strategy (2025-2035)

Council-in-Committee
February 10, 2025

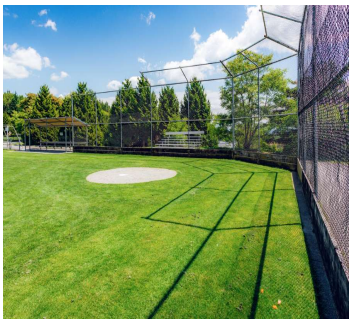
coquitlam.ca/

Coquitlam



Overview

- 2013-2023 Strategy
- Strategy Development
- Objectives
- Goals
- 10 Year Asset Management Plan
- User Fees
- Next Steps









Coquitlam

1

2013-2023 Sports Field Strategy

- 5 artificial turf fields renewed
- 2 new artificial turf fields constructed
- 4 grass fields renewed
- 3 new grass fields constructed



Coquitlam 2

Strategy Development

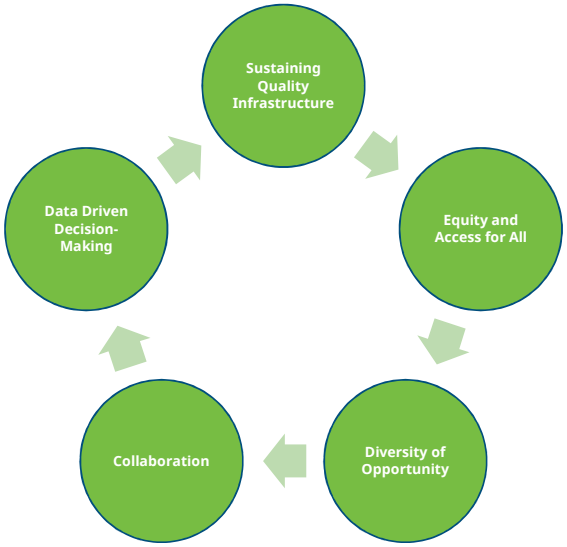
- 2020 - Initial engagement
- 2022 - Early findings
- 2024 – Data analyses and benchmarking



Coquitlam 3

Objectives

1. Sustaining Quality Infrastructure
2. Equity and Access for All
3. Diversity of Opportunity
4. Collaboration
5. Data Driven Decision-Making



Coquitlam 4

Goals

Sports Field Infrastructure

- 9 goals focused on enhancements to the inventory

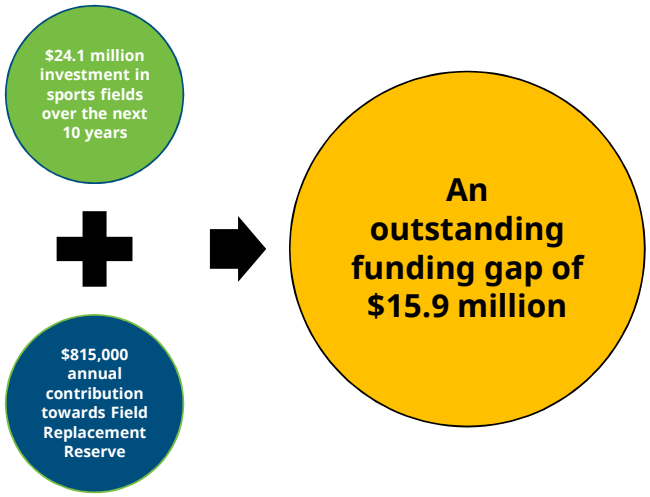
Sports Field Management

- 7 goals focused on the management of sports fields



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Asset Management Plan



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User Fees

- Sports fields are currently the only City sport facility where not all users pay rental fees
- Other Metro Vancouver communities charge rental fees for all users of artificial turf fields
- Contribute to growing artificial turf field renewal funding gap



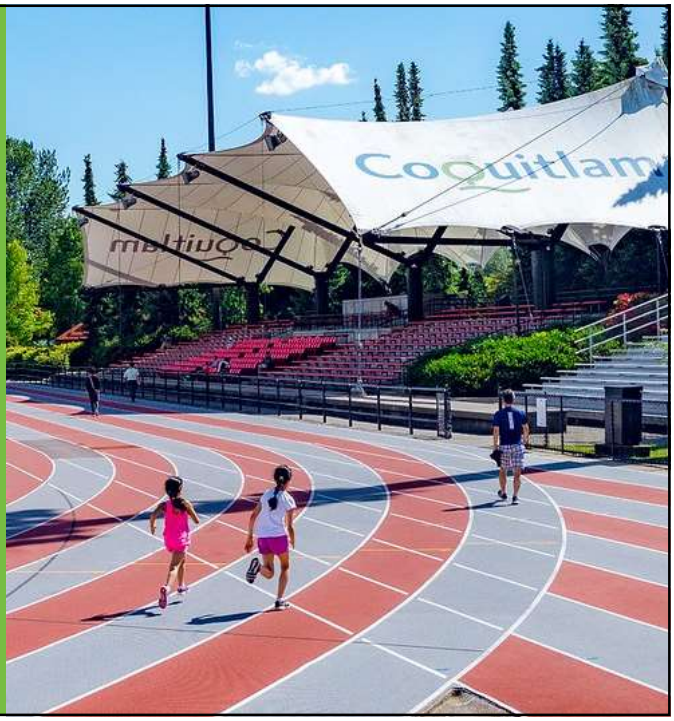
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Next Steps

Action	Timeframe
• Share Draft Sports Field Strategy with the community	T1
• Gather feedback from Sports and Recreation Advisory Committee	T1
• Gather feedback and input from Field Sport user groups	T1
• Report back to Council-in-Committee	T2
• Present Final Draft Strategy to Council	T2

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Thank you



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