

Sports Field *Strategy* 2025 – 2035

Providing and sustaining
quality sports fields for current
and future generations



Coquitlam

We acknowledge with gratitude and respect that the name Coquitlam was derived from the hən̓q̓əmi̓həm (HUN-kuh-MEE-num) word kʷikʷəłəm (kwee-KWET-lum) meaning “Red Fish Up the River”. The City is honoured to be located on the kʷikʷəłəm traditional and ancestral lands, including those parts that were historically shared with the q̓ícəy̓ (kat-zee), and other Coast Salish Peoples.

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The City of Coquitlam acknowledges RC Strategies for their contribution to the research, analysis, community engagement process, as well as their guidance in the development of this Strategy.



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 to sustain these high quality assets.
- **Goal 2:** Prioritize the order and renewal of 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

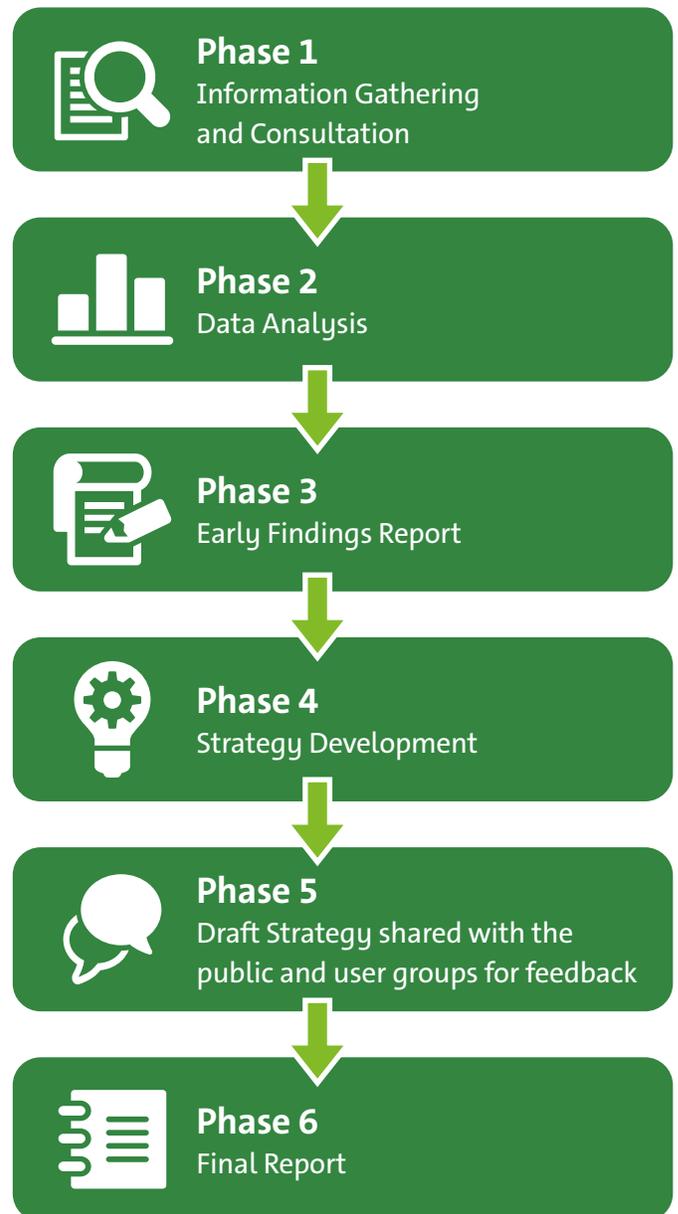
Included in this section:

- 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
- 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 Coquitlam 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 five 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 two of the five grass field replacements (Hartley and Mackin North, including the cricket pitch)

In addition to the projects identified in the Strategy, development driven funding and partnerships 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)

This proactive approach of identifying opportunities and delivering additional sports field assets will continue during the delivery of this new Strategy.

Operational Projects

Examples of operational projects that enhanced sport field services include:

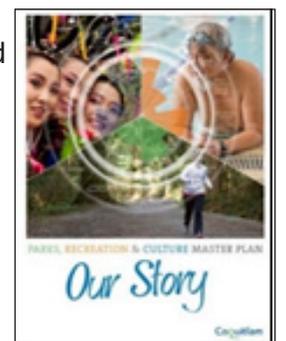
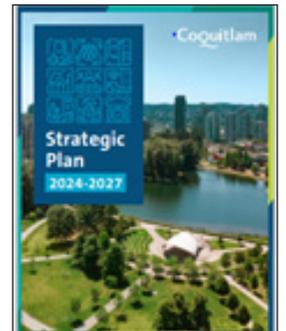
- School District 43 Master Joint Use Agreement developed in 2016
- Allocation Policy updated and adopted by Council in 2017
- Reconfiguration of fields to optimize community benefit
- City/sport user group collaborative Spotlight on Sport programming

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 Field 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 35 sports field sites, containing three artificial turf sites; 29 grass field sites; three gravel all-weather field sites
- Total of 83 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.

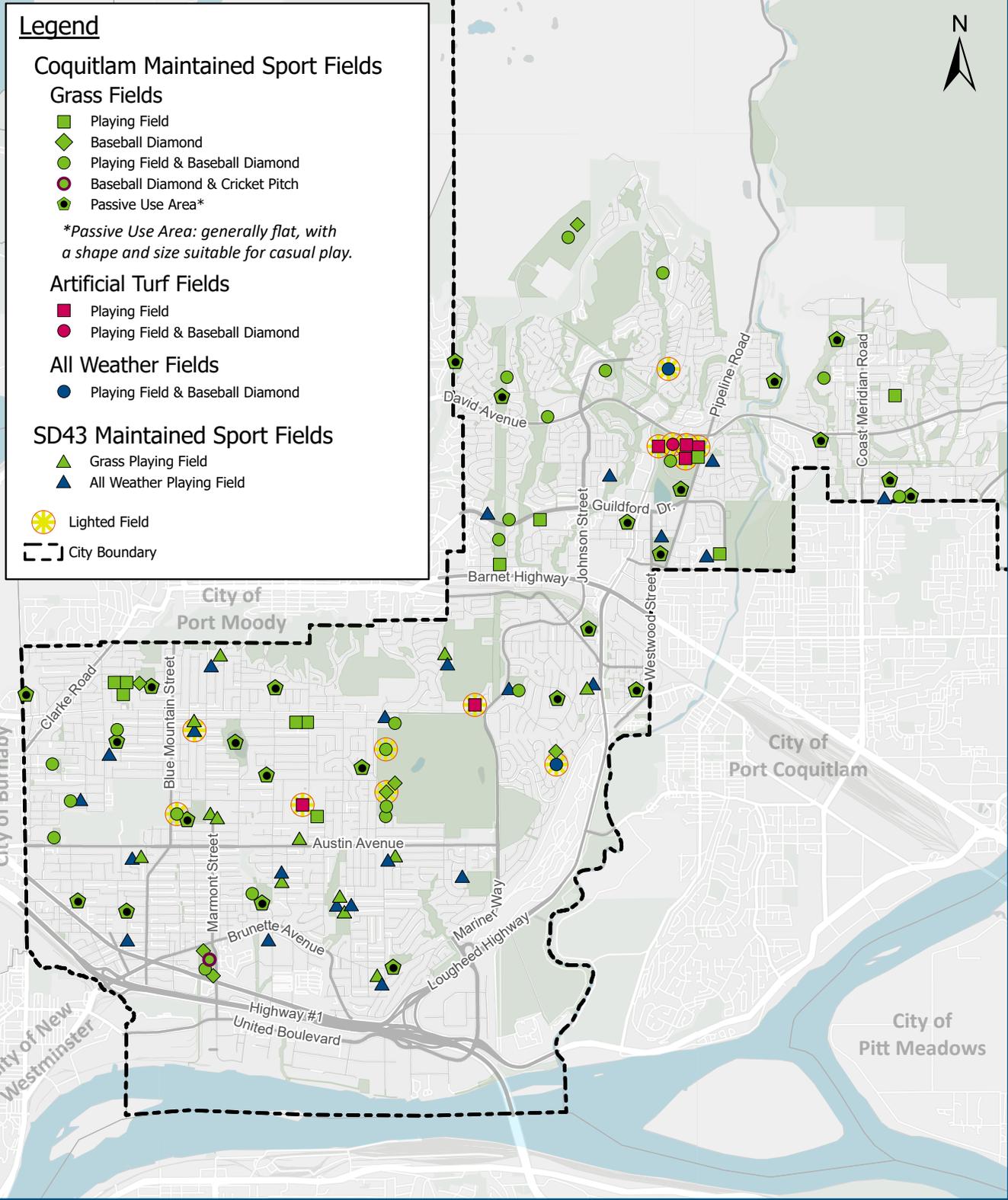
Bookable Spaces

Type	Rectangular Fields	Ball Diamonds	Cricket Pitches	Sand Volleyball
Artificial Turf	7 ¹	2	0	n/a
Grass	35	33	1	n/a
All Weather	3	3	0	n/a
Total	45	38	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 one and a half rectangular fields for the purposes of allocation.

Spatial Overview of the Sports Field Inventory in Coquitlam

Citywide Sports Field Distribution



Feb. 23, 2024



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 2025 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

Included in this section:

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

Overview of PRC Master Plan

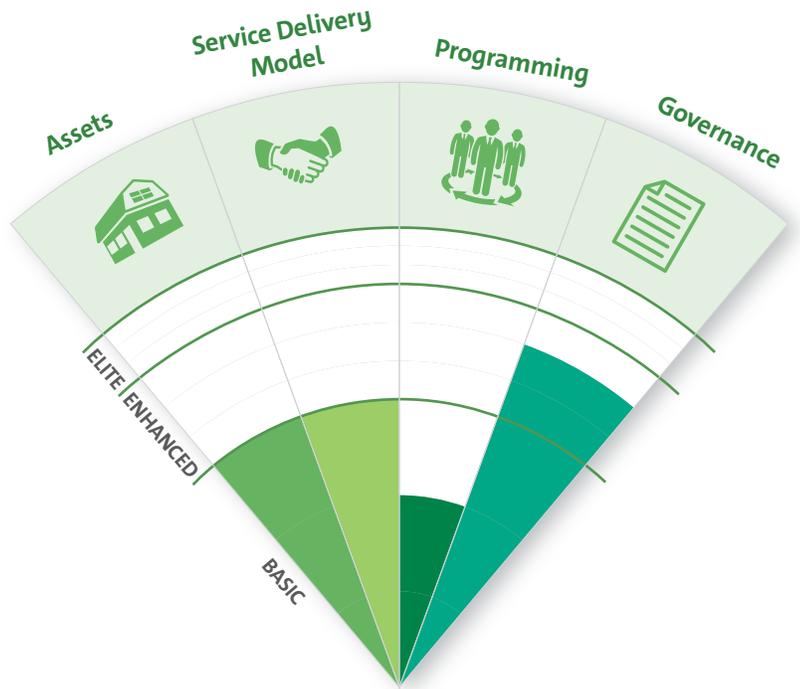
The City's Parks, Recreation, and Culture Master Plan includes seven Strategic Directions that are highly applicable to the delivery of sports fields in the City.

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 School District 43 Master Joint Use Agreement, increased programming for the community, and the renewal of the City’s Allocation Policy.



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 Objective	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.	<ul style="list-style-type: none"> • 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

Sports Field Objective	How the City will meet this Objective over the next 10 years	How the City will establish measurements to align with the Objective
Equity and Access for All	<p>The City will continue to offer programming through direct delivery, agreements with user groups, community 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 and physical abilities.</p>	<ul style="list-style-type: none"> • 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	<p>The needs and interests of residents related to physical activity, community engagement and participation opportunities are continually evolving. The City will monitor emerging sport trends and ensure that programming and infrastructure are aligned with the diverse needs of residents.</p>	<ul style="list-style-type: none"> • Ongoing review of the sport field program mix in Coquitlam to identify gaps in service provision (and consideration of regional, provincial and national field sport developments)
Collaboration	<p>The availability of sports field amenities, activities and opportunities for residents is a highly collaborative process and requires contributions from a variety of community organizations and partners. 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.</p>	<ul style="list-style-type: none"> • Review of ongoing partnerships and collaborations
Data Driven Decision Making	<p>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.</p>	<ul style="list-style-type: none"> • Review / audit of data management practices • Assessment of how data informs future decision-making (pertaining to both operations and capital investment)



Sports Field Infrastructure Goals and Actions

Included in this section:

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

Overview

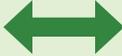
Determining future sports field needs and priorities must take into account multiple factors, including existing utilization of capacity (supply), community and user group input, and anticipated future growth.

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.

What Does the Engagement and Research Tell Us?

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

Sports Field Type	Rationale	Potential Future Service Level Need
Artificial Turf Fields	<ul style="list-style-type: none"> • 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 rainy 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 Parks 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). 	 <p>Monitor and Consider Increasing Supply</p>

Sports Field Type	Rationale	Potential Future Service Level Need
Ball Diamonds	<ul style="list-style-type: none"> 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. 	 <p>Monitor and Consider Increasing Supply</p>
Natural Surface Rectangular Fields	<ul style="list-style-type: none"> 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. 	 <p>Maintain current supply and service levels</p>
Specialty Fields (e.g. field hockey, sand volleyball, cricket pitches)	<ul style="list-style-type: none"> 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. 	 <p>Monitor and Consider Increasing Supply</p>
Gravel All-Weather Fields	<ul style="list-style-type: none"> 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). There is low level of community and user group demand for this field type. 	 <p>Consider reducing supply and identify repurposing opportunities</p>



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
Goal 1: Ensure the renewal of existing artificial turf fields to sustain these high quality assets.	
a) Continue to fund and undertake renewals in alignment with the City’s 10-Year Parks 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 (0 – 3 years)
c) Annually review the field renewal schedule with user groups to inform priorities based on field condition assessments, service impacts and available funding.	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
Goal 2: Prioritize the order and renewal of natural surface fields (ball and rectangular).	
a) Renew: Continue to fund and undertake renewals in alignment with the City’s 10-Year Parks Asset Management Plan.	Ongoing – Timeline to be determined based on regular condition assessments and availability of capital funding.
b) Prioritize: 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.

Goals and Actions

Timing

Goal 3: Evaluate opportunities to enhance the community benefit and use of underutilized all-weather gravel fields.

- | | |
|---|---------------------------|
| a) Consistently 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 (4 – 6 years) |
| 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 (7 – 10 years) |

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) Explore opportunities to enhance support amenities during park/field renewal. | Ongoing |
| c) 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 (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 (0 – 3 years) |
| b) Explore the need for additional quality ball diamonds to meet current and future need. | Medium-term (4 – 6 years) |
| c) Continue to explore the potential of enhancing offerings at shared School District 43 sites. | Medium-term (4 – 6 years) |
| 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 (7 – 10 years) |

Goals and Actions

Timing

Goal 7: Consider opportunities for sport infrastructure partnerships as they arise, in alignment with the Unsolicited P3 Proposals Policy.

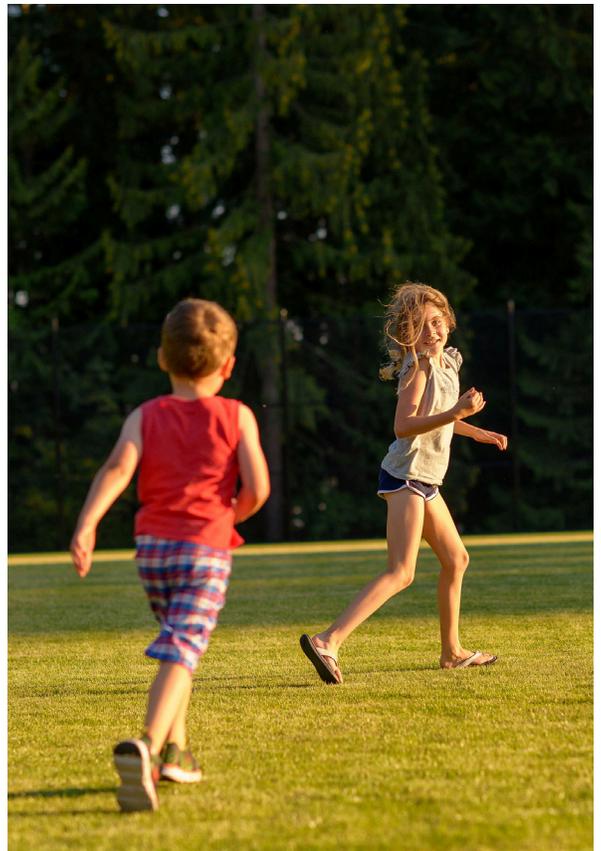
- a) Continue to refer to the Parks, Recreation and Culture Master Plan and the City's Unsolicited P3 Policy for guidance on how the City will evaluate proposals from potential partners wishing to develop facilities in Coquitlam. Ongoing

Goal 8: Work with user groups to identify creative opportunities to address storage needs.

- a) Work with user groups to implement in-season storage at all sites, and explore solutions for out of season storage needs. Short-term (0 – 3 years); Ongoing
- b) Consider opportunities with the private sector to reduce barriers to storage access for user groups. Short-term (0 – 3 years)

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 (7 – 10 years)



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 83 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 seven **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 and Actions

Timing

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 |

Goals and Actions	Timing
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 (0 – 3 years); Ongoing
e) Broadly communicate the online field availability calendar and undertake other initiatives to increase residents’ awareness of field locations and availability.	Short-term (0 – 3 years)
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 (0 – 3 years)
b) Enhance the collection of spontaneous use data using tactics such as people counters, spot checks, and data analytics.	Short-term (0 – 3 years)
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).	Ongoing
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 (0 – 3 years)
b) Investigate the barriers to participation in field sport activities.	Medium-term (4 – 6 years)
c) Facilitate and deliver opportunities that connect under-served communities to outdoor sport and physical activity.	Ongoing

Goals and Actions	Timing
d) Focus resources on better identification and service provision for under-served or under-engaged populations through Spotlight on Sport programming.	Medium-term (4 – 6 years)
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 (7 – 10 years)
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 (4 – 6 years)
b) Provide adequate supports to user groups looking to bid on regional, provincial and national events and competitions.	Ongoing
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 (4 – 6 years)
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



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 Parks Asset Management Plan is based on condition assessments, community need and available funding using a collaborative approach. The Parks 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 Parks 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 eight to 12 years, with the replacement cost ranging between \$800,000 and \$1.2 million 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 \$600,000 and \$900,000. 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 Parks 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 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.

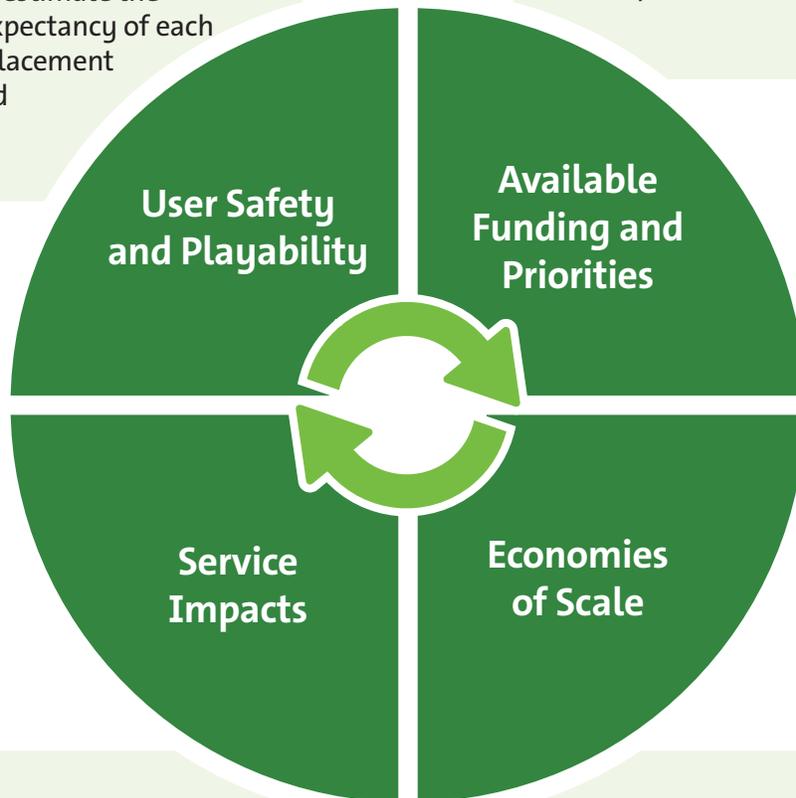
Sports Field Renewal Management Process

Public User Safety and Playability

- 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.

Available 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.

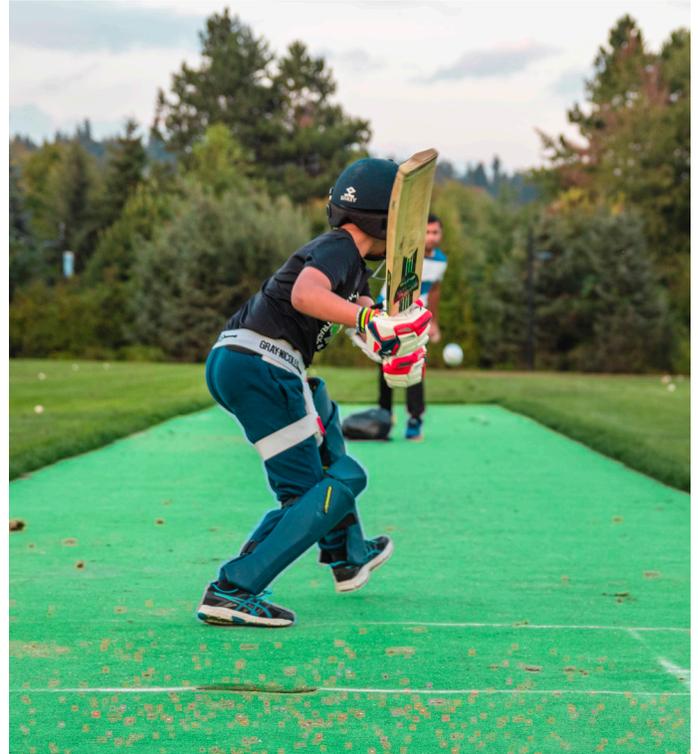


Service Impacts/ Business Continuity

- 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 a need is identified, the City will explore opportunities to optimize the usability of underutilized fields in response to evolving demand over time. 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.





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