

June 12, 2017

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To: City Manager

From: General Manager Parks, Recreation and Culture Services

Subject: **Parks Recreation and Culture Master Plan (2015-2030) Approval**

For: **Council**

Recommendation:

That Council endorse the *Parks, Recreation and Culture Master Plan (2015-2030)*, which forms Attachment 1 of the report of the General Manager Parks, Recreation & Culture Services entitled "Parks, Recreation & Culture Master Plan (2015-2030) Approval" and dated June 12, 2017.

Report Purpose:

To present the final *Parks, Recreation and Culture Master Plan (2015-2030)* for Council approval.

Strategic Goal:

The information in this report supports the City's Strategic Plan and the Strategic Goal of "Achieving Excellence in City Governance" by establishing a framework for the long-term planning and delivery of parks, recreation and culture services to the community. The Parks, Recreation & Culture Master Plan ("*PRC Master Plan*") and its accompanying *Implementation Strategy* were included as "A" Priorities in the 2015 and 2016 Business Plans.

Executive Summary:

Parks, Recreation and Culture Services ("*PRC*") has developed a comprehensive Master Plan document which will position the City to deliver *PRC* services, amenities and facilities to meet the needs of the community over the next 15 to 20 years. The *PRC Master Plan* is intended to guide the City's efforts to provide appropriate services to residents in all *PRC* service areas, maintain or adjust service levels, fill service gaps, review services for efficiencies, and plan and build for the future needs of residents as the community grows and evolves.

Implementation of the *PRC Master Plan* will be guided through the annual business planning and financial planning processes. The intent of this overarching plan is to inform the development of these annual plans and five year capital plans which will then be presented to Council for approval. The *PRC Master Plan* is intended to be a guide for long-term planning and remain responsive to changing community priorities and funding availability. Council will therefore be directly involved in the review and approval of specific projects and initiatives and their associated funding on an ongoing basis. In addition, the

PRC Master Plan will be reviewed every five years to determine progress and update the focus for the next phase of the 15 to 20 year plan.

After a period of significant public consultation on the *Implementation Strategy* portion of the document, as well as recent Council endorsement of several of the supporting plans and strategies, staff are now presenting Council with the final *PRC Master Plan* for consideration and approval.

Background:

The *PRC Master Plan* is a foundational strategic document that sets out a policy framework and a high level capital investment strategy to support the City's delivery of public services in the areas of sport and recreation, parks, trails and natural spaces, and arts, culture and heritage. The *PRC Master Plan* is aligned with the City's two principal long-term planning documents: the City-Wide Official Community Plan, which sets land-use and community planning and servicing, and the Corporate Strategic Plan, which defines the goals and objectives, guiding principles and values within which the City operates. These two municipal plans are implemented through Neighbourhood and Area Plans, the Strategic Transportation Plan, the Financial Plan and the *PRC Master Plan*.

In general, the purpose of Coquitlam's *PRC Master Plan* is to establish the community's aspirations in the delivery of parks, recreation and culture services now and for the next 15 to 20 years. In more specific terms, the document provides a framework to address the use of current assets and facilities, identify gaps in programming and service delivery, review and update governance methods and policy for each area, and consider the role of the City in providing core services as well as rationale for enhancing or adjusting surplus services in various areas. The document is intended to assist Council in annual priority setting by providing foundational values, policies and principles that will guide future decision-making when responding to changing needs, trends and demographics in the community.

The process to develop this Master Plan was started in 2012 with a strategic planning phase that was completed in conjunction with an update to the corporate Strategic Plan and resulted in the development of a PRC mission, vision, values and guiding principles. The process then continued in 2013 with the selection of a consulting firm to assist in the review of the various service areas and provide a review of best practices and industry trends. This phase of work was completed in early 2014 and it was at this time that staff embarked on the difficult and complex task to complete the delivery of the *PRC Master Plan* and its accompanying *Implementation Strategy*. This latter phase has included the following key milestones:

June 16, 2014 - Council endorsed the draft strategic directions and recommendations outlined in the *Draft PRC Master Plan* and directed staff to proceed with public consultation on this first draft of the Master Plan.

June to December 2014 - Staff completed a comprehensive public consultation process which included 21 presentations to stakeholder and community groups; an on-line and intercept (in-person) survey which garnered over 1,100 responses; 4 open houses with 9 additional sites presenting information and display boards; and 11 staff focus groups sessions. The results of this consultation were presented to Council on March 23, 2015 along with a final draft of the *PRC Master Plan*. Council provided direction to proceed with the Implementation Strategy but referred the *Final Draft PRC Master Plan* to the April 13, 2015 Council-in-Committee meeting in order to provide feedback.

April 2015 to October 2016 - staff embarked on developing an Implementation Strategy for the *PRC Master Plan* which could provide a framework and tactical plan to guide future decisions. In addition, the first draft of the *PRC Master Plan* led Council to direct staff to initiate several areas of further research and study to develop plans that would address the gaps in some key service areas. These included the development of an *Aquatic Services and Infrastructure Strategy (2015-2040)*, the *Arts, Culture and Heritage Strategic Plan (2015-2030)* and the *Arena Services and Facilities Strategy (2015-2030)*. The completion of these plans and strategies were integral to developing a comprehensive *PRC Master Plan Implementation Strategy* which could quantify the anticipated capital investments associated with these service areas and be incorporated into the overall Master Plan. These documents have been recently endorsed by Council and are now included in the *PRC Master Plan*.

May 16, 2016 - Council-in-Committee received the *PRC Master Plan DRAFT Implementation Strategy* and directed staff to invite residents to provide feedback on the strategy's priorities and actions that were laid out in this strategy. Coquitlam residents and stakeholders were asked to participate in an interactive on-line survey to provide feedback on any or all of the 18 parks, recreation and culture service areas governed by the *PRC Master Plan* and over 1,100 participants took part in this process. Additional feedback on the supporting plans and strategies were also included in this process.

October 24, 2016 - staff reported back to Council-in-Committee with the results of the *PRC Master Plan Implementation Strategy* consultation process and now this feedback has been incorporated into this final *PRC Master Plan*.

April 2017 - Council granted final approval to three key supporting strategies: *Aquatic Services and Infrastructure Strategy (2015-2040)*, the *Arts, Culture and Heritage Strategic Plan (2015-2030)* and the *Arena Services and Facilities Strategy (2015-2030)* which would enable the Master Plan to incorporate these strategies and to be finalized and presented to Council for final approval.

Discussion/Analysis:

Development of the *PRC Master Plan* and the resulting *Implementation Strategy* was based on a comprehensive process of research and analysis about the current state of the services offered by the department. From this baseline analysis which occurred in 2014/15, gaps in services and facilities were identified, and Ten Strategic Directions were developed to guide decision making about new facilities, programs and services in the future. A companion to the *PRC Master Plan*, the *Implementation Strategy*, was developed to provide a more detailed and tactical plan focused on the identification of priority activities and new capital assets required over the next 15 to 20 years to support the recommended changes in the individual Service Areas identified in the *PRC Master Plan*. The *Implementation Strategy* is intended to serve as a functional guide to ensure the coordination and phasing of all new assets and services and assist with the development of the departmental capital and business plan priorities that will be brought forward for Council consideration and approval each year. The projects and actions identified are based on an analysis of current and future service needs, current population projections and demographics; existing capacity of buildings and facilities, and the community's priorities for service and funding availability.

Staff are pleased to present the final *Parks, Recreation and Culture Master Plan* (Attachment 1) for Council approval. The updated Master Plan document incorporates the content from the *Implementation Strategy* to highlight key activities and potential order-of-magnitude capital costs for each service area in order to respond to the following four objectives identified in the Master Plan:

- **Maintain Service Levels** – In some service areas, public feedback, industry best practice and research data indicated that the appropriate level of service has currently been attained by the City and in these cases the Master Plan will include initiatives to maintain the current service level.
- **Fill Identified Gaps** – In some service areas, gaps in basic service delivery have been identified which the City should address in order to more effectively deliver this service to the community and meet the core services model. The Plan identifies initiatives that are intended to fill these gaps.
- **Address Service Inefficiencies and Adjust Surplus Services** – In some areas, the current level of service may no longer be warranted, or services are provided but inefficiencies may be present that must be addressed and corrected. The Plan includes initiatives that would effectively modify, reorganize, reduce or minimize a Service Area to increase its efficiency, cost effectiveness or meet changing community priorities.
- **Plan and Build for the Future** – Not all service enhancements will result in increased service levels; in some cases, service enhancements or resources are required to retain desired existing service levels for a growing population, and

to keep pace with growing demands. In other words, in some service areas the City has reached a desired level of service, but to maintain this level it is necessary to plan and build new facilities to accommodate anticipated growth and community change given the identified demographics, diversity, trends, demands, and funding. The Plan includes initiatives that will address this future need.

The final update of the *PRC Master Plan* incorporates feedback from Council and the community as well as editing to improve readability and language consistency across all sections of the document. The following noteworthy changes have been made:

- The associated *Implementation Strategy* page for each service area has been embedded into the appropriate section to provide a comprehensive understanding of each service area, including the initial assessment, identified issues and gaps, the goals and objectives of that service area and finally the implementation objectives, activities and potential capital costs;
- A wider range of dates within the *Implementation Strategy* pages has been included to reflect the need to build in a range or degree of flexibility in the potential timing of proposed action items;
- A 2020 map with projected amenities for each service area has been added in order to provide Council with an overview of the potential range and distribution of amenities in each service area;
- An update to the Park System Planning Guidelines section with the City's "Park Classification" system is provided as a result of the work completed in 2015 on the Park Prioritization Framework;
- A section entitled "Recreation Facilities Design Guidelines" has been added to assist in planning the scope, scale, and distribution of future recreation facilities;
- The "Service Wheel" for Arena Services has been downgraded from "Enhanced" to "Basic" following community feedback; and
- Performance measures have been included to link the *PRC Master Plan* to the Corporate Strategic Plan and monitor and gauge success of the Plan.

Implementation and Future Plan Updates:

The *PRC Master Plan* is intended to be a "living document" and will be updated every five years to reflect changing community priorities and completion of implementation activities based on funding availability. As the City completes or updates supporting documents, studies and strategies, such as the upcoming *Tennis & Pickleball Services and Facilities Strategy* or the *Seniors Strategy*, staff will

use this information to update the *Implementation Strategy* accordingly, including the projected capital budget with new approved projects and updated capital cost estimates. This updated information will inform the development of annual business plan priorities for PRC which will be presented to Council for approval, thus ensuring the plan remains relevant, and is implemented with Council's direction on an annual and on-going basis. The updated plan will be posted on the City website on an annual basis.

Next Steps:

Parks, Recreation and Culture will continue to explore and study service areas as identified in the *PRC Master Plan* and bring forward these proposed initiatives as part of the annual business planning process and financial plan. In 2017, staff will be completing the *Tennis and Pickleball Services and Facilities Strategy*, a *Seniors Strategy*, and will initiate the process of developing a *Tri-Cities Youth Strategy* and a renewed *Cemetery Services Plan* which were approved by Council as part of the 2017 Business Plan. Potential future years' initiatives are likely to include strategic reviews on other service areas that need to be updated, including Outdoor Recreation, Northeast Recreation Services, Invasive Plant Management, Dog Off-Leash Services, Sports Storage, Park Washroom Strategy, and many others. PRC intends to continue to review our approach in all areas to ensure services remain current, relevant, and appropriate, yet flexible and adaptable to the City's changing needs.

The strong foundation of the *PRC Master Plan* and the regularly updated *Implementation Strategy* will create the groundwork for decision making for the PRC over the next 15-20 years. In order to ensure PRC maintains a continued focus on the high level objectives of the *PRC Master Plan*, PRC divisions will develop annual work plans and performance measures which will roll-up into delivery of the department's high-level outcome measures which are linked to the City's Corporate Strategic Plan.

Following Council approval, staff will finalize any necessary changes to the document, and update the City's website with the final *PRC Master Plan* and *Implementation Strategy* as well as the associated supporting plans and strategies. Staff will also distribute printed copies of the final *PRC Master Plan* to all PRC facilities, and to the Coquitlam Public Library for the purpose of community access and review.

Financial Implications:

A total capital budget of \$150,167 to cover consulting services, community consultation and communication materials was approved for the *PRC Master Plan*. The costs for the *Implementation Strategy* survey and consultation were approximately \$10,000. Following the completion of both of these components, approximately \$7,000 remains in the City's account, therefore staff completed this project within budget.

Conclusion:

The *Parks, Recreation and Culture Master Plan* was the PRC Department's key initiative over several years, and will be a foundational document to guide future PRC actions and initiatives for years to come. This plan incorporates a comprehensive review of the service areas delivered by PRC and represents a renewed vision for the effective and coordinated provision and delivery of parks, recreation and culture services over the next 15 to 20 years. The *Implementation Strategy* is a flexible and functional companion to the *Master Plan*, and will guide the effective delivery of the *PRC Master Plan* with a tactical approach for the anticipated timing and funding of priorities that will be implemented annually through the Council Business Plan and priority setting process. The entire package of work has received the general support of the community, and staff have incorporated the public feedback received in the consultation phase into the final *PRC Master Plan* and *Implementation Strategy*.

Staff are pleased to present the *PRC Master Plan* and *Implementation Strategy* to Council for consideration and final approval.



Raul Allueva, RPP

Attachments:

Attachment 1 – *Parks, Recreation and Culture Master Plan (2015-2030)*

This report was prepared by Chris Siddaway, Coordinator, Plans, Policies and Community Partnerships and Michelle Hunt, Director Planning and Business Services and reviewed by Kerri Lore, Policy and Partnership Manager, Kathleen Reinheimer, Manager Parks and Mary Morrison-Clark, Manager Community Recreation and Culture Services.



PARKS, RECREATION & CULTURE MASTER PLAN

Our Story

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1. Executive Summary

1.1 Introduction

The City of Coquitlam is home to approximately 140,000 people and is expected to reach over 220,000 residents by 2041. Coquitlam is experiencing tremendous change, not only in population growth but also in demographics, culture, and in specific neighbourhoods. Through this growth and evolving diversity, the community's needs are becoming increasingly dynamic and the Parks, Recreation and Culture Services ("PRCS") Master Plan is meant to capture this evolution and to plan for the community's parks, recreation and culture opportunities for the next 15 to 20 years in a thoughtful and strategic manner.

The facilities and services provided by the Parks, Recreation and Culture Services department are highly valued by residents and contribute to the overall quality of life in Coquitlam, as highlighted in the annual Ipsos Reid survey results and the public consultation process that has been undertaken as part of the process to develop this Master Plan.

A new Parks, Recreation and Culture Master Plan has been developed to provide an overarching assessment of the services and assets delivered by the department, thus re-setting the baseline from where the City can move forward and chart a course for the next 15 to 20 years. The Master Plan tells the story of parks, recreation and culture in the City of Coquitlam - where it is today, what it does well, what it needs to do better, and the direction it needs to head to provide the optimal balance of public services to the residents of Coquitlam. In essence, the purpose of the Master Plan is to provide an overall framework that:



- Conveys the **community's values and aspirations** for Coquitlam's Parks, Recreation and Culture Services;
- Defines **the role of the City and other service providers** providing these programs and services;
- **Aligns the department's policies, plans and strategies** under one governing document;
- **Provides a policy framework** for future decision-making that allows staff and Council to be responsive to changing needs, trends and opportunities;
- **Provides a baseline assessment** of the Parks, Recreation and Culture service areas, including a review of park and facility infrastructure;
- **Maximizes the use** of current parks, recreation and culture assets; and
- As part of the future Implementation Strategy, **identifies service level changes, clear deliverables, outcomes, priorities and capital costs** over the next 10 - 15 years for facilities, parks, amenities and programs and establishes funding strategies that are aligned with the strategic directions.

1.2 Vision and Goals

Community recreation, natural outdoor spaces and arts and culture contribute to the overall health of a City and the quality of life of its residents. Research continues to show that it is important for physical, mental and social well-being to have access to the programs, services, and resources outlined in this plan. The PRCS Department's goal is to ensure that every resident of the City has access to quality recreation experiences. Regardless of age, income level or neighbourhood, the City plays an important role in the delivery of services and aims to ensure that all residents have the opportunity to be engaged, whether that is volunteering, playing a sport, gathering with friends for a walk in the park, taking a cooking class, or appreciating an artist exhibition or theatre performance. The multitude of opportunities provided by PRCS is vast and presents challenges and opportunities to effectively plan and provide excellent services and experiences now and in the future.



Under the corporate Strategic Plan, City Council has adopted the mission *“To sustain Coquitlam’s high quality of life for current and future generations, we serve the public interest through leadership, innovation and a focus on community priorities and strength.”* The PRCS department plays a key role in this mission and achieving the associated strategic goals in a number of ways:

- **Strengthen Neighbourhoods** – The services provided in the broad areas of parks, recreation and culture are vital elements that contribute to in overall community health, including improving physical activity behaviours and helping address issues related to social isolation at the community level. Participation in recreation, arts and culture promotes healthy social and emotional behaviours in children, youth and adults and builds a strong sense of community. In addition, the provision of well-designed and maintained parks and public green spaces has been proven to significantly impact the social, physical, economic and environmental well-being of individuals and communities. Arts, culture and heritage programs foster healthy social and emotional behaviours and build a strong community as a more cohesive society is weaved through shared experiences that celebrate and build upon cultural diversity, celebratory events and a shared sense of history.
- **Expand Local Jobs, Local Prosperity** – Sport, culture and recreation enhance the economic growth opportunities in the community through partnerships, sporting and cultural events, festivals and local business development. Sports and cultural events help to contribute to

the local economy through tourism and the provision of parks and public green spaces by contributing to a sense of place that attracts and retains residents and businesses. Through a collaborative and holistic approach aimed at creating an inspiring public realm through public art, natural and designed spaces, quality of life is enhanced and private sector investment in Coquitlam is encouraged. Finally, economic impact studies show that investment in arts, culture, and heritage creates a high economic return.

→ **Increase active participation and creativity** – Programs and services provided by PRCS are aimed at increasing participation, engagement and creativity in the community. The *PRC Master Plan* defines the role of the City by establishing core services. A key initiative in the *PRC Master Plan* is the creation of a policy framework for developing and delivering City programs, based on best-practice objectives and principles. The desired outcome from this framework is to create a balanced offering of programs and services accessible to residents of all ages, abilities, genders, interests, income levels and cultures in Coquitlam. In the parks realm, exposure to nature and access to recreation in a natural environment provides a number of benefits to residents' physical, social and emotional health and encourages physical activity and engagement through access to a wide range of activities.



→ **Enhance sustainability of City services and infrastructure** – Parks, recreation and culture programs and services are delivered through a significant investment in public assets, including staffing, recreation facilities and park infrastructure. The *PRC Master Plan* has been developed to guide Council's future decisions in the investment and provision of community recreation, sport and culture facilities, parks and open space amenities, and programs and services. The *PRC Master Plan* highlights the overdue need to look at investment in sustaining the current assets and funding growth areas under a key objective to balance and prioritize investment in all services areas. The plan also sets out to continuously improve service delivery by critically exploring administration and operations, partnerships that assist the City to deliver its mandate, support the continued vitality and sustainability of these partnerships, and look for new opportunities to reduce the tax burden. The Plan also advocates the adoption of an ecologically-sensitive approach in the development and delivery of all programs to help reinforce the City's commitment to environmental objectives.

→ **Achieve excellence in governance** – Many of the programs and services provided by PRCS are the result of policy and strategy documents. The *PRC Master Plan* brings all the policy and strategic work together under one umbrella. Through this plan PRCS will holistically plan the parks, recreation and cultural services it delivers to the community through the use of best practices to deliver and facilitate exceptional experiences to its citizens. Staff will maintain prudent financial management in the implementation of this plan, enhance departmental efficiencies and demonstrate achievement of the goals through measured performance with a focus on results for our community and stakeholders. A culture of evaluation and continuous quality improvement based on the foundational principles in the plan will ensure optimal levels of service are maintained.

1.3 One Framework – Two Documents

The *PRC Master Plan* framework is contained in two separate but companion documents: The Master Plan and the Implementation Strategy.

The Master Plan sets the overall strategic directions for Parks, Recreation and Culture Services. In addition to background information, demographic data, trends and best practices, this document has two essential components:

- a) Strategic Directions that address fundamental policy areas or critical challenges which will ultimately affect the departments' mandate, mission and/or values; service levels; users and partners; and costs, financing, and organization structures with an assessment of the 18 Service Areas of PRCS based on the assets, service-delivery models, programming and governance. The assessments highlight key issues, constraints and challenges, as well as recommendations that have created the above Strategic Directions.
- b) The separate but complementary *Implementation Strategy* identifies, summarizes and prioritizes activities, capital financial impacts and desired outcomes to support changes to the 18 Service Areas as well as the overarching Strategic Directions. The relevant *PRC Master Plan Implementation Strategy* pages have been embedded into each of the service areas in the Master Plan. The *Implementation Strategy* is a tactical planning tool for PRCS to set its business plan priorities for Council approval each year.

1.4 Implementation Strategy

The *Master Plan Implementation Strategy* is intended to serve as a functional and tactical plan to ensure the coordination and phasing of all new assets and services and it will be used in the development of the departmental capital and business plan priorities brought forward for annual Council consideration. The projects and actions listed are based on an analysis of current and future service needs, current population projections and demographics, existing capacity of facilities, the community's priorities for service, and funding availability. It is intended to be a flexible framework that can respond to new ideas, opportunities and priorities guided by the Strategic Directions.

The *Implementation Strategy* is based on the following four general approaches or objectives that may be applied to guide the changes anticipated in the each service area:

- **Monitor and Maintain Service Levels** – In some service areas, public feedback, industry best practice and research data may indicate that the appropriate level of service has currently been attained by the City and in these cases the *Implementation Strategy* will include initiatives to maintain the current service level.
- **Fill Identified Gaps** – In some service areas, gaps in basic service delivery have been identified which the City should address in order to more effectively deliver this service to the community and meet the core services model. The *Implementation Strategy* identifies initiatives that are intended to fill these gaps.

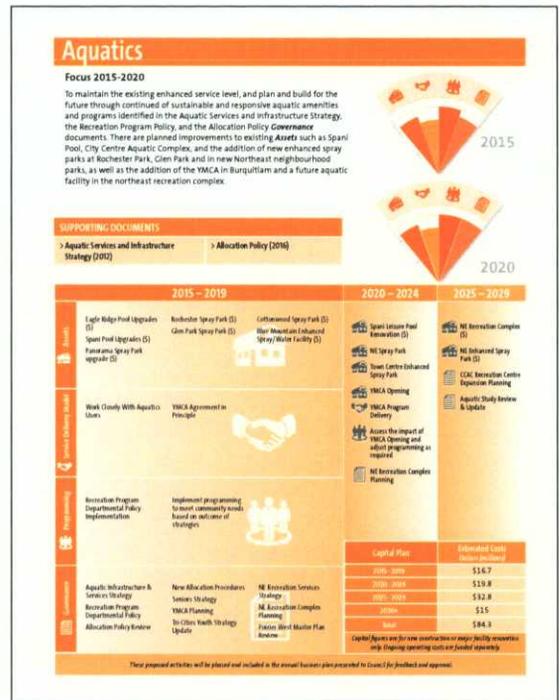
- **Address Service Inefficiencies and Adjust Surplus Services** – In some areas, the current level of service may no longer be warranted, or services are provided but significant inefficiencies may be present that must be addressed and corrected. The *Implementation Strategy* includes items that would effectively modify, reorganize, reduce or minimize a service area to increase its efficiency and cost effectiveness.
- **Plan and Build for the Future** – Not all service enhancements will result in increased service levels; in some cases, service enhancements or resources are required to retain desired existing service levels for a growing population, and to keep pace with growing demands. In other words, in some service areas the City has reached a desired level of service, but to maintain this level it is necessary to plan and build new facilities to accommodate anticipated growth and community change given the identified demographics, diversity, trends, demands, and funding.

The *PRC Master Plan Implementation Strategy* provides a detailed listing of major initiatives and priorities for each service area over the next five years (2016-2020) as well as a high level view of proposed initiatives for 2021-2029. These priorities are based on approximate timing that responds to the service area assessment and Actions outlined in the corresponding sections of the *PRC Master Plan* or within any supporting plans or strategies that have been completed in the last five years. It is important to note that these documented actions are based on current projected population growth estimates, industry participation trends, and management best practices, and therefore may need to be adjusted based on actual experience.

Where suitable, in all services areas, the City will be aligned with the Strategic Directions identified in the *PRC Master Plan*, which includes continually ensuring attention and resources are focused on the core services, considering opportunities to partner with other organizations to build capacity, achieve financial and operating efficiencies, and meet the City's stated service objectives.

The *Implementation Strategy* lays a framework based on research and studies which have been completed in a number of the Department's 18 service areas; however, it is meant to guide overall planning but not limit ideas, opportunities, and creative thinking. It will remain flexible and responsive to changing community priorities and needs and Council will be able to modify the timing of projects and initiatives based on new community priorities and emerging funding realities.

The majority of plans and strategies supporting programs and service offerings will be updated and renewed over time, providing an ongoing framework to provide services in an effective and targeted manner. This will also help maintain a coordinated basis for decision making and funding that considers all services in a balanced way, and that can be modified and updated annually by Council as part of the annual budget and Business Planning process.

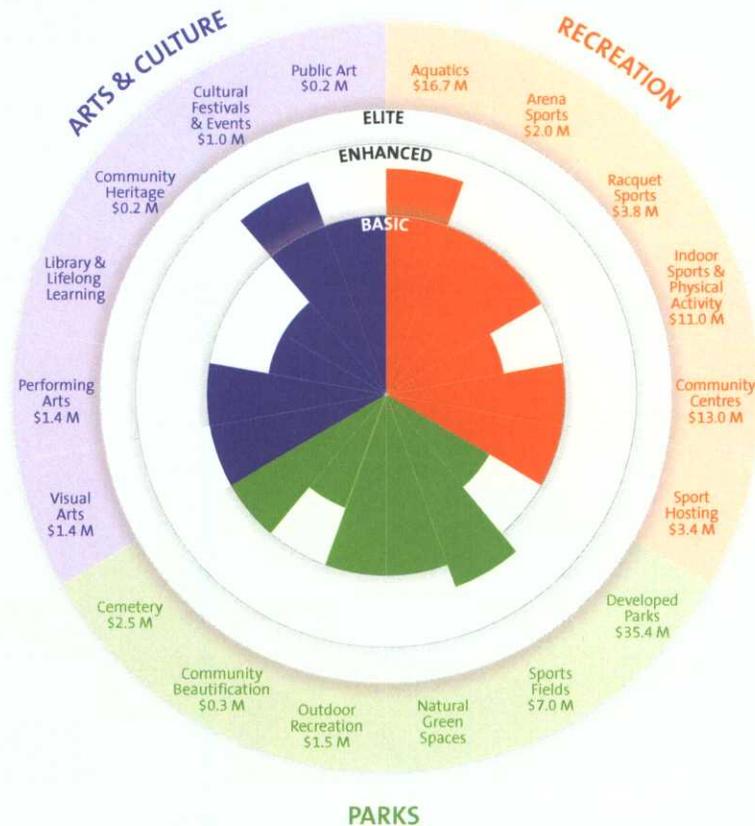
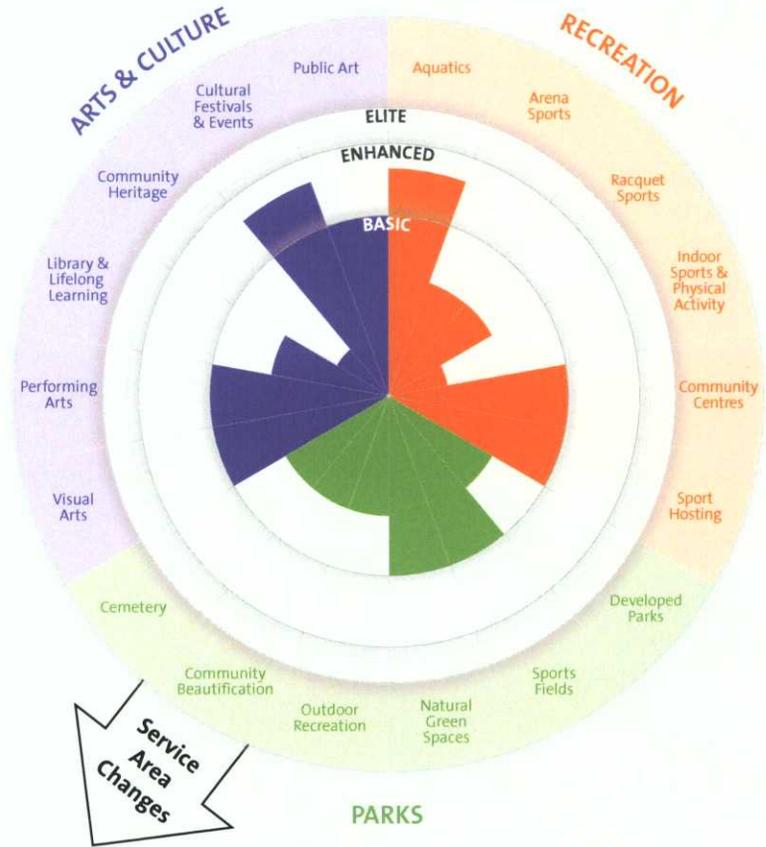


Sample page – PRC Master Plan Implementation Strategy.

Implementation Strategy Proposed Areas of Change

A defining graphic from the Coquitlam PRC Master Plan is the Service Wheel, which illustrates in high-level terms the state of all PRCS services at a glance. Based on these proposed projects or actions, the 2015 Service Wheel from the PRC Master Plan has been updated with a projected 2020 Service Wheel to illustrate the changes in service levels expected over the next five years.

2015
POPULATION: 139,284



2020
POPULATION: 176,000

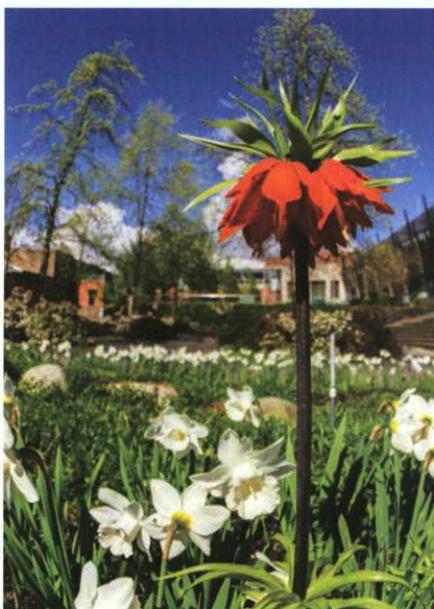
\$ = Proposed capital investment in facility construction and Renovation

2. Strategic Directions and Key Actions

The *PRC Master Plan* process has included a comprehensive assessment of the 18 recreation, parks, and culture service areas. Through these service assessments, ten key Strategic Directions have been identified and used to develop an *Implementation Strategy* to address the individual service areas' needs and demands.

2.1 Strategic Direction #1: Provide Core Services in Parks, Recreation and Culture

The overall community recreation system is made up of three overlapping sub-systems: 1. commercial providers, 2. not-for-profit organizations, and 3. the publicly funded recreation system. The public system is the main driver of community recreation opportunities as it provides services directly to residents as well as exercises varying levels of control over the ability of commercial or not-for-profits to offer services within its jurisdiction. Therefore, the City of Coquitlam has a significant role to play in the delivery of parks, recreation and culture services; however, it is equally clear that the City cannot and should not play a role in all areas. Consequently, it is important to define the City's role, identify, and focus on its core services.



Key Actions – Provide Core Services in Parks, Recreation and Culture

Develop a recreation programming policy to guide the delivery of community parks, recreation and culture programming that is aimed at enhancing the personal, social, environmental and economic well-being of the community. The policy will provide a framework for providing facilities and developing programs that deliver the City's core services as well as incorporate the principles of exceptional service, operational sustainability and community development. The policy will be applicable to programs delivered directly by the City and those delivered through partnerships. It will be based on the following general principles and focus areas:

- **Recreational and cultural services and programs for Coquitlam residents**, with priority being assigned generally to those programs and services that serve the largest number of residents and with secondary priority being given to the following target groups: children and youth, seniors, inactive adults and vulnerable or special needs groups;
- **Introductory level** sport, recreation, and culture opportunities through a variety of delivery models;
- **Low to no-cost opportunities** while supporting third-party partnerships to provide enhanced and elite opportunities;
- **Supply and maintenance of buildings and structures** that focus on flexibility and multi-use;
- **Supply and maintenance of trails, appropriate areas of open space/parkland** for passive and active pursuits across the City as well as the protection of important environmental features;
- **Protection and enhancement of the urban forest**, including regular maintenance activities related to all publicly-owned City trees; and
- **Qualified Staff to coordinate and program core services**, including planning, policy development, facility allocation and volunteer management.

2.2 Strategic Direction #2: Enhance Service Delivery through Partnerships

One of the roles of the municipality is to facilitate the delivery of recreation and cultural facilities and services in ways that best meet the needs of residents. Partnership arrangements have become increasingly important and prevalent in the provision of programs and services in Coquitlam. In general, municipalities are adopting a greater leadership and support role to non-profit agencies and organizations that can operate with greater autonomy and responsibility for their operation. Additionally, there are existing successful private partnership models in Coquitlam that complement the core recreation services and provide an enhanced level of experiences to this community.

Coquitlam was one of the first municipalities in Western Canada to enter into Public-Private-Partnerships for the delivery of recreation facilities and services. The first major agreements were with private operators for the delivery of services at the Planet Ice Facility and the City's covered tennis facility in the Poirier Precinct, followed by the site specific agreement for the Pinetree Community Centre with Douglas College and School District 43 for shared gymnasium and community spaces.

These partnerships provide facilities for community use at far less cost than what the City could build and operate on its own.

Other examples of partnering to deliver services are the ongoing relationships the City has with the nonprofit organizations of Place Des Arts, Evergreen Cultural Society, Societe Place Maillardville Society, the Coquitlam Public Library and the Coquitlam Heritage Society. These nonprofit societies deliver programs and services anchored in civic-owned facilities. Developing Service Agreements with these partners is a key priority in the Arts, Culture and Heritage Strategic Plan and have been initiated in order to ensure an appropriate service continuum that meets community needs.

Coquitlam continues to embrace and support partnership models for the delivery of programs and services to the community. Current examples are the development of the YMCA in Southwest Coquitlam and working with School District 43 on new joint use site facilities.

Key Actions – Enhance Service Delivery through Partnerships

- **Strategically explore and utilize partnerships** with both private and not for profit organizations to deliver facilities, programs and services wherever viable while upholding standards of quality and meeting the general public good.
- **Develop strong operational models and ensure appropriate resources** to ensure services provided in partnership are delivered reliably, safely, and effectively to the public.
- **Investigate regional governance models** to explore improvements to the planning and delivery of recreation and culture amenities and facilities in the Tri-Cities and where possible coordinate with neighbouring municipalities to allow each community to leverage their collective assets and focus on creating amenities that serve the Tri-Cities area.
- **Work with organizations and community groups** to facilitate opportunities for learning experiences for all ages and skills.
- **Develop a service continuum** to meet the broad community needs including service agreements with partners to ensure coordination of programming and identifying service areas that may be best suited for delivery by the private sector.
- **Strengthen stewardship activities** and programming within parks by collaborating with a variety of community partners.
- **Review site-specific agreements** and complete a master joint-use agreement with School District 43 to guide future arrangements.
- **Explore partnership options** to deliver arena services including an in-depth evaluation of capital reinvestment needs.
- **Explore corporate marketing and sponsorship partnerships** to fund facilities, programs, events and service enhancements.

2.3 Strategic Direction #3: Work toward a Sustainable Funding Plan for New Parks and Facilities

There have traditionally only been two key sources of funding for new parks:

1. The first is the *Local Government Act* requirement that owners of land being subdivided set aside five percent for parks, or they must pay the local government and at the market value of land to be used for park land acquisition.
2. The other funding source is the use of Development Cost Charges (DCC) specified also under legislation. DCCs are monies collected from land developers by the City to offset some infrastructure costs associated with the needs of new development. The DCC program funds parkland acquisition and the construction of basic park elements such as landscaping, grass sports fields, playgrounds and trees. However, there are standard park and recreation amenities which do not qualify for DCC funding that are often considered as basic services by users - items such as parking lots or access roads, building such as dugouts, bleachers or field houses or the installation of lighting systems. Construction of other amenities valued by the community such as tennis or basketball courts, baseball diamonds and tracks are also precluded from DCC funding



Coquitlam's future park program, which is updated bi-annually, currently includes 140 new acres of parkland and is funded through the DCC Program, based on population growth projected within the City-Wide Official Community Plan (OCP). The 2015 DCC program includes parkland acquisition and development valued at \$350 million over the length of its 30-year timeframe and includes 46 park projects.

As DCC funding is contingent and dependent on ongoing growth, park development and construction currently proceeds only as DCC funds are available which means the construction of new parks typically lags behind neighbourhood residential development. There is significant community pressure to advance the park construction program and develop active parks prior to new residents moving into the area in order to create a whole community simultaneously and provide a standard level of park services to new neighbourhoods. The inconsistency between community expectations and cash flows can become an issue in new neighbourhoods. Regular updates of the City's DCC Bylaw is critical to ensure project costs are properly recovered from growth. Options to allow internal borrowing and re-payment from DCC's should also be explored to ensure the timely delivery of park assets.

The Coquitlam Park system needs to be planned, developed, and managed in a fiscally sustainable manner. This is an ongoing challenge as the funds from municipal taxation are limited and the development and re-development initiatives need to be balanced in the context of multiple neighbourhoods that have different levels of programming and needs at any one time. Moreover,

Key Actions – Work toward a Sustainable Funding Plan for New Parks and Facilities

- **Maintain a funding plan** that provides for construction of complete parks, including park amenities not covered by Development Cost Charges.
- **Continue to encourage use of new sources of funding** for parks and facilities such as Community Amenity Contributions, leveraging of City lands, development partnerships and the use of residual density of park properties, marketing partnerships and user-funded replacement reserves (e.g. contributions to an artificial turf replacement reserve).
- **Explore density transfer options** for public park land and recreation amenities to maximize the City's open space and to achieve other public and community amenities.
- **Explore regulatory and zoning improvements** to enable development of public parks at the ground plane in private developments to complement public realm improvements and new park developments.
- **Consider the development of parks in tandem** with new neighbourhood development through a capital-borrowing program similar to other City programs that fund new roads and utilities.
- **Encourage private park oriented developments** that emphasise the establishment of gathering spaces for public good through neighbourhood and development planning processes.
- **Explore design and funding alternatives** for road frontage and parking standards for park sites.
- **Allocate land for facilities** separate from park land in area and neighbourhood planning processes.

the protection and improvement of existing natural and constructed assets need to be balanced with the acquisition and development of new assets. As such in 2015, the City developed a Park Prioritization Framework to guide the planning of the park capital program. This framework utilizes seven criteria to assess and prioritize the delivery of park projects. The framework is updated annually and the resulting capital program is endorsed by Council as part of the annual financial planning process.

The City can take advantage of other funding sources, including Bonus Density, or user-sustainability fees as is being explored for the renewal of turf fields. Also, in 2016, Council approved a Community Amenity Contribution (CAC) policy and program which will provide another potential funding source for park amenities which cannot be paid for through DCC's as well as much needed new civic facilities, including recreational and cultural buildings.

2.4 Strategic Direction #4: Work toward a Sustainable Funding Plan for Infrastructure Maintenance and Renewal

In Canada, capital reinvestment in recreation facilities has steadily declined over the past few decades resulting in an infrastructure renewal deficit. Many recreation facilities are reaching the end of their useful lifespan requiring either major upgrades or complete replacements. Not only to repair the cumulative wear and tear due to years of use, but also to address the functional obsolescence due to changing user demands.

Coquitlam has instituted a life cycle management plan to review the condition and then repair and replace building systems within reasonable timeframes. A preventative maintenance program as well as the monitoring and implementation of this program in terms of meeting priority and changing needs is critical for the future of PRC facility infrastructure. That said, the program currently includes only the buildings, is only partially funded and excludes park amenities. The built assets within Coquitlam Parks (excluding buildings) have a total estimated replacement value of almost \$109M. These assets have a wide range of ages and expected lifespans. Although no asset management plan has been developed, many park amenities

are anticipated to be at the end of their useful lifespan and due for replacement, requiring reinvestment to keep them safe and functional. Limited capital funds have been available for lifecycle replacement projects, which has led to a backlog of deferred replacements.

Some of the key facilities and amenities that require substantial ongoing investment to maintain basic service levels include the City's aquatic amenities (specifically spray parks), outdoor tennis court inventory, park lighting and parking lots. There are also a number of facilities nearing the end of their life-cycle, nearing the end of lease and partnership agreements or a combination of both. There is no reliable and consistent funding in place for infrastructure replacement.

The City has several buildings that are past their lifecycle and there is a significant gap in community centre and gymnasium space for community programs and services in all areas of Coquitlam. Expansion of multi-use facilities need to be considered to meet a variety of recreation needs, both in the Northeast and City Centre. As well, with the anticipated community growth, it is expected that facility supply will not be able to meet increased demand. The aquatic infrastructure will reach capacity in the timeframe of this *PRC Master Plan* and the Aquatic Infrastructure and Services Strategy outlines the requirements for the next 15 years. The Arena Infrastructure and Services Strategy identified a deficiency in arena space in the next 10 years that will be offset by the City of Coquitlam working with the City of Port Moody to establish a regional curling facility based in Port Moody. The 2012 Tennis Feasibility Study identified nearly one-third of the outdoor tennis courts are in need of significant repairs. The Planet Ice lease agreement for arena space also needs to be reviewed. The City must strategically plan for the long-term provision for aquatic, arena and tennis needs, as well as other service areas within the arts and culture realm.

As DCC funds can only be used for the replacement of a limited type of park elements and then only the proportion that can be attributed to growth. The creation of an asset management-funding plan will require general revenue funds and access to the CAC funds.

Lastly, the City has pledged to reduce corporate greenhouse gases by 30% by 2015. Coquitlam has also joined 61 other BC municipalities in signing the "Climate Action Charter" which commits the City to achieve carbon neutral operation by 2021. Parks, Recreation and Culture actively seek opportunities to support the implementation of the Corporate Energy Management Plans and Community Greenhouse Gas Reduction Strategy.

Key Actions – Work toward a Sustainable Funding Plan for Infrastructure Maintenance and Renewal

- **Adopt an infrastructure renewal plan** that can maintain the City's current infrastructure as well as service the demanding growth needs.
- **Create a parks infrastructure asset management plan** and funding model for the built elements in parks based on a technical condition assessment that includes provision for the lifecycle replacement, renovation or expansion of built elements within parks including playgrounds, sport courts, lighting systems, and parking lots.
- **Identify high profile sites** as enhanced-destination parks and focus existing operational resources on these sites.
- **Continue to incorporate and implement energy conservation measures** in alignment with the City's Corporate Climate Action and environmental sustainability commitments.

2.5 Strategic Direction #5: Optimize the Use of Public Facilities and Amenities

Given the challenges of funding new facilities, optimizing and indeed maximizing the level of use in City amenities is a fundamental obligation of the City as well as all sports, recreation and cultural groups that provide these benefits to our community. This fundamental objective must be achieved if the highest efficiencies in services are to be reached, and if all areas of service are to be addressed and properly delivered in the longer term. There are many dimensions to this: the City does not maximize indoor facilities that have fixed overheads and unused program capacity;



sports teams book quality turf fields for usage and the allocation is not used by anyone; and facility spaces sit empty because they have been designed for a single purpose. All of these dimensions must be examined to ensure the optimal use of Coquitlam's resources.

Municipal best practice shows that across all communities, a clear shift from stand-alone to multi-use facilities is underway and it is becoming standard practice to design recreation facilities for multi-purpose uses that allow for greater flexibility, provide for less structured activities, and respond to increasing demands for new activities without major building retrofits.

Current and future recreation interests, as well as participation levels and styles, need to be accommodated in these public buildings. Demand is also increasing for recreation activities that promote socialization and community cohesiveness. This also indicates the need for multi-use/multi-generational community centres designed to provide informal and formal gathering spaces. Facilities need to be universally accessible and include accessible equipment and features.

The City's Annual Citizen Satisfaction Survey and 2012 Parks, Recreation and Culture Questionnaire both highlight the overall satisfaction with the City's recreation assets and services. As the city grows, resources and facilities will be required to maintain these levels with focus on flexible and multi-use design, incorporating features to enhance feelings of belonging and connection, and facilitating opportunities within the community for established and emerging users.

Libraries are also becoming progressively more integrated with other civic spaces, such as within multi-use community facilities, in order to attain operating efficiencies and cost savings through sharing common areas, storage space, programming rooms and facility management services. If effectively designed and managed, this model has the potential to offer considerable benefits to residents who appreciate a one-stop experience.

In Coquitlam, the use of City facilities and amenities such as sports fields is currently guided by an *Allocation Policy*. This Policy guides the use of civic facilities by considering the following five criteria:

1. Equity;
2. User Profile;
3. Function Profile;
4. Past Performance; and
5. Economic Benefit to the City.

Through this Policy, which was updated in 2017, the City is committed to the principle and practice of fair and equitable allocation of resources and opportunities to all sports organizations, both new and historic users and to both genders. The Policy states that first priority is *always* allocated to City of Coquitlam sponsored programs, services and events, and commitments to existing legal agreements, however while the policy indicates that first priority is to be given to City programs and events, historical practice shows that community groups, particularly child/youth sport groups, are typically provided overall priority. This practice limits access for new user groups and event opportunities while supporting existing long-term users.

The use of City facility assets and indoor and outdoor amenities needs to be reviewed to ensure that basic sport, recreation, arts and culture needs are being met, that existing allocation are being properly and responsibly allocated and that opportunities are being provided for a variety of programs and services. This includes all indoor and outdoor facilities, including sports fields.

Pressures to meet current and new demands are increasing and demands exceed capacity based on current practice. Improved access to School District 43 joint-use facilities will provide increased opportunities for the community. Glen Pine and Dogwood Pavilions offer a tremendous variety of programming options, yet they are significantly under-utilized as community amenities. Extending hours of operation and programming to evenings and weekends would provide some of the much-needed space to support introductory programming, as well as space for a variety of community groups including art and culture performance and rehearsal space.

2.6 Strategic Direction #6: Recognize the Evolving Role of Community Recreation in Facility Design and Program Delivery

The parks, recreation and culture field is recognized as a vital element in overall community health, including improving physical activity behaviours of residents and addressing social issues at the community level. Indeed, the largest impact in people's health, well-being and happiness comes from improving where we live, work and play and participation in recreation can result in a more cohesive community.

Leisure needs and values change across an individual's lifetime and there are generalizations that can be made about leisure behaviours of specific population groups. For example, as the population ages, the appreciation for physical well-being improves and there is an increased

Key Actions – Optimize the Use of Public Facilities and Amenities

- **Design new facilities as flexible multi-use spaces**, avoiding specialty single use amenities. Trends should be monitored and facility use adapted over time.
- **Maximize the use of existing public facilities** including programming Pavilions to serve a broader age range and provide space and programming for recreation, culture and general community group offerings.
- **Design and build centres as part of facility clusters** and, in particular, commit to the development of a phased, comprehensive social/recreational hub in the Northeast and City Centre and explore partnering opportunities for facility components.
- **Preserve City-owned lands** in City Centre for long-term civic asset use that will be used to create a civic hub.
- **Strategically plan for and fund** the long-term provision of aquatic and arena needs.
- **Investigate operational changes** such as extending days and hours of operation, reviewing Fees and Charges Policy, subsidy rates, and updating the *Allocation Policy* to make changes that support more balanced and best use of publicly owned space.
- **Establish clear operating procedures** to guide the allocation of City facility and amenity space, including City programs and services, room bookings, and indoor and outdoor sport, recreation and culture use and allocation.

Key Actions – Recognize the Evolving Role of Community Recreation in Facility Design and Program Delivery

- **Develop a recreation programming policy** to guide the delivery of community recreation programming that is aimed at enhancing the personal, social, environmental and economic well-being of the community and incorporates the principles of exceptional service, operational sustainability and community development.
- **Develop opportunities for people** to be active on an individual, informal basis.
- **Ensure physical activity programs** and amenities reflect the range of interests, inspirations and abilities of the diverse community while aligning planning with community usages, participation and trends.
- **Improve “learn-to” physical literacy** (fundamental movement and sports skills) programs to facilitate learning experiences for all ages and abilities.
- **Deliver introductory programming** in all service areas through a variety of delivery models.
- **Embrace opportunities** to build on and incorporate emerging sport and activities into program offerings.
- **Consider facility and park design, programming and community partnerships** that foster physical activity, social gathering, connection, and responsiveness to the recreation needs of the growing and changing community.
- **Review and revise** the Youth Strategy, Community Access, Volunteer and Inclusion policies and develop a Seniors (55+) Strategy to revitalize the programs associated with these strategies, address barriers to access and participation, and engage with non-users.

demand for spaces and activities that may not have previously been considered. Older adults and seniors are more active today than in the past and they are seeking opportunities for casual sports, active living and a greater variety of choices, including more readily accessible pursuits such as walking, picnicking, sightseeing, or attending sporting and cultural events. However, outdoor pursuits requiring physical activity, skill development or special equipment remain popular with the Baby Boomer generation of seniors.

There is also a clear shift in the adult and youth population toward more informal and individualized activities that can be done at convenient times and places and include (but are not limited to) walking, cycling, gardening, cultural events, outdoor activities, environmental and cultural learning, ecotourism and physical activity. In addition, as people's schedules become increasingly busy, there is greater demand for informal and individual activities rather than scheduled programs.

The increasing ethnic diversity in Coquitlam's population also affects recreation participation and programming. Newcomers to Canada in their first and second generation of settlement typically place value on family or large group recreation activities, using park amenities such as picnic facilities. Newcomers also view participation in recreation activities as being

a way to learn about “being Canadian” and a place for their children to make friends and learn Canadian customs. Additionally, many ethnic families new to Coquitlam bring activities and sports specific to their heritage. As the community evolves, attention will need to ensure that access to a diverse sport, recreation and cultural offering is available.

Parks, recreation and culture plays a role in improving quality of life within the broader community that includes people living on lower incomes or with disabilities as well as members of visible minorities. The City of Coquitlam's 2012 Citizen Satisfaction survey identified the following barriers to participation: cost, lack of information, program or event times and transportation. Importantly, safety concerns and health constraints, as well as childcare and feeling unwelcome or uncomfortable at facilities or events and language posed additional barriers. Programs and services with continued emphasis on inclusion and access will be important as will a priority of creating safe and engaging public places, in order to build community.

2.7 Strategic Direction #7: Expand Outdoor Recreation Opportunities

Outdoor recreation involves both programmed and self-directed activities in natural spaces and focuses on the interactive relationship between the natural environment and people outdoor recreation is different from other forms of recreation because it relies on nature as a component of the activity. Snow is necessary for cross-country or downhill skiing; lakes, streams, and rivers provide places to fish, canoe, or kayak; and mountains and hillsides provide opportunities for hiking, climbing, and mountain biking. The interaction with nature inherent in these activities distinguishes them as outdoor recreation.

Lees+ Associates *Regional Outdoor Recreation Opportunities Study* indicates that Metro Vancouver and Fraser Valley residents place considerable value on outdoor recreation, with nine-in-ten reporting that this pursuit is at least “somewhat important” compared to other interests, and with approximately six-in-ten viewing outdoor recreation as “very important.” These findings are consistent with the City of Coquitlam’s annual Citizen Satisfaction Survey. In addition, findings show that people are willing to travel considerable distances to participate in outdoor recreation “experiences.” Those surveyed were willing to spend an average of 1-1.5 hours to reach their destination for an outdoor recreation day-trip.

There is a recent shift in interest and activities in outdoor recreation from risk adventure and specialized activities to more easily accessed opportunities such as hiking, biking and activity clubs. In the development of new parks and with the redevelopment of existing parks, consideration should be given to the provision of opportunities, skill development programs and services based on the identified high demand activities:

- Picnicking;
- Outdoor swimming and beach activities;
- Walking, hiking, and biking on trails;
- Nature and wildlife viewing; and
- Outdoor events such as interpretive tours, outdoor concerts and performances, festivals, etc.



Key Actions - Expand Outdoor Recreation Opportunities

- **Improve citizens’ opportunities** to connect with nature and to pursue outdoor recreation within or immediately adjacent to neighbourhoods through a network of park-oriented developments, group picnic areas, and through outdoor education programming opportunities.
- **Design and manage parks** and other civic spaces to maintain their reputation and functionality as safe, attractive amenities for all.
- **Continue to improve walking and cycling opportunities** to schools, along selected roadways, and within and between parklands.
- **Link arts, culture, health and physical activity** with outdoor recreation in program development of outdoor education opportunities and marketing.
- **Explore opportunities** to support the preservation of the Riverview Arboretum as a destination, public, botanical garden.
- **Protect and enhance access** into the backcountry, especially for more demanding, wilderness-oriented pursuits, through collaboration with provincial agencies responsible for crown lands and provincial and regional parks.
- **Continue to expand** off-road cycling opportunities in natural recreation areas and complete a future City-wide Off-Road Cycling Strategy to deliver this service in an effective way in conjunction with local service groups.
- **Monitor outdoor recreation trends** and support expansion of such opportunities in all areas of the City.

The development of greenways, bikeways and pathway systems is a key priority for community open-space systems. Active transportation systems are a major contributor to individual and community health. Ideally, walkway and bikeway connections should be made to indoor facilities. There is evidence that trails between neighbourhoods, commercial areas and community hubs are directly linked to health benefits. A sedentary lifestyle can be combatted with the provision of diverse, accessible opportunities for residents to be active within their own neighbourhoods. Commuting locally by non-motorized means such as walking and cycling is also critical.

The City of Coquitlam has a huge outdoor asset inventory with parks, natural forests, rivers, mountains, trails and proximity to neighbouring outdoor recreation areas; Therefore, the City should take advantage of its potential for an abundance of outdoor recreation opportunities.

2.8 Strategic Direction #8: Balance the Preservation of Natural Green Space with Community Use

Coquitlam has 805 hectares (1,988 acres) of natural green space that provides significant ecological value along with a range of outdoor recreation opportunities that rely on nature as a component of the activity.

In conjunction with outdoor recreation experiences, exposure to nature is in demand. The preservation and responsible management of natural areas supports the ecological health of the community and the corporate strategic goal of conservation of environmental assets. Natural areas provide carbon sequestration, storm water management, wildlife habitat and urban temperature moderation, as well as visual appeal and an opportunity for the community to experience nature's benefits.

Key Actions – Balance the Preservation of Natural Green Space with Community Use

- **Implement ecologically-sensitive procedures and programs** in parks and trails to help reinforce the City's commitment to environmental objectives in balance with recreation objectives, as described in the Corporate Strategic Plan.
- **Continue to recognize** the long-term value of natural areas through park planning within community planning processes.
- **Develop consistent management plans** for key natural park areas.
- **Build community support** for the preservation and conservation of natural areas through education and volunteer engagement initiatives.
- **Coordinate and collaborate** with community stewardship groups to enhance conservation/preservation education.
- **Ensure planning** for new recreational amenities within natural areas is undertaken in a sensitive way to maximize public use with the least impact to the environment.

The inventory of natural, undeveloped parks and protected lands within Coquitlam includes significant parks with large intact forests such as Mundy Park and Coquitlam River Park. The inventory also includes extensive green corridors within residential neighbourhoods such as the Hoy/Scott system that runs through the City Centre area and provides off-road linkages between neighbourhoods and schools. In addition, the city borders Provincial park and forest lands to the north and includes two Metro Vancouver Regional Parks - Colony Farms and Minnekada Park.

Coquitlam parks and open spaces offer the opportunity for the City to support a variety of environmental initiatives, including increased awareness, environmental protection, environmental education and low-impact operational practices. Regionally significant natural area parks like Mundy Park and Coquitlam River Park are highly valued by the community and require proactive management to preserve them for the enjoyment of future

generations. Site-specific, public ecological education is critical to the long-term preservation of these recreational and ecological assets. The more community members are connected to and understand the value of these urban forest parks, the more they will be protected from vandalism and misuse.

2.9 Strategic Direction #9: Build Festivals and Events Capacity

Council policy decisions and supporting plans such as the, *Celebrate Coquitlam Strategy (2011)*, *(2015)*, *Sportsfield Strategy (2013)*, and the *Arts, Culture, Heritage Strategic Plan (2015)* are placing greater emphasis on the City supporting and hosting cultural festivals and sporting events. In addition, the increasingly diverse community is placing more demand on venues to host large family and cultural gatherings and celebrations. Supporting neighbourhood revitalization and connection by facilitating neighbourhood gatherings and celebrations is also a priority of Council.

Citizens actively participate in festivals and events that build community spirit and highlight the City's unique community identity. They are a catalyst for economic development by attracting visitors to the community and providing a vehicle to display local artists and performers. The City provides a variety of festivals and events directly and indirectly through community organizations each year. Canada Day is the largest City sponsored event and takes place in and around the Town Centre Park Plaza, a purpose built venue capable of accommodating an event of this magnitude. Mackin, Blue Mountain and Glen Parks have hosted small and medium-sized community festivals, such as: Festival DuBois, which celebrates Coquitlam's French heritage and culture; the Nowruz (Norooz) Festival, which celebrates the Persian New Year; and the Blue Mountain Music Festival. A variety of festival venues will continue to be required to suit the range and diversity of the City's current and emerging festival needs.

Balancing the needs of regular users with requests for specific events is a challenge as the City's past practice has given priority access to regular users of City facilities and there is a lack of replacement facilities to host displaced users (See Issue #5 Optimize Use of Public Amenities for a description of the *Allocation Policy*).

2.10 Strategic Direction #10: Provide Greater Leadership and Investment in Arts, Culture and Heritage

Arts, culture and community heritage programs and services play an important role in the community's social, emotional and economic well-being. Activities in this incredibly diverse service area include public festivals, events and celebrations, adult learning, visual and performing arts, public art, cultural expression, community heritage exhibits and museums, as well as many others. Although not easily defined, such endeavors form the essence of how a community remembers and celebrate its past, express itself through diverse mediums and how its citizens connect to their community – socially, culturally, spiritually and emotionally.

Key Actions – Build Festivals and Events Capacity

- **Build and enhance** multi-functional facilities and amenities that facilitate hosting festivals and events.
- **Undertake a plan** for Town Centre Park that will identify future purpose-built amenities for cultural festivals.
- **Review and update** supporting policies and practices.
- **Balance the needs** of regular users and special interest groups.
- **Invest in building capacity** to deliver festivals and events through increased resourcing, volunteer management and support, incentive funding and marketing partnerships.

Coquitlam's arts, culture and community heritage programs and services are offered through a variety of City-delivered programs, arms-length service providers and community partners all loosely coordinated and supported through the City's Community Recreation division of the Parks, Recreation and Culture department. These programs and services also have significant value for other City departments such as Economic Development, Tourism, Strategic Initiatives, City Archives and Community Planning and Development.

The delivery of arts, culture and heritage programs by the City typically happen in two ways.

- The first is that the City acts as a direct provider by offering a small number of introductory-level, skill development programs (i.e. learn to paint, ballroom dance, theatre, choir, etc.).
- The second is the City operates as a "Patron," by providing direct funding to not-for-profit agencies to deliver service, without the City having control or input into programming (i.e. Place des Arts and Evergreen Cultural Centre).

Key Actions – Provide Greater Leadership and Investment in Arts, Culture and Heritage

Implement the actions identified in the Arts, Culture and Heritage Strategic Plan with a focus on the Top Ten Actions by Goal that include:

- **Convene an Annual Cultural Summit** to support communication and collaboration across the cultural sector.
- **Establish Service Agreements** with the City's major service-delivery partners to ensure alignment of these organizations' programs and services with City plans and priorities.
- **Improve community awareness** and understanding of the range of programs and activities in Coquitlam, and their relationship to evolving community needs.
- **Strengthen collaboration** in cultural development across the Tri-City area.
- **Increase diversity and interculturalism** in programming delivered by the City and its major service delivery partners.
- **Develop a long-term strategy** to acquire, preserve and make accessible important community heritage collections.
- **Consider establishing a regular City-led cultural offering** or entertainment experience to strengthen Coquitlam's image as a vibrant urban centre.
- **Address the lack of visual arts display opportunities** by increasing display space in civic facilities such as community centres and other public or private spaces.
- **Initiate a thorough assessment** of physical spaces, building condition and equipment of all City-owned cultural buildings to plan for new purpose built space(s) that supports cultural programming, performance, rehearsal, and heritage activities.
- **Engage a specialized consultant** to do a feasibility analysis of the Innovation Centre to determine the best possible use in the long-term for this facility.

As the City grows and becomes more diverse, coupled with the need to stay fiscally responsible, it becomes imperative that City-funded services are coordinated and that the organizations delivering these services are given clear expectations. Lease agreements have been signed with Evergreen, Place des Arts, Coquitlam Heritage Society and the Library. The next step is for the City to take on a leadership role and begin the dialogue and process for service agreements. These service agreements would lay the foundation for coordinated and organized taxpayer-supported service delivery, including addressing the gap that has been identified in the City's introductory and "learn-to" arts and culture programming.

In 2017, the City completed an Arts, Culture and Heritage Strategic Plan which more fully explored the opportunities and challenges associated with this service area and provide a planning framework with five overarching goals to build cultural development capacity both within the City and externally through community organizations. The vision for this plan is to offer rich and diverse cultural resources and experiences that become accepted as essential ingredients of a vibrant urban community.

3 Background

3.1 Role and Service Delivery Models of Public Leisure Programs and Services

Governments have a long tradition of providing local parks and playgrounds in established areas. In the 1970's, local governments in British Columbia became active in providing a variety of recreation facilities and programs on the premise that they contribute to the public good and well-being of a community. Local parks, trails and playgrounds that are open to all citizens without restrictions are considered a benefit of the public good. Leisure programs, which are often partially financed through user fees, may include sport, recreation, arts and culture, provide benefits not only to the individual, but play an important role in the physical and social health of a community at large.

Importantly, community vibrancy can often be attributed to cultural amenities such as libraries, cultural facilities and services, and public festivals and events. Public libraries offer a significant public good as they also offer free services and access to resources for residents. Cultural programs and events that celebrate community diversity and share in collective creative experiences are intrinsic to building community spirit and unity.

Public parks, recreation and culture are provided by all three levels of government as summarized in the following table:

Level of Government	Authority	Mandate	Primary Clients	Municipal Impact
Federal	Convention	Promote health and well-being through recreation and sport, arts and culture policy	→ National sport and recreation associations	Indirect funding provided through grants
Provincial	Convention	Varies, but may include the following: → Promote health and well-being through recreation → Promote preservation, protection and enjoyment of natural resources → Preserve cultural heritage → Promote citizenship → Stimulate economic development through the leisure industry	→ Municipalities → Provincial sport and recreation associations	Indirect funding provided through grants
Regional	Enabling Legislation	Development and delivery of services essential to region i.e. safe drinking water, waste management, etc.	→ Local governments → The general public	Direct impact of policies and plans
Municipal	Enabling Legislation	Usually akin to the following: → Encourage the development of recreation programs and facilities → Act as a catalyst for recreation development in the community	→ The general public → Local sport and recreation associations → Local special interest groups	

Figure 1: A Comparison of Public Parks and Recreation Involvement of the Three Levels of Government

Currently, municipal parks and recreation services exist in areas that are in the jurisdiction of other levels of government. With ongoing change in health care delivery models to meet the growing demand for chronic disease prevention and other growing health care issues, the expectation from provincial and federal governments is that municipalities fill the gap to provide immigrant services, seniors' community support services, youth-at-risk programs and other traditional social services. There continues to be more pressure on local governments to step up to deliver services in a non-traditional municipal government role, and in recent years, Health Authorities have requested more preventative programs and links with community recreation services, yet without providing any corresponding financial support. The dilemma is that the impact to the taxpayer is felt through municipal taxes, but the benefits are gained through savings seen at the provincial level. For example, the recreation department provides programs and services that reduce obesity and chronic disease, but the reduction in medical costs is incorporated into provincial budgets.

3.2 Enabling Legislation and Governance

Recreation

The creation of a provincial **Community Recreational Facilities Fund** in 1973 encouraged local governments to actively pursue development of recreation infrastructure including curling rinks, community centres, tennis courts, camps, ice arenas, swimming pools, playing fields, etc. While some funding has been made available through the Province, there is little to support the blanket legislation relating to recreation. **BC's Policy on Sport and Physical Activity - Sport Branch Policy Framework** provides a position statement and all sport organizations that are recognized under Sport Canada and Sport BC have an approved governance structure, policies and regulations that guide the play of that sport. This has a large role in how facilities are designed, allocated and used to deliver "Learn-to Programs" that support sport in general.

The Health Act is a key piece of legislation for operating pools and spray parks, while the **BC Safety Authority** is the regulating body for the operation of refrigeration plants found in Ice Arenas - they provide legislated staffing requirements and operational safety standards.

Parks

The City Wide Official Community Plan (CWOCP), Strategic Transportation Plan and Riparian Area Protection Regulation govern park development. The City is required under the *Local*



Government Act to include a Regional Context Statement (RCS) in its Official Community Plan. The environmental management and climate action policies in the CWOCP preserves natural areas for conservation and recreation, protects and enhances ecosystems and habitats and manages land use and transportation to reduce greenhouse gas emissions. The CWOCP and other strategic plans also support integrated watershed management planning, and infrastructure investment towards urban centres and seek to minimize climate change and natural hazards risk.

Libraries

The Library Act is administered by the **Ministry of Education's Public Library Services Branch** and

outlines the basic public library services that must be provided free of charge. These services include admission to the public library building and use of library material on the library premises. Residents of the area must have free access to borrow library materials and use references and information services. Libraries may charge fees for library fines and services not covered by the legislation. The Branch ensures compliance with the Act and:

- provides operating and other grants to public libraries,
- supports public libraries through consultation, training, and technical services,
- provides libraries with guidance in identifying and securing revenue from new sources, promotes information-sharing among B.C.'s libraries, provides technical and financial support for a provincial interlibrary loan system, produces audio books for people with visual or neurological impairments, and provides access to library materials for individuals with special needs.



3.3 Delivery of Public Leisure Programs and Services

The role of local government to deliver leisure programs crosses a spectrum of involvement:

Direct Provider:	City develops and maintains facilities, operates programs, delivers services using public funds.
Arm's Length:	City creates a special-purpose organization that is supported financially but operates outside of government. (Funded by City and receiving directions from the City, the 50+ Pavilions are a hybrid and fall between Arm's Length and Direct Provider).
Enabling or Coordinating:	City identifies agencies that can provide the needed recreations services.
Patron:	Financial support to an existing agency (i.e. the City's Cultural Service-Delivery Partners).
Legislator/ Regulator:	Create laws and establish regulations for protective control (i.e. rules in parks).



Figure 2: Burton Model - 5 Roles of Public Recreation Agencies

The principles of the program and services influence where the City wishes to place itself on the continuum and may include: affordability and accessibility; community needs; operational ability; the availability of other viable solutions; and the effectiveness of the services. A majority of parks and recreation facilities are planned, designed and built by private firms under contract to local governments. Once constructed, the facilities may be run by local government employees, a local non-profit society, or a private organization under a contract or franchise agreement. As well, a private partner may own the facility and lease portions of it to the municipality, for instance, ice arena rentals. Public-private partnerships are increasingly common, especially for a large-scale facility such as arenas.

Coquitlam's Service Delivery Model

The City of Coquitlam provides its programs and services through a variety of these roles. The City of Coquitlam PRCS department is generally responsible for:

- Providing, maintaining and programming of recreation facilities.
- Providing, maintaining and programming (both directly and overseeing) third-party park spaces.
- Providing, maintaining and overseeing the third-party programming of arts and cultural facilities.

In addition to the resources required to directly deliver these programs and services, support is provided for service delivery through providing, maintaining and overseeing comprehensive planning processes, policy development and governance, community development and engagement and management of infrastructure, cost controls and customer service.

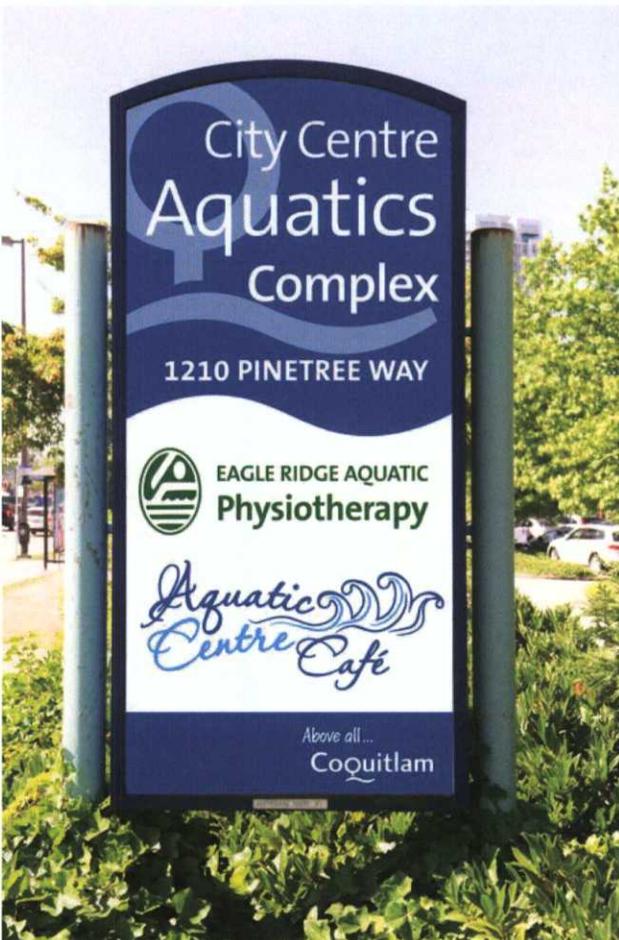
Ensuring that the City's service delivery model is aligned with the its guiding principles and values will be a key outcome of the *PRC Master Plan*.

At a practical level, PRCS staff use a variety of technological resources in marketing analytics, Geographic Information Systems (GIS), facility condition assessment, work order management, registration and customer databases as well as access demographic data in the course of their service delivery.

3.4 Strategic Partnerships

Emerging best practice in municipal partnership is extending to a variety of newer partners in health, justice, education, community and social services and the corporate sector. Interdepartmental municipal partnerships are also growing as cooperation between parks and recreation, planning, engineering and the police play a greater integral role in community design and public safety. Business partnerships such as P3's and not-for-profit organizations are also called upon to help deliver services that were once the sole responsibility of the city.

Traditionally, the calculation of facility needs within a community was based on its population and demand.



Increasingly, recreation facilities are also expected to contribute to stimulating tourism. In particular, games, tournaments and cultural events are seen as a means of encouraging economic growth. Such events are often supported by a fee structure with variable rates for residents or non-residents, as well as new partnership arrangements with the local business community.

There is also a trend to include more partners in facilities. The most successful are those that involve program partnerships rather than simply having a traditional landlord-tenant relationship. Examples of partnerships that may work well with this model include public health offices, and community services, physiotherapy, massage therapists, physical activity coaches and child care. An increasing number of community recreation facilities have provided shared space for commercial and retail opportunities to provide public service, diversify revenue sources and expand the potential customer base.

Coquitlam has been using this service delivery model for some time and efforts in this area will continue. The following are some of the key partnerships that Coquitlam uses as part of its service delivery model:

School District 43 (SD 43)

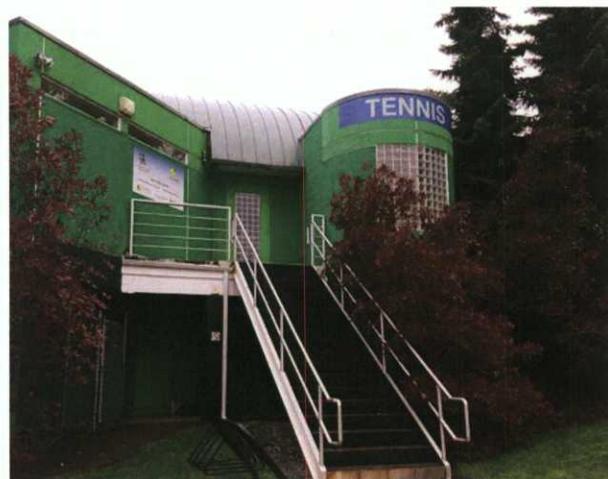
Joint Use Agreements (“JUA”) between municipalities and school districts are common across Canada. The funding for the majority of development and ongoing operating costs of schools and community recreation Centres come from taxes. As a result, there has been strong public support for partnerships between the two parties to maximize the use of schools spaces and facilities.

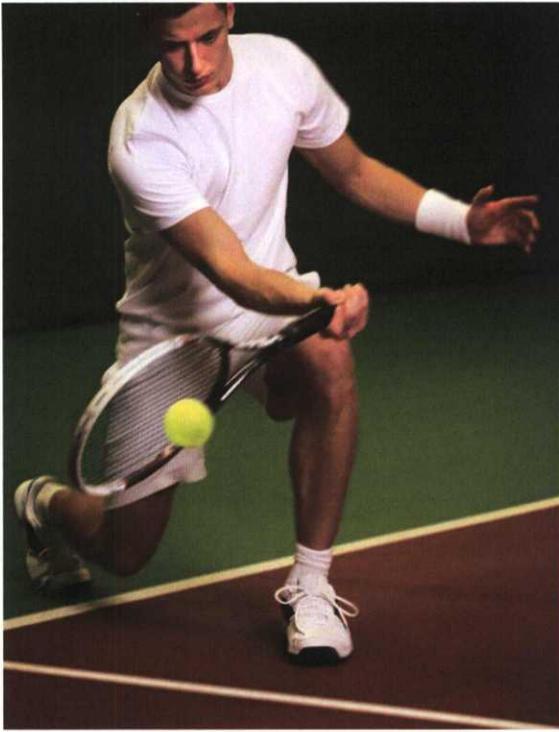
As with other partnerships, the key benefit to the city is reduced operating and capital costs. The majority of municipalities with joint-use partnerships with school districts for provision of indoor gymnasiums and multipurpose spaces typically have some inventory of their own within the civic system. However, Coquitlam is unique - all its gymnasium space is provided by, or in partnership with the school district. This creates challenges in the management of the joint facilities and lack of access for the community during daytime hours.

Coquitlam has a number of signed agreements with School District 43 – including, the Pinetree Community Centre Partnership (School District 43, Douglas College, and the City), the Centennial Activity Centre Agreement, and the Smiling Creek Elementary School/Park JUA. Best practice with JUAs has contracts in place for the sharing of facilities and the sharing of open spaces/fields. The benefits are cost efficient use of publically funded assets and program delivery in neighbourhoods close to home, while challenges are agreement of rental rates, access times, maintenance responsibilities and standards.

Planet Ice

Coquitlam has an agreement with RG Properties to operate Planet Ice and provide arena services. Key to this operating model is the guiding principle of balancing private and public provision of recreation services. The City buys ice at Planet Ice and sells it at a subsidy to youth community organizations. The adult hockey market is serviced directly by Planet Ice and is not subsidized by the City. If a private business can provide the services of Adult





Hockey Leagues, for profit Spring Elite Youth Hockey programs, extra elite training ice and Hockey Schools, and it is well used, then there is no solid business case or community need warranting the City to provide the same service at a subsidized rate. The partnership is successful resulting in Planet Ice operating at capacity much of the year.

Foster Avenue Covered Tennis Courts

In 1994, Coquitlam entered into an agreement with The People's Courts, as a private operator, to build and operate an indoor tennis facility at the Foster Avenue water reservoir. The initial term was for a 20 years. This was an example of a typical public-private agreement at that time and included both capital and ongoing operating funding provided by the private partner. The City has recently entered into a new agreement with a new operator to renew this covered tennis facility in 2017 as the new Coquitlam Tennis Centre.

YMCA

The City and YMCA have signed an Agreement in Principle to build a community centre located in Southwest Coquitlam. The vision for the new YMCA/Coquitlam community centre is to complement, enhance and augment the recreation services provided by the City, and act as a catalyst to create a dynamic, vibrant, future-oriented urban centre in the Burquitlam neighbourhood.



Lease Agreements

Standardized lease agreements for Evergreen Cultural Centre, Place des Arts, Place Maillardville and Mackin House Museum were initiated in 2012 and finalized in 2014. The intent of the facility lease agreements is to provide consistent and reliable standards for exterior maintenance; protection of major building components; tracking of subleases and tenant improvements; and a reference point to the market value of the lease.

The investment for these facilities, not including land, equates to approximately \$35 million. The operator pays an annual use and occupation fee to the City. Currently, there is no service delivery agreement for the provision of the types of programming provided by the operators as the lease agreements are for the assets only.



Dogwood and Glen Pine Pavilions

Coquitlam has two 50+ centres where primarily the recreational needs of the older adult, 50 and over, population are served. Dogwood Pavilion is located in Southwest Coquitlam and Glen Pine Pavilion is located in Coquitlam's City Centre. Both facilities have full food service operations and offer a large array of registered programs, social activities, special events and outdoor recreation opportunities. Glen Pine is open to all ages after 4:30 p.m. weekdays and all day on the weekends. An "Arms Length Provider" relationship exists with Place Maillardville and Centre Bel Age to provide seniors programming and services in the Maillardville neighbourhood.

Coquitlam Public Library

The Coquitlam Public Library Board is established pursuant to the Library Act and is responsible for the provision of public library services in Coquitlam. The Library Board is appointed by Council with one appointed Council Member for a one-year term and eight citizen appointees for two-year terms.

The Coquitlam Library started as a small library located in Centennial High School in 1967. It moved into two small branches in 1978, called Ridgeway and Cottonwood and a third branch, Lincoln, was added in 1981. The libraries outgrew their small locations and the Ridgeway and Cottonwood branches amalgamated into the Poirier Branch in 1989. In 1998, the small Lincoln branch moved into a

room in Coquitlam City Hall, becoming the City Centre branch. In 2013, the library moved the City Centre branch into a larger and upgraded building on Pinetree Avenue across from Coquitlam Centre Mall.



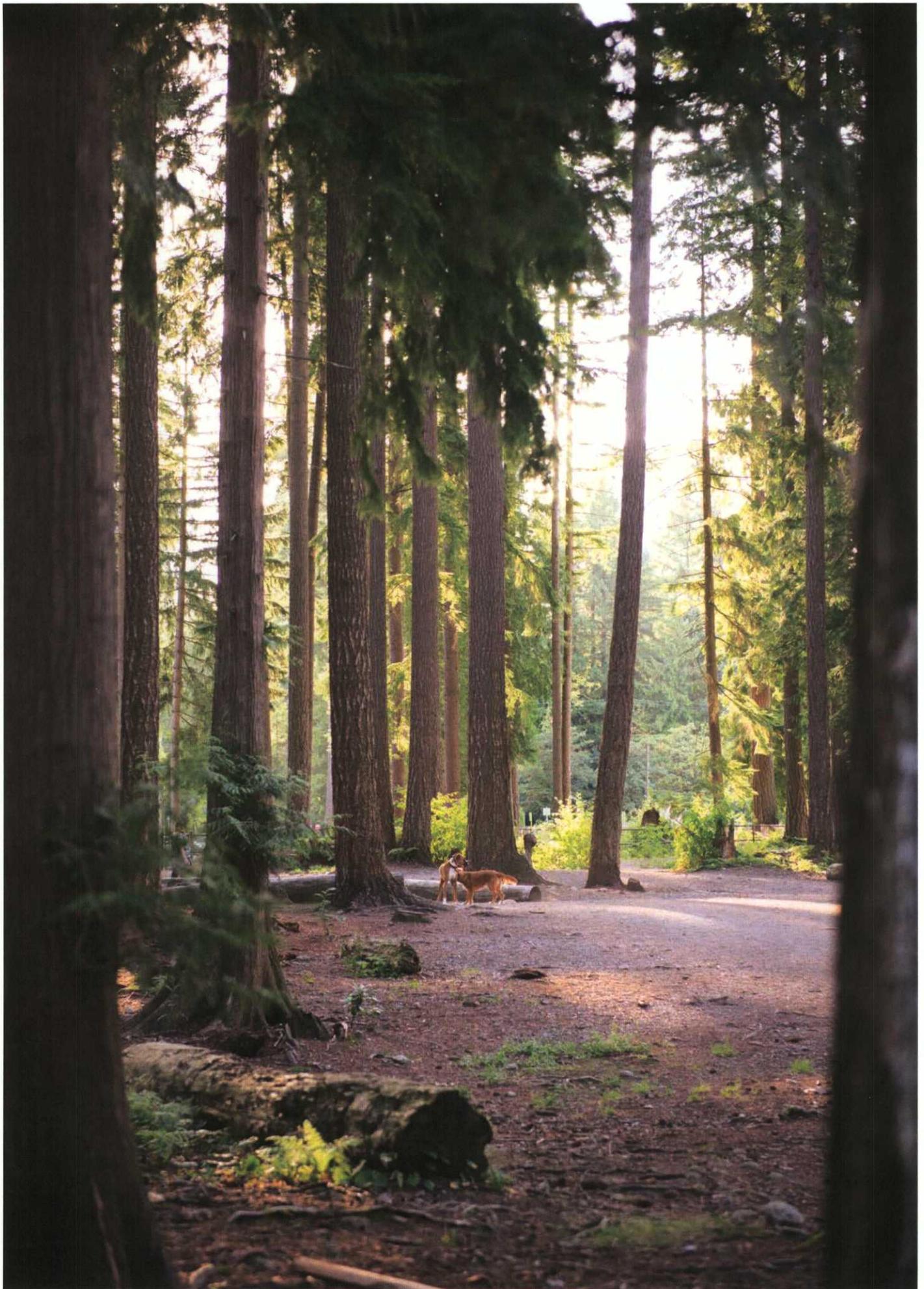
In over 40 years, the Coquitlam Public Library has built a strong reputation for commitment to the community. It has achieved this by providing many services to its patrons, meeting the changing needs of a diverse society and a growing community. The Mission of the Coquitlam Public Library is to connect its diverse community to creativity, discovery and knowledge. Its core values are:

- Providing high quality library services in our community by delivering high quality service, enhancing access to information and planning for growth, innovation and improvement;
- Inspiring trust and respect by being responsive to the needs of all the community by welcoming diverse cultures, points of view and levels of ability; and
- Protecting open access to library materials by supporting intellectual freedom and freedom of access to information, promoting our freedom to read, and promoting literacy.

Many of the library's goals overlap with Parks, Recreation and Culture services and efforts to collaborate on a variety of programs and services are important in order to effectively meet community needs.

Non-Profit Organizations and Small Businesses

To enhance the variety and quality of programming offered through civic facilities, the City has entered into a number of mutually beneficial service agreements with a variety of non-profit organizations and small businesses. These agreements vary depending on subject, skill, expertise and demand for the program. These program and service agreements are reviewed as needed to ensure best value for services.



4 Planning Framework

4.1 Corporate Mission, Vision and Values

The *PRC Master Plan* is aligned with the corporate strategic plan that was developed by the City in 2006 and updated from time to time. Specifically, the *PRC Master Plan* supports the following corporate vision, mission, values and strategic goals:

Coquitlam's Vision

- Coquitlam will be a community of neighbourhoods within a vibrant, urban city where people of all ages, abilities and cultures choose to live, learn work and play.

Mission

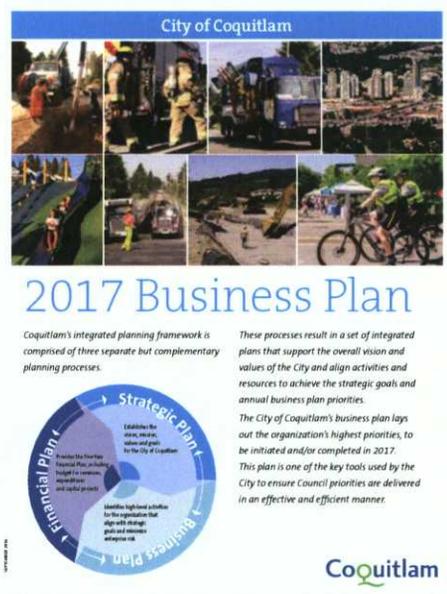
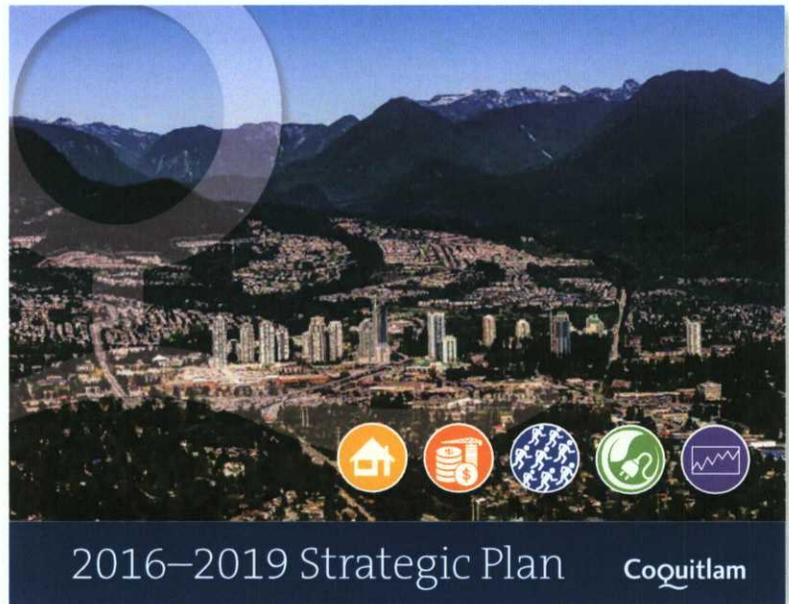
- To sustain Coquitlam's high quality of life for current and future generations, we serve the public interest through leadership, innovation, and a focus on community priorities and strengths.

Corporate Values

- Treat people fairly
- Build organization and community capacity
- Inform, involve, inspire
- Innovate to sustain community quality of life

Strategic Goals

- Strengthen Neighbourhoods
- Expand local jobs, local prosperity
- Increase active participation and creativity
- Enhance sustainability of the City's services and infrastructure
- Achieve excellence in governance



4.2 Parks, Recreation & Culture Strategic Planning

The 1998 Parks, Open Space and Leisure Facilities Master Plan served Council as a guide to prioritize the development of Parks, Open Space and Facilities over the past 15 years (1998-2013). As part of the 2012-2015 Corporate Strategic Plan update, Parks, Recreation and Culture established new mission, vision and values statements through research and feedback from staff and community stakeholders. Some key guiding principles were developed and blended into the corporate strategic plan.

Parks, Recreation and Culture Vision

→ Exceptional experiences connecting everyone within a vibrant City.

Mission

We serve and enhance the communities of Coquitlam by creating parks, recreation, and cultural experiences that are innovative, balanced and accessible to all.

Corporate Values

- Integrity
- Team
- Community
- Passion
- Innovation

Guiding Principles	Corporate Strategic Plan Directions
Belonging and Connection	<ul style="list-style-type: none"> → Facilitate cultural and recreational experiences that foster interaction, connection, and a sense of belonging to neighbours and communities. → Create a balanced system of facilities, parks and amenities to enhance connectivity and belonging within neighbourhoods and the community.
Vibrancy and Growth	<ul style="list-style-type: none"> → Facilitate vibrancy in sport, culture and recreation that enhances economic growth through partnerships, events, festivals, parks and business development.
Active, Balanced and Accessible	<ul style="list-style-type: none"> → Create a balanced offering of programs, volunteer opportunities and services accessible by all ages, abilities, genders, interests, income levels and cultures. → Engage all citizens to be life-long learners, enhance creativity and cultural experiences through green space development, programs, performances, multi-cultural events and festivals.
Innovate Through Opportunities	<ul style="list-style-type: none"> → Set high practice standards and demonstrate responsible public stewardship through environmental and economic sustainability considerations for parks and facilities. → Continuously enhance service delivery by exploring, improvements to operations, partnerships, and new opportunities to reduce the tax burden.
Exceptional Practices and Service	<ul style="list-style-type: none"> → Use best practices to deliver and facilitate exceptional experiences to our citizens including facility management, property management, contracts, risk management and public engagement practices.

4.3 Approved Parks, Recreation & Culture Functional Plans and Strategies

Strategy/Plan	Year	Highlights
Strategies to 2010 Scorecard	2003	A report card to review the extent to which the Department had maintained its focus on and made progress towards achieving the Strategic Priorities contained in the “Strategies to 2010” plan adopted by Council in 1993.
Community Festivals Strategy	2004	Provides festivals vision and benefits statements. Establishment of Community Festivals umbrella organization.
Washroom Strategy	2005	Provided an overall condition assessment of the 24 washrooms in the parks of Coquitlam and made recommendations related to sustaining the provision of washroom services in the city’s parks.
Poirier West Master Plan	2006	Plans for west side of Poirier following decommissioning of Chimo Pool. Identified near-, mid-, and long-term recommendations including eventual replacement of Dogwood Pavilion and demolition of Poirier Community Centre and 640 Poirier (Office Building).
Coquitlam Youth Strategy	2006	Strategy to increase opportunities and access for all youth populations; to eliminate barriers to active participation in recreation and sports; and to clarify the youth services.
Invasive Plant Strategy	2007	Plan to guide the City of Coquitlam’s management of invasive plants in publicly-owned parks and natural areas and facilitate the management of invasive plants on private lands in the City.
Off-Road Cycling Strategy	2008	A comprehensive strategy incorporating community interests to outline why, where, and how the City can develop an Off-Road Cycling trail system and facilities on City-owned land.
Cultural Services Strategic Plan	2010	Plan to emphasize Coquitlam’s rich heritage and make cultural connections while raising cultural visibility.
Public Art Policy & Program Plan	2010 & 2011	Plan to develop and manage a robust collection that includes civic, community and developer-initiated public art.
Celebrate Coquitlam Strategy	2011	Plan to position Coquitlam as an event destination that includes an action plan for the definition, positioning, coordination and delivery of community and city events in the City of Coquitlam.
Sports Field Strategy	2002 & 2013	Previous Plan included development of a tournament Sports Field Facility. Current Plan to address the provision and sustainability of playing fields and ball diamonds in the City ensuring multi-use, sustainability, optimizing resources, building relationships and seeking new development opportunities.
Master Trail Plan	2003 & 2013	Guiding document for the planning, design and construction of an integrated system of off-road trails in the City. Integrated with OCP, Strategic Transportation Plan, Riparian Area Protection Regulation, and various other planning guidelines and policy documents.
Facilities Lifecycle Reports	2012 & 2013	A technical condition assessment report for all civic buildings in Coquitlam. The estimated replacement value is over \$205M with \$28M required over the next 10 years to sustain the inventory at an acceptable level. Also includes recommendations for sustaining, expanding or decommissioning PRCS buildings.

Tennis Feasibility Study	2012	A study that reviewed the service delivery system of indoor and outdoor tennis.
Multi-Use Facility Feasibility Study	2014	A study that reviewed short- and long-term needs for a Multi-Use Facility. Council supported construction of a covered dry floor facility in the Poirier Precinct to address the short-term needs for 5 to 8 years. Long-term study recommended a city-wide facility on the land north of City Centre Aquatic Complex.
Aquatic Services and Infrastructure Strategy	2013 (Updated in 2017)	A 15-year plan for renewal and development of aquatic facilities in Coquitlam. Based on maintaining the current supply standard and to deliver a balanced system of aquatic facilities and responds to the needs of the emerging population.
Park Prioritization Framework	2015	Staff has developed evaluation processes and frameworks for prioritizing new park and trail projects over the long-term and a practical mechanism to build annual capital and business plans.
Arena Services and Facilities Strategy	2016	The Arena Services and Facilities Strategy will inform the Parks, Recreation and Culture Master Plan and guide future decisions regarding ice facility development and/or renewal, and future capital and operating budgets.
Arts, Culture and Heritage Strategic Plan	2017	The ACHSP outlines five Strategic Goals with recommendations for a number of future actions to support the achievement of these goals. Moreover, to deliver some early meaningful improvements, the ACHSP highlights top ten priorities as a short-term focus, followed by further actions to be pursued over time. It expands on the vision outlined in the Cultural Services Strategic Plan (2010) by including goals, priorities and concrete actions to provide rich cultural experiences for all.

4.4 Proposed Timelines for Future Parks, Recreation & Culture Functional Plans and Strategies

2016-2017	2017-2018	2018-2019	2019 +
<ol style="list-style-type: none"> 1. Park Infrastructure Management 2. Tennis Strategy Update 3. Community Recreation-Seniors strategy 4. Community Recreation Facilities Assessment - Place Maillardville 5. Town Centre Park Master Plan 6. Cultural Facilities Assessments - Innovation, Place des Arts, Heritage Centre 	<ol style="list-style-type: none"> 1. Community Recreation - Youth Strategy 2. Community Recreation - Northeast Services Assessment 3. Cemetery Plan 4. Coquitlam River Park Master Plan 	<ol style="list-style-type: none"> 1. Invasive Plant Strategy 2. Riverview Arboretum Strategy 3. Park Washroom Strategy 4. Outdoor recreation (including Off-road cycling & Parks' Dog Strategy) 5. Parks & Facility Regulation Bylaw Update 6. Community Use Policy 7. Northeast Recreation Study 	<ol style="list-style-type: none"> 1. Poirier Precinct Master Plan

4.5 Park System Planning Guidelines

The City's parkland and natural green space system consists of two distinct sub-systems.

- The Developed Park sub-system is based on a hierarchy of park levels – neighbourhood, community and city-wide or destination parks. Each park level consists of different park types based on size, function and correlating amenities. These parks are primarily intended for the development of recreation amenities such as sports fields, playgrounds, trails, aquatic amenities and sport/tennis courts. These parks may also incorporate natural features.
- The Natural Green Spaces sub-system is based on landscape features and ecological functionality. This Sub-system function provides the “green infrastructure” in the City. It includes: wetlands; creeks and riparian vegetation; remnant forests; hazardous slopes; flood plains; utility corridors; and greenways. The natural space system is intended primarily to preserve the land and water base that supports the ecological needs of humans and wildlife, and to enhance the biodiversity within the municipality.

4.5.1 Developed Park Levels

Neighbourhood Parks

For park planning purposes, neighbourhoods are defined by the City's OCP which enables the use of demographic information for planning purposes. Neighbourhood park boundaries may be naturally defined by topography such as a ravine or defined by major streets.

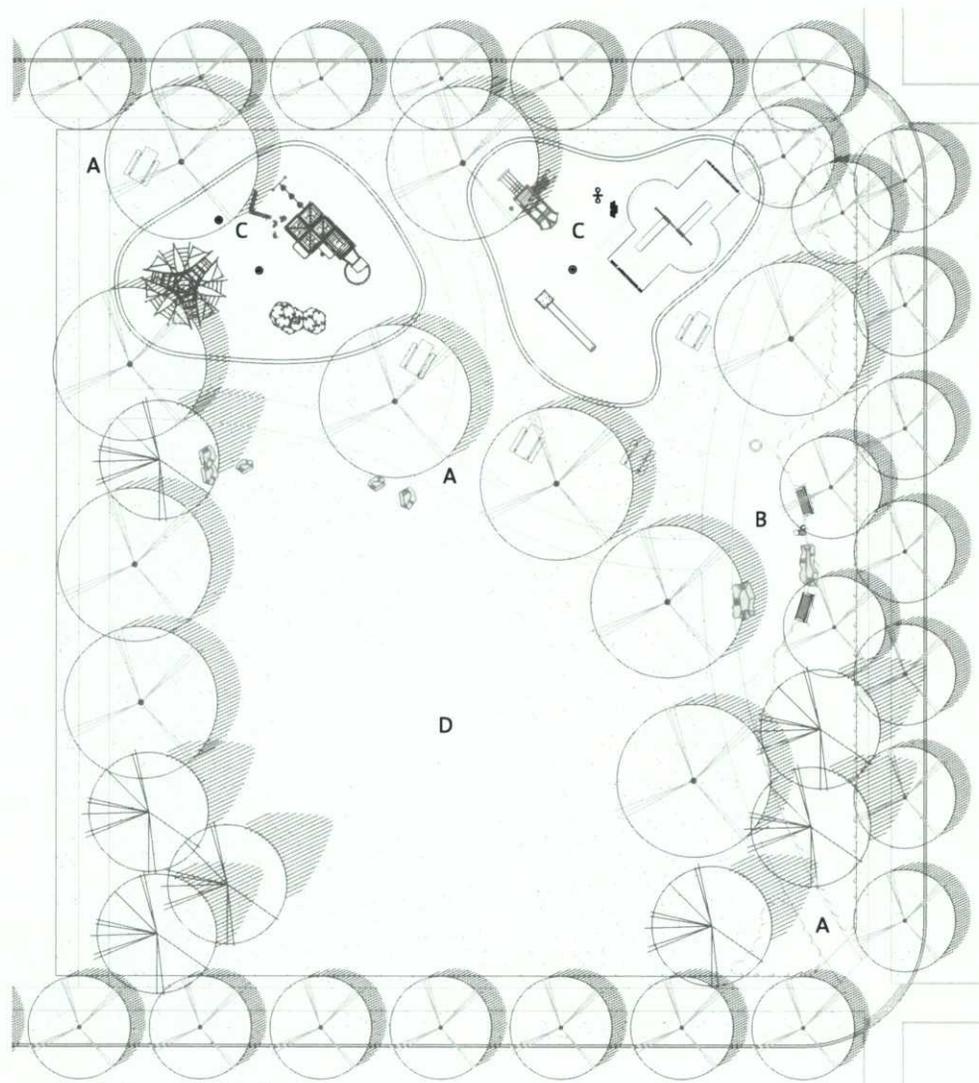
Neighbourhood level parks serve the residents and persons living and working in that neighbourhood. The neighbourhood populations in Coquitlam vary from 2,000 to 10,000. Just as standards for elementary schools call for the school to be located within walking distance of the residents it serves, neighbourhood parks should ideally be within ¼ km of all residents and unobstructed by major roads. As neighbourhood Parks generally are not meant to be accessed by car, they are not designed to have washrooms or parking facilities. Proximity and accessibility to residents and workers is a key aspect of the Neighbourhood Park.

The purpose of the neighbourhood park is to provide an attractive outdoor setting for children, youth and adults to play and socialize. Although they may be relatively small in scale, tree and plant selections should be diverse and selected to deliver a beautiful, four season experience through the use of colour, texture and fragrance. The size can range from a small park, less than a quarter of an acre, to a larger park up to five acres. The small parks are primarily intended for the use of pre-school and school aged children and can include amenities such as swings, slides, play structures, social areas and open areas for free play. The larger Neighbourhood Parks ideally contain play areas for young children and youth, open spaces for informal games and play activities, paved area for court games, open grass areas for active games, picnic tables and benches for socializing trees, shrubs or landscaping. Such parks are particularly appropriate in high density neighbourhoods and in areas with a larger children, youth, and elderly population. In some cases the Neighbourhood Park may contain a specialized amenity for the Neighbourhood, such as a community garden.



Some Neighbourhood Parks are adjacent to the local elementary school. In those cases, these parks should be designed to have complementary recreational amenities. These recreational amenities may be delivered jointly with School District 43 by a joint-use agreement in order to improve services and maximize their efficient delivery to the residents.

Even when Elementary School sites are not adjacent to a Neighbourhood Park, the school site provides many of the benefits of a neighbourhood park, typically including a children's playground, open space for informal play, a paved area for court games and informal sports field or open grass area. School sites often are not "park-like" in appearance because they must provide for large buildings, parking areas and internal roads/drop-offs. However, a portion of every elementary school site (calculated to be, on average, 47% of the school site) does serve a neighbourhood park-like function.



Park Amenity Options

- A - Accessible Paths
- B - Social Area / Picnic Tables / Seating
- C - Play Area - Children and/or Youth
- D - Green Space

Neighbourhood Park

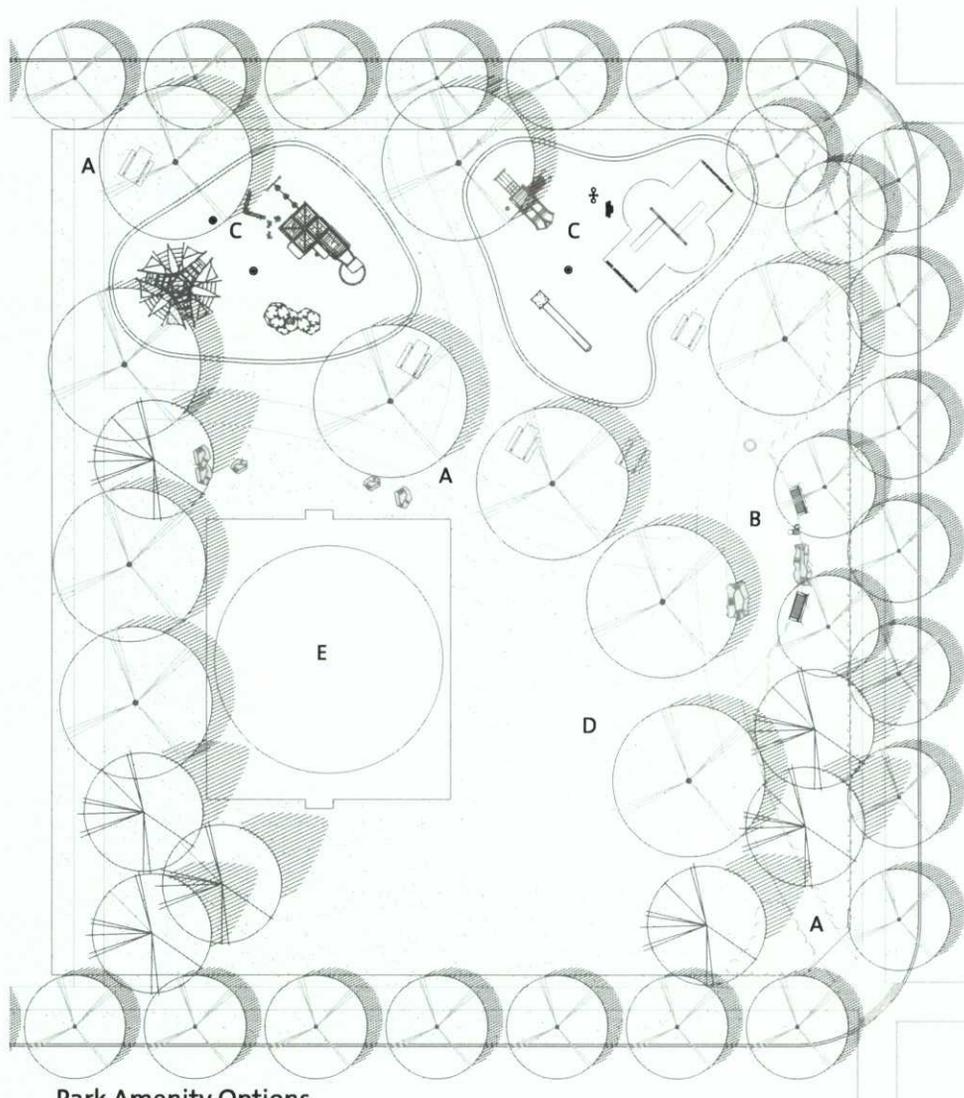
- B - January 15, 2015

Neighbourhood Enhanced Park

The Neighbourhood Enhanced Park provides amenities typically found in the Neighbourhood Park but also includes enhanced floral displays and an additional amenity such as a spray park, or sport field.

While parking is not typically included in Neighbourhood parks, parking at Neighbourhood Enhanced sites may be established with the following considerations:

- The anticipated peak traffic and typical usage patterns given the amenities;
- The available on street parking within a 5 minute walk, and the walking safety of park users which utilize street parking;
- The impact of street parking by park users on the residents of the adjoining neighbourhoods.



Park Amenity Options

- A - Accessible Paths
- B - Social Area / Picnic Tables / Seating
- C - Play Area - Children and/or Youth
- D - Green Space
- E - Additional Play Element(s) e.g. Water Play, Sport Court, Skate Park

Enhanced Neighbourhood Park

- B - January 15, 2015

Community Parks

A community is a natural grouping of several neighbourhoods brought into common relationship through such specialized facilities as the middle/secondary school, major shopping or a community centre. The boundaries of the community are usually defined by major changes of land use, by arterial traffic routes, or by another major physical barrier. A community generally includes three (3) to five (5) neighbourhoods.

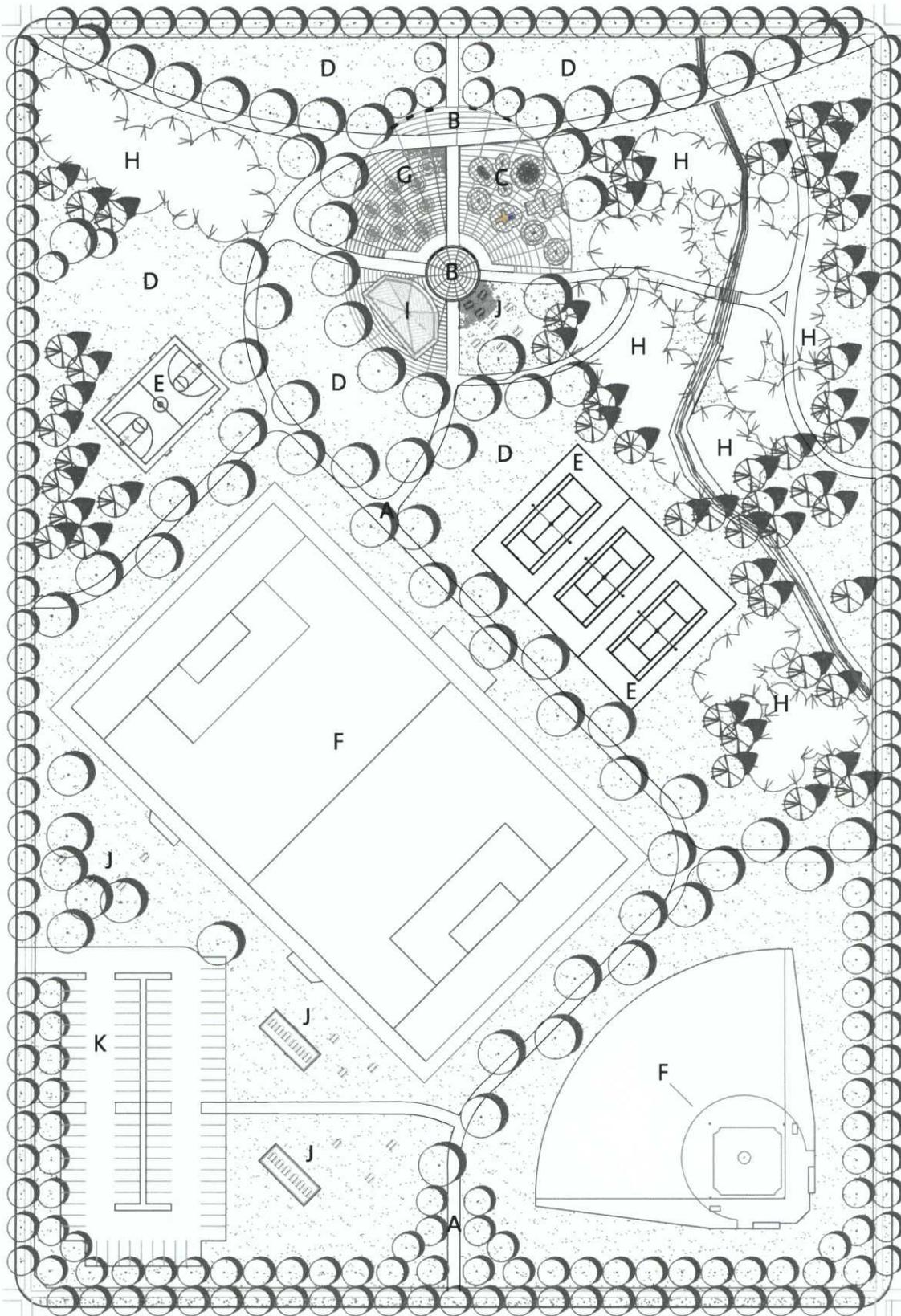
The Community Level Park is intended to provide a broad range of park and recreation facilities that primarily serve the surrounding neighbourhoods but that may also be used by residents and organized groups from the entire City. Community parks provide for different needs than neighbourhood parks. Whereas, neighbourhood parks generally meet individual and small group needs, community parks are aimed at larger group needs and may contain a specialized facility that would not be appropriate in a smaller, neighbourhood park. The amenities in a Community Park focus on active recreation but may contain natural areas for passive or informal activities. The horticultural elements should be designed to beautify the site through the use of diverse species of trees and plant selections designed to provide an enriched sensory experience with four season appeal through the use of colour, texture and fragrance. These types of parks require larger areas and attract a large number of users. The types of facilities a community park may contain include: sport court and/or lacrosse box, sports field, running track, tennis courts, aquatic amenities such as spray pads, large playgrounds, picnic shelters, washrooms, field house, parking lots, trails, forest areas, and other similar park amenities.

The traditional Community Park ranges in size from 10 acres to 30 acres. The active playfield component of the Community Park alone requires 5-6 acres. Community Parks are often located to take advantage of some scenic or natural feature such as a ravine, woodland or ridge, so their location in the community can be more dispersed than neighbourhood parks. However, since Community Parks primarily provide for active recreation, they should be situated at central locations that are visible and easily accessible by the residents of the Community. Typical Community Parks in Coquitlam include: Glen Park and Blue Mountain Park.

A number of Community Level Parks are joint-use sites, incorporating both City-owned parkland and school district land. Although the majority of the joint-use parks are adjacent to elementary schools, moving forward, there are definite advantages in locating a Community Park adjacent to a middle or secondary school since many of the facilities provided are used by these students. The concept of combining the functions of secondary school grounds and community parks is widely accepted, in the same way as the Neighbourhood Park/elementary school facility at the neighbourhood level. To maximize the efficient use of resources, a new trend involves the construction of artificial turf fields at appropriate school sites in order to effectively accommodate the field use demands of both school and community sport teams.

Parking at such sites will be established with the following considerations:

- The anticipated peak traffic and typical usage patterns given the amenity mix within the park;
- The available on street parking within a 5 minute walk and the walking safety of park users which utilize street parking;
- The anticipated potential impact of street parking on the residents of the adjoining neighbourhoods.



Park Amenity Options

- | | | |
|---------------------------------------|--------------------------------|----------------------------|
| A - Accessible Paths | D - Green Space | H - Natural Areas |
| B - Social Area / Seating | E - Sport and/or Tennis Courts | I - Washrooms |
| C - Play Area - Children and/or Youth | F - Baseball and/or Soccer | J - Picnic Areas / Shelter |
| | G - Water Play | K - Parking |

Community Park

School Sites

As described in the Neighbourhood and Community Level Park sections, school sites add capacity and value to the inventory of active outdoor spaces. The three types of school sites include:

- a) **Joint-Use Sites:** These sites are comprised of a park and a school, with one portion of the land owned by the City, and the other owned by the School District. By legal agreement, the site is used by the school for its students, with the sport amenities used by the City for public use outside of school hours. The City maintains and allocates the amenities, such as sports fields or tennis courts, to community sport groups.
- b) **“Shared Use” Sites:** These sites do not include a typical park space. The entire site is owned by the School District; however, by agreement, the City maintains particular amenities, such as sports fields, lighting or lacrosse boxes and allocates these to community sport groups outside of school hours.

Both Joint-Use and Shared Use Sites have been developed (by the City or School District) to serve a community function and are built and maintained to a basic technical standard that can withstand heavy use by community sports organizations (soccer, football, baseball etc.).

- c) **SD43-Owned Regular School Fields:** School fields that may or may not meet the minimum size and quality requirements of the City and are not considered to serve a community function because they will not generally be used by the sports organizations for regular play,

even though casual use, and limited organized use, by the community may take place. If the school fields are redeveloped and maintained by the City they may become additions to the inventory of community parkland. This strategy has been adopted by the City as a means of keeping pace with growth and the demand for parkland without incurring the costs associated with land acquisition. This City strategy has been incorporated into our calculation of, and provides for, future parkland acquisition needs.

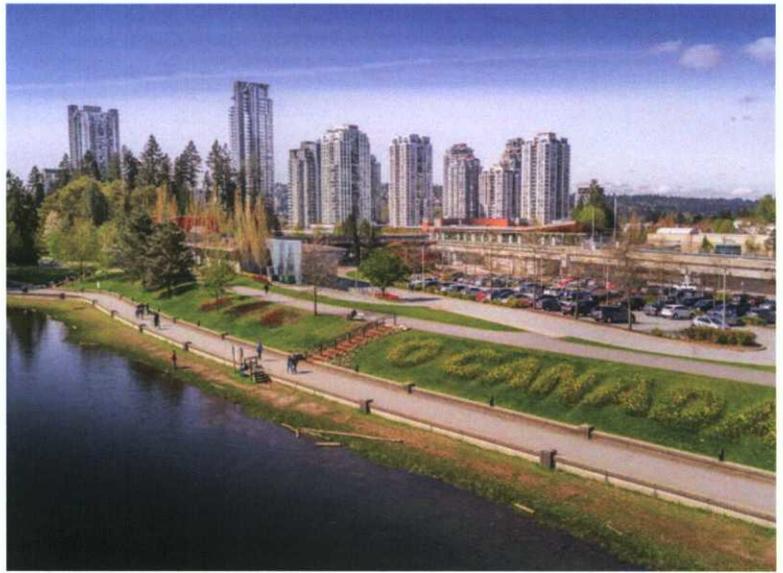
Community Trails

There are 90 km of existing trails in Coquitlam. Most of these trails link active park sites and traverse through the open space system. Major additions resulting in doubling of the existing trail system are detailed in the Master Trail Plan, endorsed by City Council in 2013 as a guide to achieving future trail system network requirements over the next 20 years. Where trails occur in what is otherwise deemed to be passive park or open space, the “corridor” the trail occupies is deemed to be active parkland. A corridor width of 10 meters is used in order to calculate the acreage of active community parkland that is represented by the trails within open space.



City-Wide or Destination Parks

A city-wide or destination park is a large area containing recreation amenities that are intended to serve residents from the entire City. An area of 100 acres or more is generally considered desirable, although smaller properties, which possess unusual scenic interest or beauty or recreational features that may not be found elsewhere in an urban area may also effectively serve a City-wide function. The availability of suitable properties largely determines the location of City-wide parks. Accessibility to large numbers of users is also a factor which must be taken into account. There may be several City parks in any one City.



Desirable features for the City park include natural wooded areas and watercourses, landscaped areas, enriched display garden areas, diverse tree collections, hiking trails, picnic areas, aquatic infrastructure, destination tournament facilities for baseball, soccer and other field sports, tennis courts, running tracks, lacrosse boxes, playgrounds, playfields and scenic viewpoints. Additional specialized features might include an amphitheater, outdoor stage, arboretum, bicycle paths, etc.

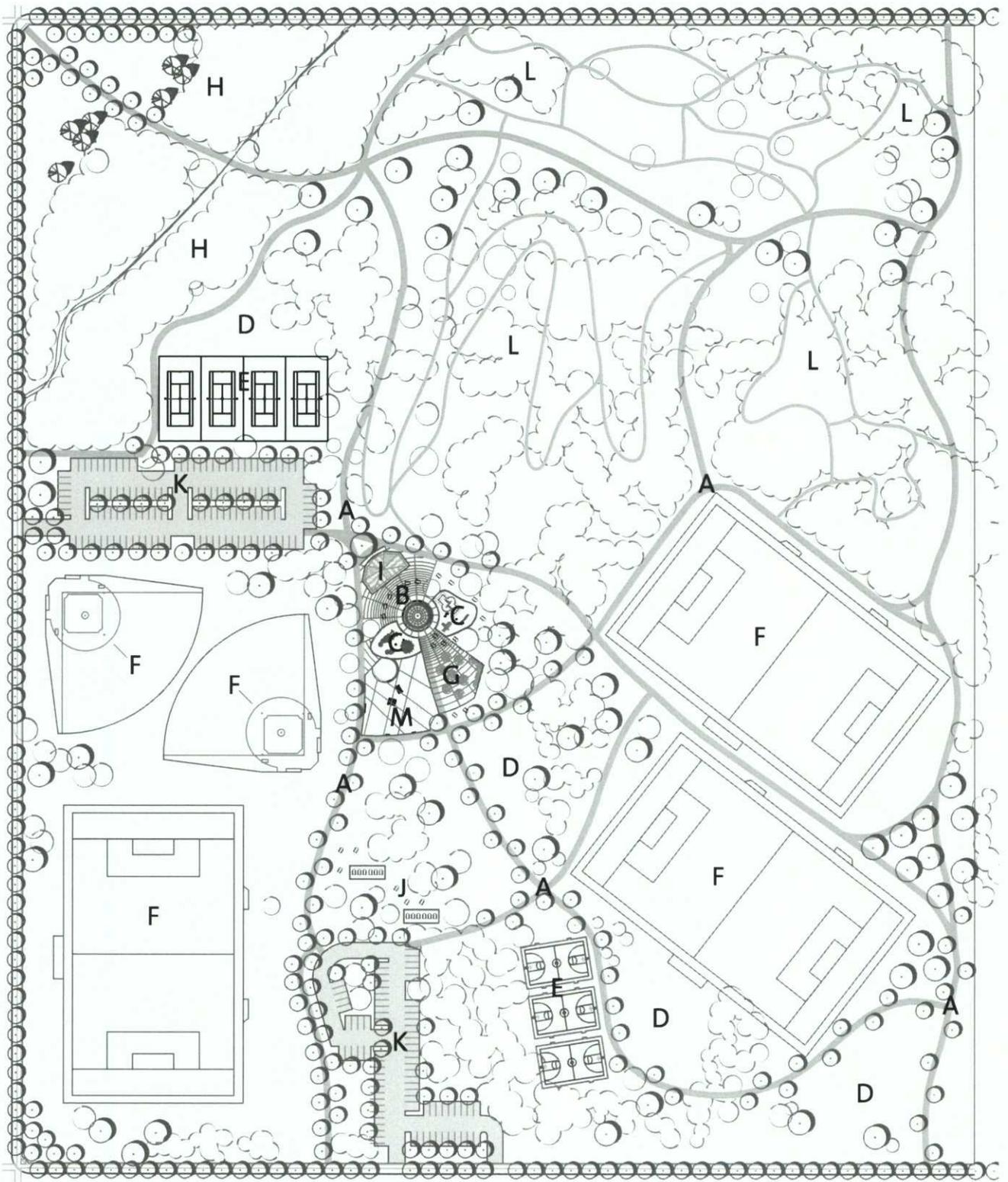
Town Centre Park and Mundy Park are the two City Parks in Coquitlam. Each provides a different mix of natural features and recreation facilities; however, they both serve the needs of the entire city.

Other recreation facilities occur in smaller areas but also serve the needs of the entire City. Examples include:

- **Boat Launch** – Facilities intended primarily for boat launching activities. Maquabeak Park and Boat Launch is Coquitlam’s only such facility.
- **Recreation Centre Sites** – Land used primarily as a building site for major recreational facilities that may not contain a significant natural or park-like component. The Poirier Sport and Leisure Complex and the City Centre Aquatic Facility are examples of this special City Park type.

Parking at such sites will be established with the following considerations:

- The anticipated peak traffic and typical usage patterns given the amenity mix included in the park development and their expected programming patterns;
- The available on street parking within a 5 minute walk and the walking safety of park users which utilize street parking;
- The anticipated potential impact of street parking on the residents of the adjoining neighbourhoods;
- The anticipated potential impact of park visitor parking on neighbouring businesses and parking facilities;
- The potential impact of the parking needs of the residents in the surrounding neighbourhood. This may result the need for a parking management plan to preserve adequate parking for park visitors during peak programming times.



Park Amenity Options

- | | | |
|--|--------------------------------|-----------------------------------|
| A - Accessible Paths | E - Sport and/or Tennis Courts | J - Picnic Areas / Shelter |
| B - Social Area / Seating | F - Baseball and/or Soccer | K - Parking |
| C - Play Area - Children and /or Youth | G - Water Play | L - Walking / Hiking Trails |
| D - Green Space | H - Natural Areas | M - Skate and/or Bike Skills Park |
| I - Washrooms | | |

City / Destination Park

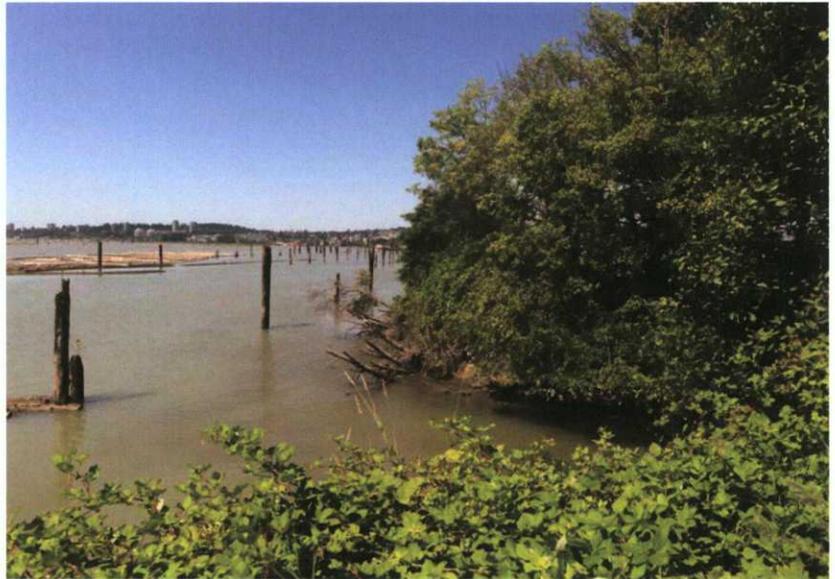
4.5.2 Natural Green Spaces

Natural Green Spaces contribute both recreational and environmental benefits to the community. Many residents express a desire for a healthy environment characterized by: clean air and water; native fish populations; wildlife and the supporting natural vegetation; amphibians and supporting wetlands; and trails strategically located to access and experience the wild land. Similar “quality of life” expectations associated with open space are also important to people who simply work in Coquitlam. The public places great value on the opportunity to spend time recreating in a natural setting. Exposure to nature provides individual and societal benefits and is considered a requirement for optimal human health. Outdoor recreation that focuses on the enjoyment of nature is increasingly popular across age, economic and ethnic demographics.

Natural green spaces include features that contribute to environmental health and are also valued for their safety or aesthetic functions. Flood plains, hazardous slopes and utility corridors need to be protected for safety reasons. Forested areas contribute to wildlife habitat and air quality by filtering air pollutants, absorbing carbon dioxide and producing oxygen. Open Space assists with stream protection and energy efficiency by maximizing rainfall infiltration and reducing impervious cover, and by shading and reducing air temperature. Connectivity of these features and spaces provide the “green infrastructure” that is critical to the ecological functionality that people and wildlife depend on. Open Space must be planned and protected as a system of features and functions.

Natural green space includes land that has significant environmental, landscape or ecological features such as riparian areas, water bodies, estuaries, critical wildlife habitat, and/or old growth and significant sized urban forests. Open Space also includes ‘recreational greenways’ as defined in the Northeast Sector Recreational Greenway Plan prepared by the GVRD in cooperation with the City of Coquitlam and other local governments in the Northeast Sector. These corridors of land allow for the development of an informal pedestrian connection system throughout the City. Development is generally limited to trails and seating areas, though some interpretation and enhancement activities may also be undertaken. Riverview Forest, the strip along the Coquitlam River (as it is acquired) and the Urban Forest component of Mundy Park are examples of City-owned Open Space in Coquitlam.

Large expanses of natural areas are often acquired and managed by regional, provincial or national agencies, governments and/or not for profit organizations (Ducks Unlimited, Conservation Trust Agencies etc.). These lands are not included in the City’s inventory of Open Space. Coquitlam has a unique opportunity to link our municipal system of Open Space to regionally and provincially owned natural parkland on the Southwest (Colony Farm), the west (Burnaby Mountain), the Northwest (Eagle Mountain) and the Northeast (Minnekhada and Pinecone/Burke Mountain).



4.6 Park Provision Standards and Park-Oriented Development

The City of Coquitlam aims to provide a variety of park amenities to the public as described above. Our aim is to ensure every resident has the opportunity access a park amenity within a 10 minute walking distance from their home.

To meet projected City growth and changes in density in established areas, the future parkland acquisition and development program currently includes 140 new acres of parkland and is partially funded through the DCC Program), based on population growth projected within the CWOCF. The 2015 DCC park development program is valued at \$245 million over the length of its 30-year life.

The Park system needs to be planned, developed and managed in a manner that is fiscally sustainable. This is an ongoing challenge as funding is limited and development and re-development initiatives need to be balanced in the context of multiple neighbourhoods with differing existing levels of needs. Moreover, the protection and improvement of existing natural and constructed assets need to be balanced with the acquisition and development of new assets.

In order to meet the growing community's demand for parks, new strategies are required to deliver these parks. As an urban strategy, Park Oriented Development ("POD") aims to develop a municipal park system that meets the ecological and social needs of the City by providing a framework for development that includes and embedding park elements in mix-

use residential and commercial developments across neighborhoods connecting the City. POD emphasizes urban development and the establishment and integration of various public spaces across the City on both public and private lands.

POD approaches the park system as more than just green places; it envisions parks as essential spaces for social interaction, transportation, education and recreation. POD works to strengthen and complement elements of the Transit Oriented Development Strategy (TDS) by enhancing and beautifying our public spaces. POD aims to integrate park planning into all stages of urban planning and development within the municipality. Putting POD principles into practice requires creative approaches such strategies such as doing more with less, utilizing previously unused spaces and lands, sharing lands with other users/uses, getting developers to contribute to the development of public park spaces and street-level public recreation amenities, finding new funding mechanisms, as well as other strategies that advance this strategy.



4.7 Recreation Facility Design Guidelines

The City of Coquitlam will strive to provide a sufficient and balanced supply of indoor recreational facilities to meet the needs of the community. Ideally, each resident should be within 2.5 km of a recreation facility. These general guiding principles will be applied when planning for future recreation facilities to ensure that facilities are developed to meet the current and future indoor recreational needs of the community.

4.7.1 Neighbourhood Recreation Centre

For facility planning purposes, neighbourhoods are defined by the OCP which enables the use of demographic information for planning purposes. For example, some of Coquitlam's neighbourhoods are: Austin Heights, Maillardville, Burquitlam, Smiling Creek, Partington Creek, and Eagle Ridge.

Neighbourhood Recreation Centres serve the people living and working in a neighbourhood. These are smaller recreation facilities built to serve a specific geographic or economic boundary. While not all neighbourhoods will require a Neighbourhood Recreation Centre, the City may choose to develop one in response to the needs of a specific geographic or economic need. Neighbourhood populations in Coquitlam vary from 2,000 to 10,000 averaging about 6,000 people per neighbourhood. Just as standards for elementary schools and neighbourhood level parks call for the amenity to be located within walking distance of the homes it serves, ideally Neighbourhood Recreation Centres should be in close proximity of the residents it is intended to serve. Neighbourhood Recreation Centres generally are not meant to be accessed by car, so do not have substantial parking facilities but have good "walkability" scores and cycling access. Neighbourhood Centres often complement or supplement services delivered by a larger Community Centre. Neighbourhood centres are often attached to schools or other public buildings.

The current Neighbourhood Recreation Centres in Coquitlam are:

- Place Maillardville
- Summit Community Centre
- Smiling Creek Elementary Joint Use Site
- Victoria Hall
- Scout Hall
- Centennial Activity Centre



4.7.2 Community Recreation Centre



A community is typically defined geographically as a grouping of several neighbourhoods brought into common relationship through such specialized facilities as the middle/secondary school, major shopping or a community centre. The boundaries of the community are usually defined by major changes of land use, by arterial traffic routes, or by major physical barriers. A community generally includes three (3) to five (5) neighbourhoods.

Coquitlam is divided into four “Community Planning Areas:

- Southwest
- Northwest
- City Centre
- Northeast

Community Recreation Facilities are typically multi-use facilities with a comprehensive mix of amenities to meet the needs of the largest section of the community. Centres may be built as one large building, or a campus of facilities built in varying phases. Facilities in this class are intended to provide a broad range of recreation services that primarily serve the surrounding neighbourhoods but are also used by residents and

organized groups from the entire City. The amenities in a Community Recreation Facility focus on physical activity and programmed recreation and also contain areas for passive, informal and social activities. These types of facilities require larger areas and attract a large number of users.

The current Community Centres in Coquitlam are:

- Pinetree Community Centre
- Poirier Community Centre
- Dogwood Pavilion
- Glen Pine Centre
- Future YMCA (Burquitlam)
- Future NE Recreation Centre

4.7.3 City-wide Recreation Facility

A city-wide or destination level facility is a large area containing recreation amenities that are intended to serve residents from the entire City. The availability of suitable properties largely determines the location of a City-wide Recreation Facility. Accessibility to large numbers of users is also a factor which must be taken into account. There may be several City-wide Recreation Facilities in any one City.

City Centre Aquatic Complex, Poirier Precinct covered tennis facility, Planet Ice, and Poirier Sport and Leisure Complex are facilities in Coquitlam which could fall into this class. Each provides a different mix of features and recreation amenities; however, they serve the needs of the entire city.

4.8 Coquitlam Citywide Official Community Plan

The Coquitlam Citywide Official Community Plan (CWOCP) adopted by bylaw under the Provincial *Local Government Act*, has status as a legal document and delivers a comprehensive plan intended to guide future land use and servicing provisions in ways that sustain its citizens' values. The CWOCP is organized into chapters that reflect the six overarching community goals that form Coquitlam's framework for managing change:

1. A Compact, Complete Community
2. A Healthy Environment
3. Housing Choices in Distinct Neighbourhoods
4. A Vital Economy
5. Strategic Transportation Choices
6. Meeting Changing Community Service and Infrastructure Needs

The following Objectives and Key Policies in Chapter 7 of the CWOCP serve as a guide for the Parks, Recreation and Culture Master Plan strategic directions and implementation activities. They are listed under the sixth goal: **Meeting Changing Community Service and Infrastructure Needs**, and include:

To provide services and programming which promote livability by enhancing resident and business participation in sports, arts and cultural events and programs:

- a) Maximize community benefit from leisure facilities.
- b) Create opportunity for localized programs and services in neighbourhoods.
- c) Encourage programming to promote a sense of place and neighbourhood uniqueness.

To provide, manage and maintain City-owned facilities in an adaptive manner that responds to changing needs and fiscal realities:

- a) Continue to develop strategies for supplementing existing community level recreational and cultural facilities with premises in decentralized locations near local neighbourhood centres.
- b) Celebrate and enhance the role of Town Centre civic recreational facilities as a community focal point.
- c) As required, develop strategies to identify facility repair and/or replacement needs, particularly in the case of aging or strategically located facilities.

To enhance service provision and facility use through collaboration, partnership and volunteer work:

- a) Continue to pursue and encourage opportunities for partnerships and volunteerism with community groups, schools and other public/private agencies.
- b) Maintain close relationships with existing facility partners such as Pinetree Community Centre/Douglas College/Pinetree Secondary School.
- c) Develop guidelines for public/private partnerships and a framework for joint facilities.
- d) Explore feasibility of expanding corporate sponsorship opportunities, while respecting the City official policy.
- e) Foster a sense of community ownership and pride in leisure facilities.
- f) Use Smart Choices initiative to ensure efficient use of facilities.

To provide accessible, useful library services, facilities and programs and capitalize on their potential as community focal points:

- a) Reinforce Coquitlam Town Centre as a major library facility.
- b) Respond to changing technical and technological opportunities.
- c) Anticipate longer-term needs for new library facilities.

To ensure community facilities, services and procedures enhance accessibility for all, including different ages, genders, abilities and culture:

- a) Facilitate the continued support and operation of facilities and services targeting the needs of specific age groups, with particular reference to seniors and youth.
- b) Encourage citizens of all ages to feel welcome and self-sufficient in all community facilities.
- c) Explore opportunities for increasing a sense of belonging for youth.
- d) Investigate the possibility of intergenerational programming.
- e) Encourage physical environments that do not inhibit the movement of people with disabilities.
- f) Ensure that people of all ethnicities benefit from, and feel welcome in, Coquitlam's community facilities and services.
- g) Continue to assist with and promote cultural events.

To enhance the City's investment in existing infrastructure through adequate maintenance and rehabilitation and replacement as appropriate:

- a) Continue efforts to assess infrastructure conditions proactively.
- b) Continue to prepare business plans, consistent with overall City infrastructure and capital plans, which set out definitive strategies for maintenance, rehabilitation and operation of the City's infrastructure services, in a manner supportive of development and redevelopment objectives.
- c) Investigate the appropriateness of lifecycle cost approach to the identification of infrastructure maintenance, rehabilitation and replacement investment requirements.
- d) Increase the use of new technology in the management of existing and new infrastructure services which may include increased use of remote sensing, supervisory control and data acquisition systems, geographic information systems, and maintenance planning tools.

The Master Plan strategic directions and implementation activities align with these objectives and policies.

4.9 Regional Plans

Regional Growth Strategy

The City is one of 19 other municipalities in the Greater Vancouver Regional District (GVRD). A *Livable Region Plan* was generated in the mid-1970s to manage the Region's rapid growth - it sought to maintain the Region's livability by an equitable distribution of population and job growth; by concentrating growth at designated Town Centres, linked by rapid transit; and by protecting "green" areas from development pressures. This strategy has been successful in fostering Regional Town Centres and in helping to protect regional open spaces. The strategy was updated in the 1990s, and adopted by the GVRD's Board in January 1996 as the *Livable Region Strategic Plan* and declared an applicable Regional Growth Strategy by the Province in February 1996. It is organized around four principal strategies:

1. **Protection of a Green Zone** composed of parks, open space, resource lands, watersheds, environmentally sensitive areas, farmland, and which defines the boundary of the urban growth area;
2. **Encouragement of Complete Communities** offering a better balance between jobs and housing; a choice of affordable housing types; and a wide range of commercial and public services and facilities, including choices for transportation;
3. **Provision of More Transportation Choices** by placing higher emphasis on public transit, walking, cycling and goods movement, and also taking measures to reduce and manage the demand for travel; an important component of this is the expansion of rapid transit to Coquitlam's Regional Town Centre;
4. **A Compact Region.** Much of future growth is to go into a Growth Concentration Area consisting of the Burrard Peninsula, North Surrey/Delta, and the Northeast Sector including Port Coquitlam, Port Moody and Coquitlam. Higher densities are needed to support transit and make protection of the Green Zone possible.

Metro Vancouver Parks

Unlike other municipalities, Coquitlam has classified almost all parks that were identified at time of adoption of the Regional Growth Strategy and environmentally sensitive areas (ESA) as "Regional Conservation and Recreational Areas," exceptions include the Vancouver Golf Course. This classification provides an additional layer of protection as any options to decrease the size of a park or ESA would require Metro Vancouver approval. Most municipalities included just their major parks or those of regional importance. Coquitlam's parks that will be developed after the adoption of the Regional Growth Strategy are classified as "General Urban."

In addition, Metro Vancouver's two major parks, Minnekhada Regional Park and Colony Farms Regional Park, both have access from Coquitlam.

→ **Minnekhada Regional Park** is a natural park in northeast Coquitlam covering more than 200 hectares and features trails, rock knolls, abundant trees, birds and other wildlife. Minnekhada Lodge, built by Eric Hamber in 1934 prior to him becoming Lieutenant Governor of BC in 1936, is housed in the park and is considered one of Metro Vancouver's premier heritage buildings.

→ **Colony Farm** was officially opened in 1910, through land purchased by the provincial government, and developed to support the Essondale hospital. Colony Farm became one of the most successful farms in British Columbia's history and was an integral part of the hospital providing both food and therapeutic occupation for patients. The farm ceased operations in 1983. The Province transferred Colony Farm to Metro Vancouver in 1996, to be managed as a regional park. Metro Vancouver manages the park in accordance with the Colony Farm Land Use Plan that designates specific areas for agriculture, wildlife and integrated management.



4.10 Tri-Cities Plans

Port Moody

In January 2014, the City of Port Moody commenced its update to their Parks and Recreation Master Plan that will include analysis and recommendations for parkland, trails, sports fields, community and recreation centres and recreation and sports programs.

Port Coquitlam

Port Coquitlam is planning a new community recreation complex in its downtown area, scheduled for completion in 2021. Port Coquitlam's proposed new complex intends to increase its ice capacity, add a pool, fitness facilities, and multipurpose spaces while integrating residential and commercial uses. In addition, their Riverside Community Church's new facility is designed more like a community centre than a traditional place of worship. The facility is expected to be larger than Port Coquitlam's Hyde Creek recreation centre and may include a full-size gymnasium, large theatre (750-1050 seats), banquet facility and a variety of other amenities. This facility is expected to be an important amenity for residents moving to homes in the Dominion Triangle area. It should be noted that the Dominion Triangle area/neighbourhood might likely have a greater impact on Coquitlam services as updated plans show 1,200 new residential low-rise and town home units.



5 Operational & Planning Context

5.1 Municipal Growth

In 2014, Coquitlam had a BC Stats population estimate of 141,132, representing a percentage change of 14% in the last five years (from 2009). Between 2006 and 2021, Coquitlam is expected to see its most dramatic increase in growth. This increase is largely due to the development in the Northeast on Burke Mountain and the development in the Southwest and City Centre through intensified densification surrounding the Evergreen Line sky train expansion. These population estimates and projections are based on Metro Vancouver's Regional Growth Strategy to Coquitlam's build-out capacity in 2041.

The following map shows the distribution of total City growth anticipated to 2041. It is expected that the Northeast will absorb 29% of the overall projected growth or 30,276 people, the Southwest will absorb 40% - equivalent to 41,760 people, and the City Centre will absorb 28% or 29,232 people.

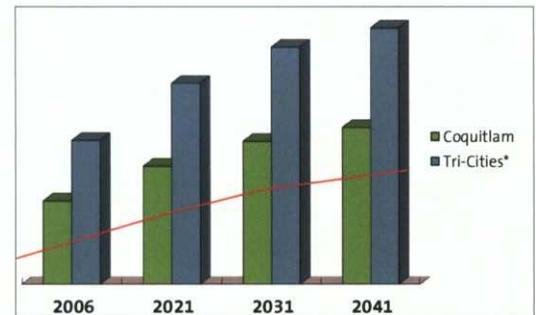


Figure 3: Municipal Growth 2006-2041

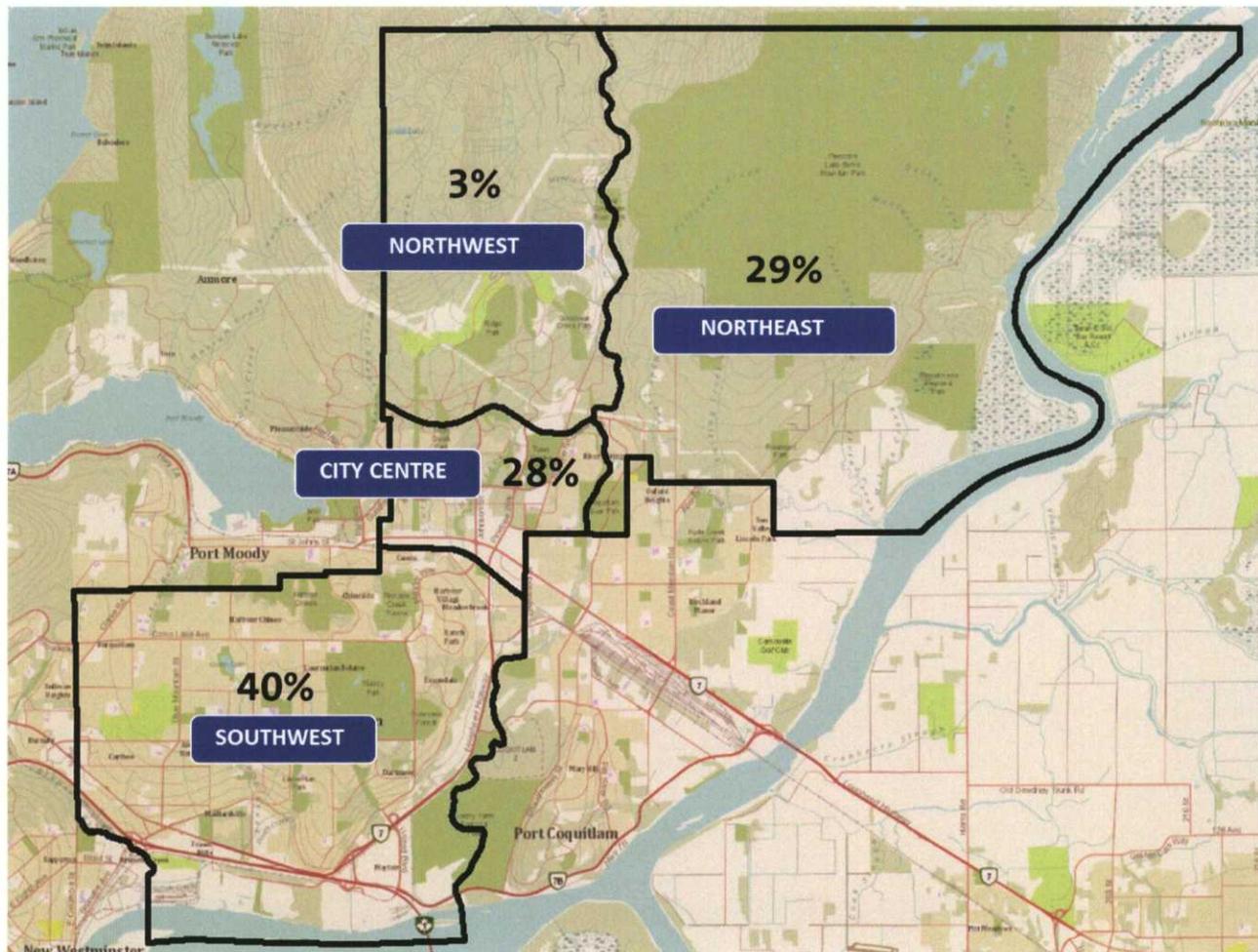


Figure 4: Distribution of Overall Anticipated Population Growth in Coquitlam

High levels of population growth will naturally place increased pressure on demands for services and facilities, and the provision of adequate new open spaces to accommodate growth. Population growth will maintain or increase the total number of participants even if (or where) per-capita activity participation drops. Population growth and related recreation participation are expected to increase impacts on natural areas and on other visitors, with conflicts increasing with level of use.

5.2 Changing Demands

An Aging Population

People 65 years of age and older now outnumber 0 - 14-year-olds in BC. Comparatively, Coquitlam showed a 15% increase in the number of 0-4 year olds and, while people aged 65 years of age

and older have yet to surpass 0 - 14 year olds, those age 65+ increased by 21% from 2006-2011, compared to a 4% increase of 0 14 year olds.

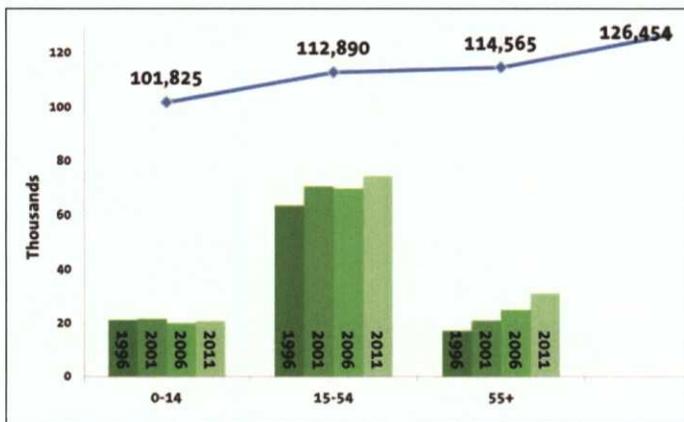


Figure 5: Coquitlam Age Distribution

Impacts of an aging population on leisure services vary. Levels of physical activity among Canadians decline and limited mobility and disability challenges further restrict activity and participation, and there are increased risks of social isolation and the loss of a healthy lifestyle. That said, across Canada, the aging population is increasingly interested in experiences that offer personal growth and recreational activities that are less strenuous. Walking, aqua-fit and low/no-impact activities are increasingly popular over higher-impact activities such as jogging. Aging residents want to maintain their use of and

connection to general community centres, thus suggesting a reduced demand for separated “seniors’ centres” in the future. Specific considerations to address the delivery of leisure services for older adults may include:

- Increased demand and use of adult services by older adults.
- Actively engaging and including the older adult population in the development and delivery of services.
- Recognizing that the percentage of persons with disabilities will increase over time as the population ages and that physical accessibility for all programs and services will become more critical for older adults.
- Considering park amenities such as shade, water, seating, and accessible washrooms.
- Increased daytime use of community centres and other recreation facilities.

The “baby boomers” (currently aged 49-67) represent a large segment of the population in Coquitlam and have specific recreation needs. Baby boomers will continue to be active and place a high demand on services but their preferences are expected to shift to less strenuous physical activities, cultural activities and experiential learning and outdoor experiences. Specifically, the demand for physically active yet, low-impact activities such as aquatics and fitness classes/ weight training are increasing; greater emphasis is being placed on accessibility; there is increasing demand for larger, brighter/naturally-lit change rooms, and comfortable lobbies and social gathering spaces for “guests;” and opportunities for spontaneous activities that promote health and socialization.

It is also important to recognize that neighbourhoods may “turn over” as younger households occupy areas vacated by seniors; thus monitoring neighbourhood demographics is critical in the long-term planning of parks and recreation facilities. Children need adequate play opportunities to develop their social, cognitive and physical abilities. There is also increasing evidence that children need access to natural areas and direct contact with the soil, plants and the non-built environment for enriching development and learning potential. As the community builds its parks and recreation system, it is timely for Coquitlam to create opportunities for children to interact meaningfully with nature and to enhance the play spaces within its neighbourhood parks, including reflecting the uniqueness of the community.

Family Type and Income Levels

Over half (52%) of Coquitlam’s households have children living at home; 42% (19,015) of Coquitlam families are couples with children, and an additional 11% (4,860) are lone parent households according to 2011 Census Data. This represents an increase of 27% in the number of families residing with children in Coquitlam. Couples without children made up 26% (10,500) of households in 2006, with 22% (9,075) as one-person households. In 2011, the number couples without children decreased 7%, now making up 21% (9,775) of Coquitlam households, and one-person household percentage remained constant at 22% (9,855).

According to the 2011 Census & National Household Survey Data, the average family income in 2010 of economic families was \$94,768, with a median family income of \$82,067, and an average family size of four. The data shows significant income variances within Coquitlam and within the four planning areas, highlighting increases at each end of the income spectrum. Statistics Canada provides annual low-income cut-off (LICO) ranges based on metropolitan population sizes. For the 2010 tax year, the LICO score for a family of four was \$29,996. The data suggests that 51% of Coquitlam residents over 15 years old, who earn income, have annual incomes less than \$30,000.

Northeast Area

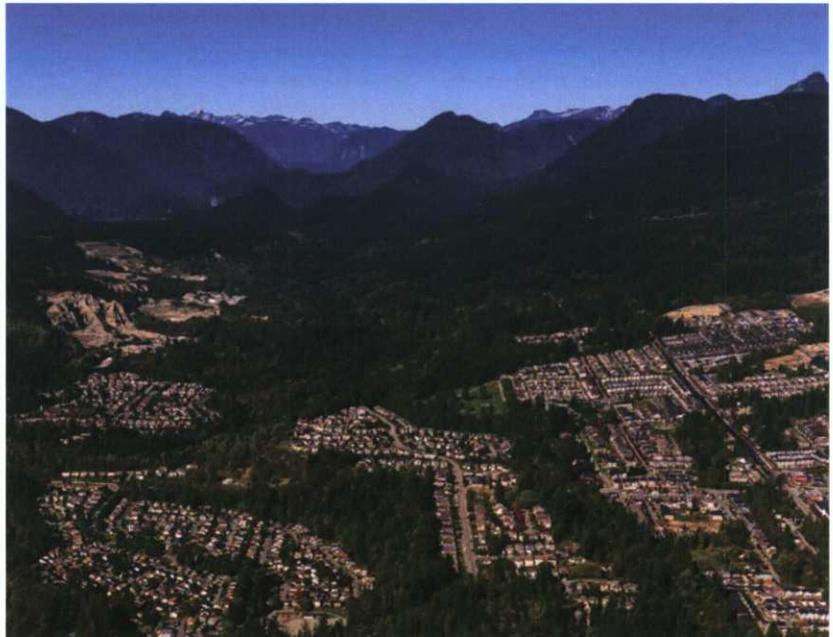
Between 2006 and 2011 there has been a 67% population increase with an increase in the number of families earning less than \$30,000 annually as well as double the number of families earning \$100,000 and over. The northeast has one of the highest average family incomes with an average family size of 3.3.

Northwest Area

Northwest Area includes South Hockaday/ Nestor as well as Westwood Plateau. This area experienced a population increase of 32% with significant increases in families earning less than \$30,000 and \$100,000 and over. The average family income for this area mirrors the aggregate average for the City with Hockaday/Nestor showing an average family size of 3.3 and Westwood Plateau at 3.5.

City Centre Area

→ North Hockaday/Nestor, City Centre and Eagle Ridge neighbourhoods have experienced growth of 68% in economic families between 2006 and 2011 and shown a tremendous increase of 135% in families earning less than \$30,000.



- City Centre shows a 2% decrease in average family income between 2006 and 2011 and Eagle Ridge also shows a decrease in average family income during the same period. The average family income in City Centre is \$58,752 and \$83,442 for Eagle Ridge.
- City Centre has one of the smallest average family sizes in Coquitlam at 2.8, as well as one of the highest number of lone parent economic families, and
- North Hockaday/Nestor has the highest average family size in Coquitlam at 3.7.

Southwest Area

- Seven main neighbourhoods comprise the Southwest Area (Austin Heights, Cape Horn, Cariboo/Burquitlam, Central Coquitlam, Maillardville, Ranch Park and River Heights) and show significant variance between average family incomes. Some key findings are:
- In Ranch Park, the number of families with incomes less than \$20,000 decreased by 20% between 2006 and 2011 and the average income increased by 10% to \$99,097.
- River Heights and Central Coquitlam show average incomes for 2011 nearly \$110,000,
- Austin Heights and Cariboo/Burquitlam show a decrease of 7-9% in average family income, falling to \$48,043 and \$72,002, respectively.

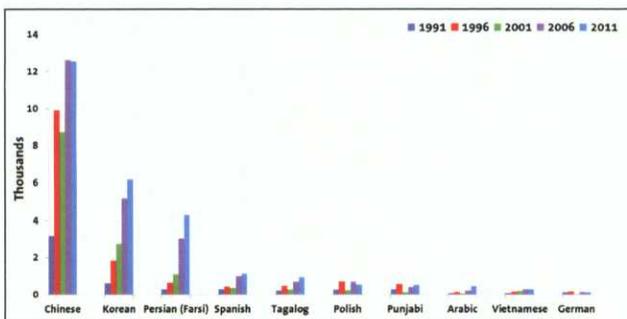


Figure 6: Coquitlam Distribution Trend of Home Languages

- The average family sizes range from 2.8 in Austin Heights to 3.3 in Ranch Park.
- Cariboo/Burquitlam has the highest number of lone-parent economic families in Coquitlam.

Increasing Cultural Diversity

By 2026, BC population projections suggest that there will be a steady decrease in the natural growth of the population as the death rate will exceed the birth rate and the overall growth rate falls below 1%. Therefore, population growth will be dependent on immigration. In Coquitlam, the majority of new residents are coming from China, India, and Pacific Rim countries.

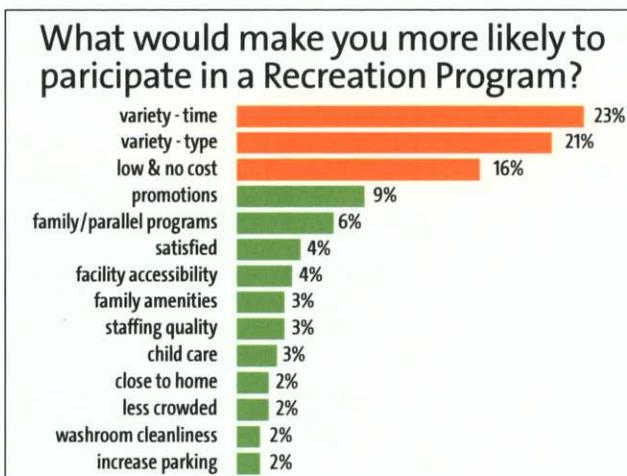


Figure 7: Participation Requirements

In 2011, 68% of the population spoke only English most often at home, 0.3% spoke only French and 26% spoke only a non-official language. The top five languages spoken most often at home in Coquitlam are English, Chinese, Korean, Persian (Farsi), and Spanish. In comparison, the provincial / territorial percentages were 80% for only English, 0.4% for only French and 15% for only a non-official language (Statistics Canada).

As the cultural diversity of our community increases, community amenities will need to be flexible to accommodate these changing cultural demands. Additionally, the development of policies, programs and marketing approaches will need to reflect this to engage ethno-cultural groups.

Many ethno-cultural groups and newcomers place a premium

on large social gatherings, (as do many organizations), for meetings and special events. Social gathering places are the most sought after parkland use and provide the venue for city events, festivals and cultural celebrations. The provision of large group areas with adequate shelter and washrooms should be considered within parks systems. Incorporating flexible facility designs in the provision of parks, recreation and libraries that allow for multiple uses as some activities decline and others emerge is recommended.

Recreation Profile and Participation Trends

In 2012, City staff consulted with 646 people by way of intercept and on-site questionnaires to obtain feedback on Parks, Recreation & Culture programs, services and amenities. The response showed that increasing program variety and times continues to rank in the top five ways to increase satisfaction with service offerings (Figure 7). Respondents are looking for classes in the early morning, afternoon, after 5:00 p.m. and later evening to accommodate a variety of family, work, and life situations including: child minding; family friendly and parallel programming; and close-to-home options. Variety in facility amenities and programs is also top of mind.

Other requests included an indoor playground, more indoor gymnasium space and times for drop-ins (basketball and badminton), more space for fitness classes at Poirier Sport and Leisure Complex, more fitness space and equipment at City Centre Aquatic Complex and more weight rooms overall.

Introductory Programs

Research indicates that despite increasing facility demand, participation in community indoor and outdoor sports over the past decade has maintained consistent levels, even though Coquitlam has experienced significant population growth (Figure 8). It may be argued that limited facility capacity has affected participation; however, feedback from the community suggests that there is a higher demand for casual and recreation use as well as introductory programming.

Introductory physical activity programs for children, youth and adults who may be new to sports or new to a particular sport are continuing to increase in demand, and with the exception of aquatics, Coquitlam is experiencing a significant gap in its introductory and “learn-to” recreation programming.

Research has shown that being physically active later in life depends on an individual’s ability to feel confident in an activity setting; that confidence most often comes from having learned fundamental movement and sport skills, known as “physical literacy,” as a child. Research has also shown that without the development of physical literacy, many children and youth, especially girls, withdraw from physical activity and sport and turn to more inactive and/or unhealthy choices during their leisure time.

Introductory programming provided by the City for participants of all ages lends well to the community partner model and will support the Sports Field Strategy in increasing participation in sports. It also creates a bridge between community and city-supported sport and recreation programs.

5.3 Healthy Communities

The programs, services, and amenities of parks and recreation are recognized as vital elements for community health and to address social issues. Canadians have led increasingly sedentary

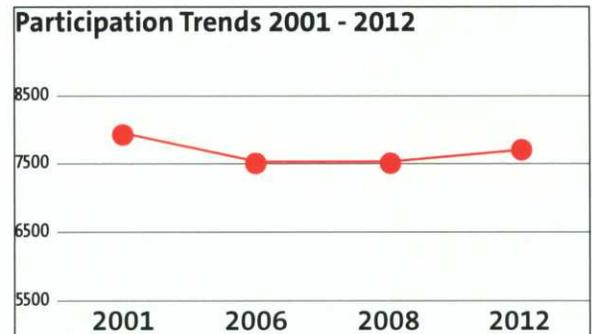


Figure 8: Field Sport Participation Trends 2001-2012

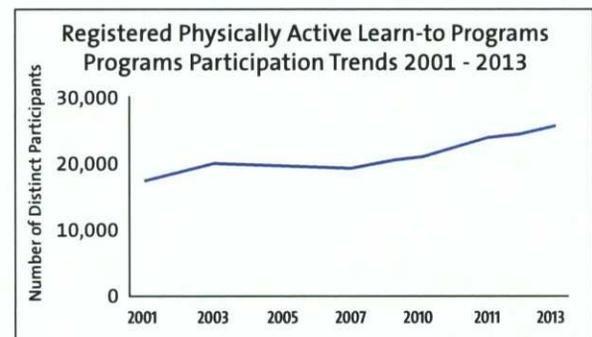


Figure 10: Registered Physically Active Learn-to Programs Participation Trends 2001-2013

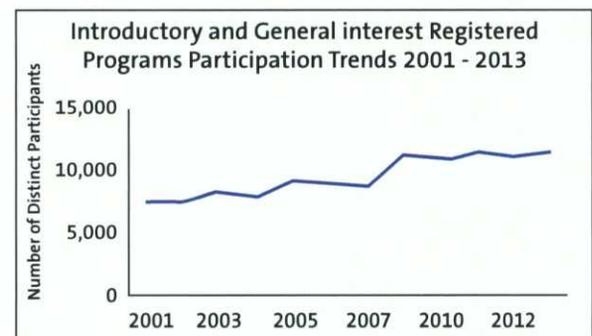


Figure 9: Introductory and General Interest Registered Program Participation Trends 2001-2012

lifestyles over the past few decades and lack of physical activity is a major public health concern throughout BC, with the most recent data indicating that 42% of British Columbians are not active enough to achieve the health benefits associated with an active lifestyle. Child and youth inactivity is considered a major societal challenge as obesity rates have tripled over a 15-year period due in part due to increased “screen” time. Currently in BC, an estimated 26% of children between the ages of 2 - 17 are considered overweight or obese.

This may be less of an issue in Coquitlam where the survey suggests much higher rates of activity. Coquitlam residents’ participation in physical activity has been consistent over the last several years and is on par with other Lower Mainland municipalities. Those who are 55 years and older are more likely to participate in moderate physical activity (average of 4.5 times per week compared to an average of 3.7 times per week among those who are 35 to 54 years of age). This places the City at a good starting point to maintain current activity levels.

As the community evolves, the City’s attention will shift to provide access to a wider variety of sport, recreation and cultural offerings is available. Traditionally, the large established sports have priority over new emerging sports and activities but many of the ethnic families moving to Coquitlam come with activities and sports specific to their heritage. Coquitlam will embrace opportunities to build on and incorporate emerging sport and activities into the existing program offerings.

Social isolation has been emerging as a significant societal concern, especially in urban environments. The Vancouver Foundation’s 2012 survey “Connections and Engagement” found that feeling alone is more than just an individual problem, but one that has ripple effects throughout neighbourhoods and communities. It starts to affect how people feel about the larger community. Coquitlam’s housing stock is changing with an increase in multi-family units such as apartments and townhouses. Residents of this housing form were shown in the survey to be the least likely to know their neighbours’ names and the least likely to socialize.

While the City does not have the mandate, resources or capacity to deal with these issues directly, these factors should be considered in the development and delivery of parks, recreation and culture services.

5.4 Multi-Generational and Flexible Facility Use

Research has shown that Canadians’ leisure time is increasingly important for personal development and quality of life. This equates to increased demand for high quality activities and facilities, and value-added service can come from providing the ability to recreate at any time throughout the day or providing the availability to have simultaneous recreation opportunities for the entire family. This requires multi-use spaces that appeal to a broader spectrum of users rather than dedicated spaces. In addition, as people’s schedules become increasingly busy, there is greater demand for informal and individual leisure activities such as walking or cycling, rather than programs with set schedules. There will be greater demands on drop-in opportunities in recreation and cultural facilities, and scheduling needs to ensure that these are available throughout the day.

As such, there is growing demand for parks and facilities that contain something for everybody, rather than those designed solely for singular uses. Multi-use facilities promote families recreating together at a common location, provide broader choice for participants, promote participation in many activities, increase opportunities for socialization and spectator activity and, from a business perspective, create a concentrated market that provides opportunity for

food, beverage, and retail sales. Based on this demand, there is a clear shift from stand alone to multi-use facilities. Combining facilities such as pools, arenas and multi-purpose gymnasiums facilitates staffing and operational efficiency, improved energy efficiency, and greater facility use by families. Combined facilities also become a gathering place and focal point for the community.

While single use parks have merit in appropriate locations (e.g., sports field complexes), parks that provide opportunities for a range of ages, family types, and abilities are viewed as spaces for inclusive recreational activity. Furthermore, there has been a considerable trend towards participation in non-programmed, spontaneous outdoor activities such as pick-up sports, picnicking, family gatherings, special events, etc. In this sense, parks can be viewed as “outdoor community centres” that combine a number of programmed and non-programmed uses.

Libraries

There is a great deal of research that highlights the importance of public libraries as an accessible, universal and primarily free benefit to the residents of a community. Unlimited access to knowledge, culture and information is valued and is at the hub of a strong well-informed community. Libraries – both facilities and virtual libraries - are more important now than ever as the power of knowledge translates into greater socio-economic benefits.

Public libraries are evolving and increasingly being recognized as a community destination and an attractive public space with an enjoyable atmosphere. Many libraries are recognizing their role as a community hub and work to service groups of collective citizens as well as individuals. Additionally, libraries are becoming more of a community hub, particularly through a focus of providing information on health, education, government and other local services. New library facilities are being internally and externally designed to be noticed in the community as a symbol of community pride. A library can represent a community at its best and function as a civic landmark.

Libraries are also being designed as flexible spaces that can be reconfigured according to changing needs. Multi-use library space with modular fixtures and ergonomic furniture, wide and uncluttered aisle ways with lower shelving, and a more “open” interior to accommodate changing technologies have an increased focus on people and less on collections space. As a result, libraries are increasingly seen as a “third space” – an essential venue, not unlike home or work/school. They provide critical supports to the self-employed, under-employed, students and the public. They are valued for their comfortable, free, inclusive and welcoming environment.

The increased use of technology, the need for virtual libraries and the demand for library space is on the rise, as is the need to locate libraries within attractive buildings in prominent, central locations that are easily accessible to the community. Coquitlam has embraced new design elements that incorporate many of these amenities, including welcoming atmospheres, attractive decor, meeting rooms and designated areas for different age groups.



5.5 Importance of Arts, Culture and Heritage

Across Canada, participation in arts, cultural and heritage activities is growing at national, provincial, and local levels. In a national survey between 1992 – 2010 of consumption behaviours on the arts, culture and heritage activities, focusing specifically on British Columbia, Hill Strategies found:

- Museum attendance increased in British Columbia by 17%;
- Art Gallery attendance increased by 48%; and
- Attendance at Performances of Cultural or Heritage Music, Dance or Theatre increased by 76%.

During this period, the population of British Columbia increased by 31% to 4,497,000 people. Attendance at performances in British Columbia increased almost 2.5 times more rapidly than the population (Hill Strategies, 2010).

Investment in culture is recognized by many countries as producing important social benefits that have positive impacts on both individual and community health. Researchers in the United Kingdom, the United States and Sweden have found that participation in arts-based activities reduce tension, strengthen the immune system and protect against depression. For seniors, even once-a-week participation in a professionally taught art-based activity has demonstrated a positive impact on physical and mental health. Participation in cultural activities contribute to increased social contact, a more positive outlook and a greater likelihood that seniors can live independently for a longer time (Arts Health Network Canada, 2014).

Arts incorporated into education increases test scores, generates social responsibility and turns around failing students. In a recent article in Educational Researchers, it was shown that following attendance at a heritage centre, students had increase cultural tolerance, historical empathy and sustained interest in visiting museums and other cultural institutions. The biggest result for these students was an increase in critical thinking skills. Of interest, most of the benefits observed were significantly larger for minority and low-income students.

A brief report published by Heritage Canada in December 2011 on the Economic Impacts of Cultural and Sport Tourism in Canada examined the economic impact of travelers who attended cultural events, sporting events or participated in team sports. The report indicates that tourists who attended cultural activities spent a total of \$8.0 billion in 2007 while sports tourists spent \$2.1 billion, about four times less than cultural tourists. Regarding net economic impact, cultural tourists generated \$5.1 billion of economic activity, over 110,000 full-time jobs, and \$419 million in government taxes, an estimate that does not include income taxes (Department of Heritage, 2011). Interestingly, while British Columbians spent \$100 million on live sporting events in 2008, they spent \$200 million on live performing arts (Hill Strategies 2010).

5.6 Environmental Awareness

British Columbia's 2008 Climate Action Plan encourages a shift away from the traditional consumption of fossil fuels and towards the use of energy-saving systems such as passive solar panels, heat recovery systems, geothermal heating and motion-sensitive lighting. Water-saving measures are also encouraged.

There are high public expectations that Parks, Recreation and Culture departments will demonstrate high levels of stewardship and environmental sensitivity in their operations and planning. The stewardship of natural environments requires sound and sensitive management practices; many communities have developed natural areas and urban forest management plans, and integrated pest management plans. The conservation and wise use of water needs to be infused into park operations, including automated irrigation systems and appropriate plant selection.

With citizens having a heightened interest in nature and the environment, regional and local authorities may consider interpretive programs, signage and environmental education and information programs. Growing awareness and concern about climate change, water quality, species declines and other environmental issues is having an effect on people’s perceptions and behavior. There may be opportunities to incorporate environmental initiatives into parks, recreation and public art. The City of Coquitlam will need to work with the community and partner organizations to stimulate the development of new program and facilities while continuing to support a service delivery model with the City as community builder rather than as a direct provider. In this way, the City should continue to develop more programs that are varied, build facilities and provide opportunities to respond to public need, establish creative timetables and incentives to attract patrons and create a user-friendly menu of activities.

Coquitlam parks and open spaces offer the opportunity for the City to support a variety of environmental initiatives, including increased awareness, environmental protection, environmental education and low-impact operational practices. Implementation of additional ecologically sensitive procedures and programs in parks and trails will help reinforce the City’s commitment to environmental objectives, as described in the Corporate Strategic Plan.

5.7 Infrastructure Funding

The following diagram illustrates the four components of infrastructure investment required by the City to deliver the built infrastructure that supports the programs and services of Parks, Recreation, and Arts & Culture. It also identifies the current funding sources.

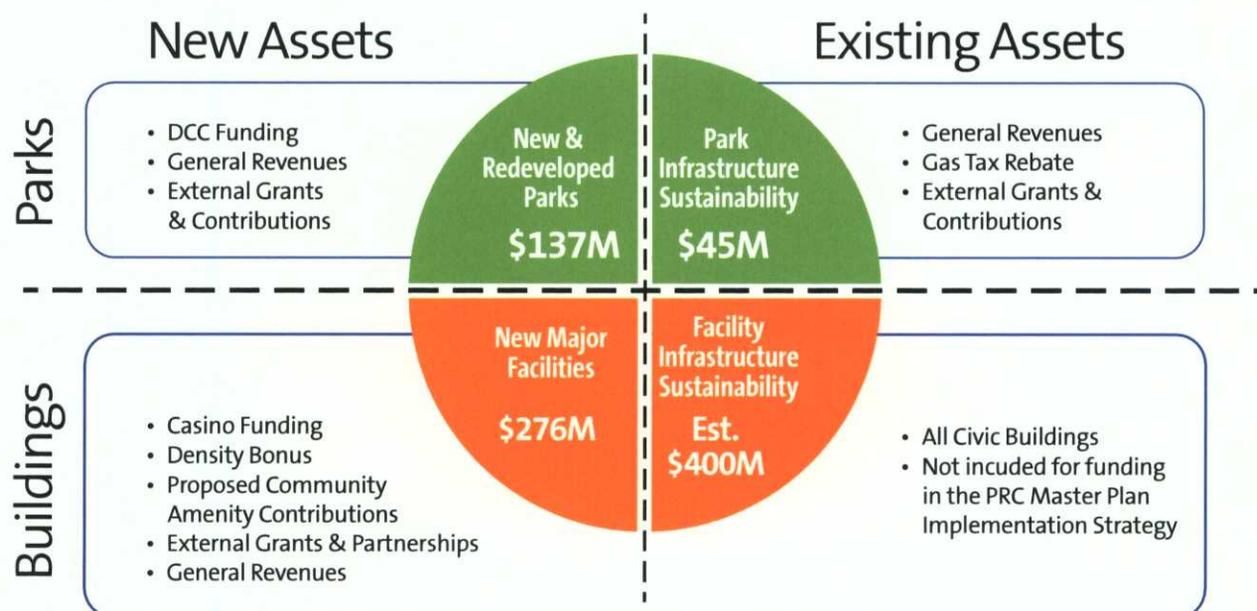


Figure 11: Infrastructure Funding

5.7.1 New Asset Funding

Development Contribution to Public Amenities

The Development Cost Charges (“DCC”) program funds park land acquisition and the construction of basic park elements such as landscaping, grass sports fields, playgrounds and trees. However, there are limits to the DCC Program because there are standard park and recreation items, often considered as basic services by users, which do not qualify for DCC funding. Items such as parking lots or access roads, and building such as dugouts, bleachers or field houses. These limits also preclude the construction of other amenities valued by the community such as tennis or basketball courts, baseball diamonds, tracks or the installation of lighting systems. As well, DCC funding is contingent and dependent on ongoing growth, which is the source of the funding.

Due to some regulatory limitations that govern what can be funded through the DCC program, planning for development and maintenance of these amenities is a significant issue for local governments.

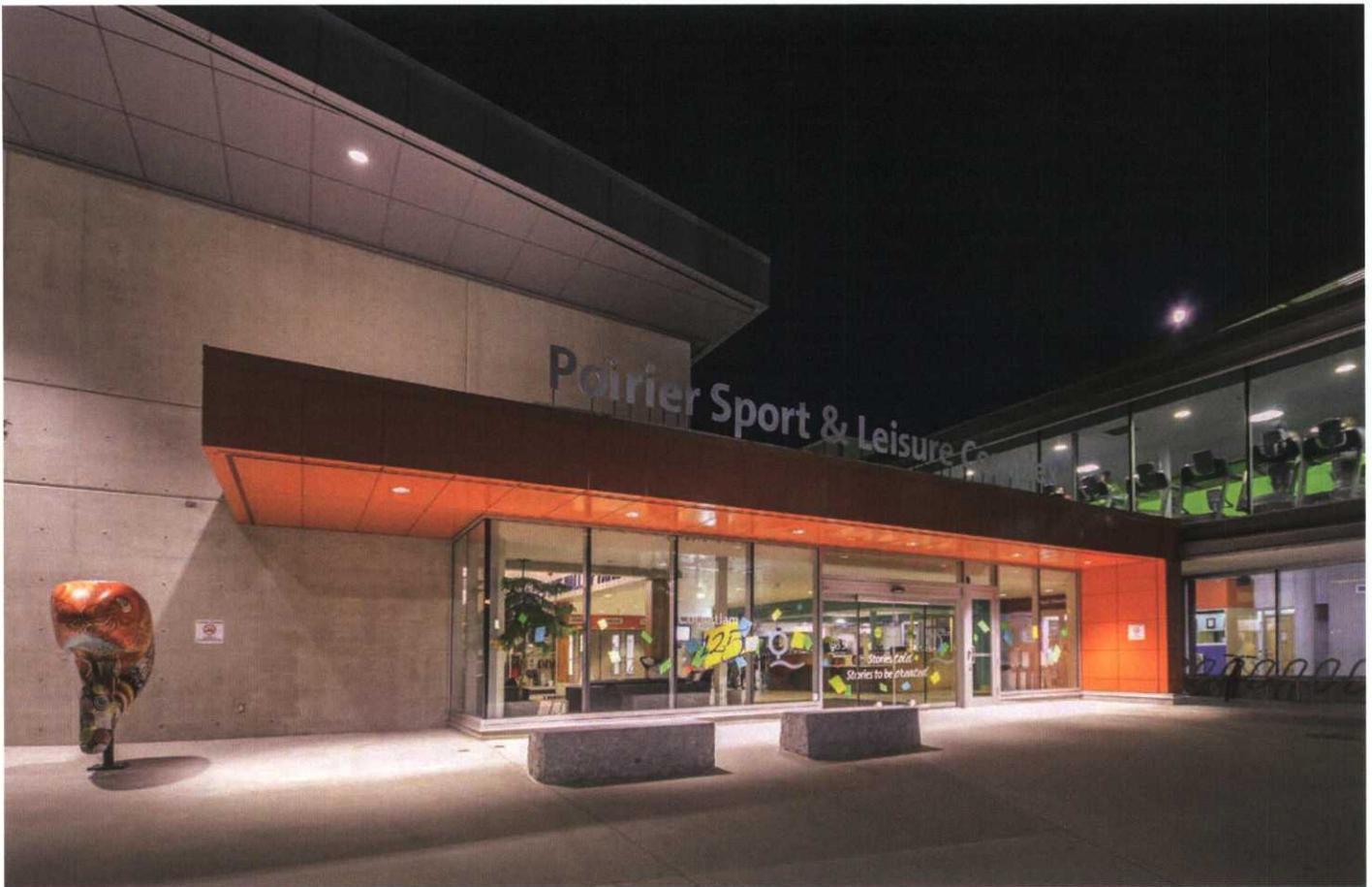
Bonus Density

One way that municipalities generate revenues to fund infrastructure and facilities in growing neighbourhoods is the adoption of Bonus Density provisions, typically within zoning regulations. This mechanism, which is considered an accepted municipal best practice, establishes a new revenue source by enabling the City and a land developer to share in the benefits of a developer achieving densities on specific sites, where appropriate, above a base density. Typically this approach results in a fair sharing of benefits, as developers are not obligated to take advantage of available additional density, but if they do, the City can achieve a share of such benefits from increased development revenue. In Coquitlam, zoning regulations incorporate bonus density provisions in high-density residential (high-rise) or mixed-use residential/commercial zones in the vicinity of rapid transit, where densities are highest. City Council has established some regulatory guidelines for how such funds can be used, but in general the allocation of the majority of Bonus Density revenue remains at the discretion of City Council, and in many growing Cities these revenues are central to funding of new growth-related amenities.

Community Amenity Contributions

Community Amenity Contributions (“CAC”) are a funding initiative established by the City to support the development of improved or new community amenities to create attractive, livable neighbourhoods. Typically, CACs are generated to fund indoor amenities such as community centres, arts centres, pools, rinks, libraries, museums, as well as outdoor facilities such as artificial fields, spray parks, sport court, tennis courts, paved parking lot, lighting systems, skate parks, etc. that cannot be funded by typical growth financing options, such as DCCs.

In some instances, the City’s main revenue source, which is property taxes, may be increased to help pay for such amenities, but this accounts for only a small portion of new growth-related capital costs, as most tax revenue is needed to fund operating costs and maintenance of existing and new services and infrastructure. Further, the capital cost of new growth-related facilities should not burden existing residents, although it is recognized that these residents will benefit from the new amenities as well. Funding is accrued through the rezoning process request for additional density and has the potential to yield significant revenues. CACs provide an acceptable alternative to help address the funding gap between growth costs and revenues to pay the costs of required growth-related City amenities.



Federal and Provincial Grants

While the status of any future provincial or federal Infrastructure grant programs is not known, municipalities are planning and designing for perceived opportunities to construct co-funded facilities.

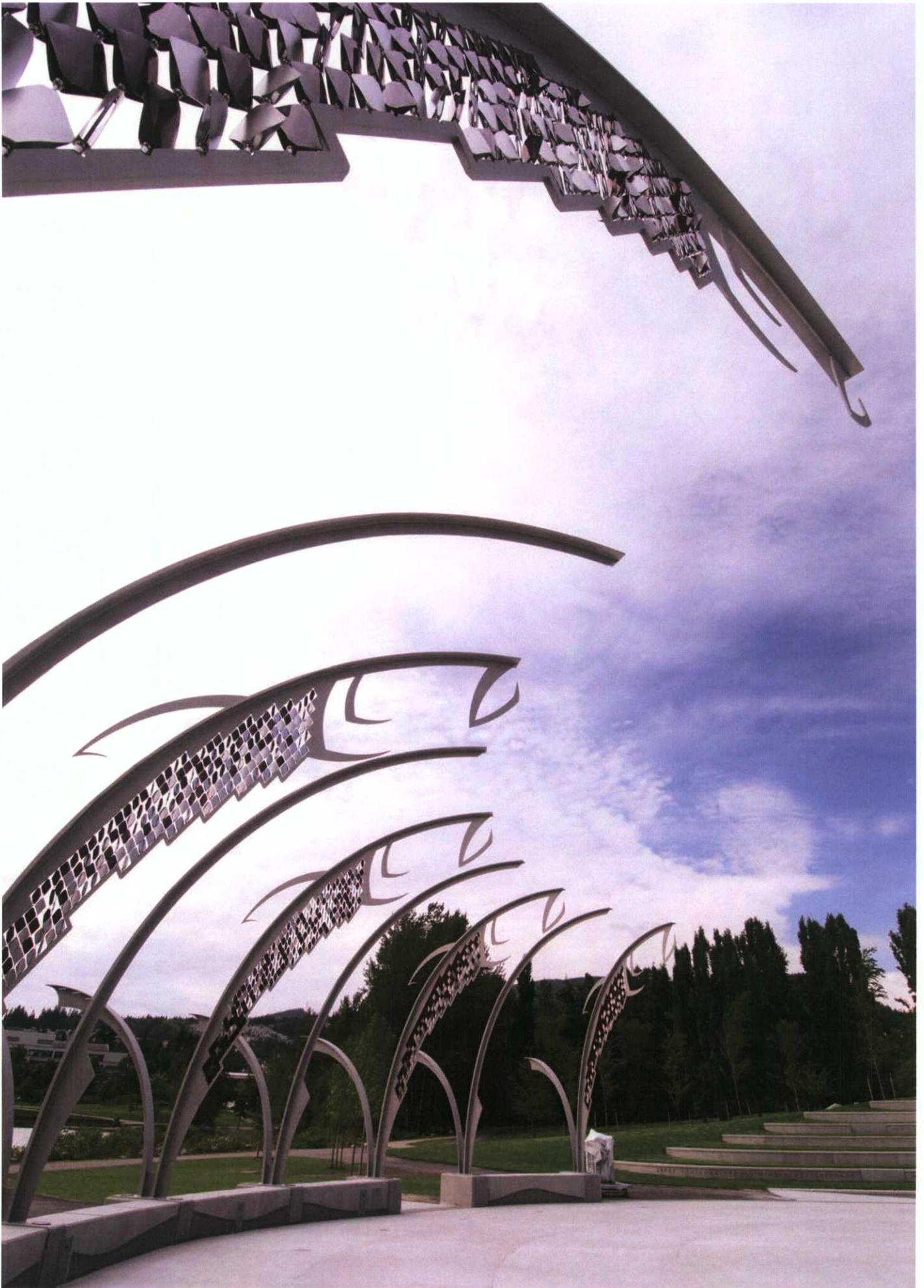
Sponsorship, Marketing Partnerships and Philanthropic Donations

Sponsorships, or marketing partnerships, are agreements between the municipality and corporate partners which provides the sponsor with promotional and marketing benefits in return for a financial contribution. These benefits can include naming rights or program and event sponsorships. The City's sponsorship program is named the "Corporate Partners" program and is governed by the Sponsorship and Advertising Policy. This is separate and distinct from a donation and gift program where the donor receives no marketing benefit but simply provide gifts of cash or in-kind amenities or services. The City's philanthropic donations are governed by the Donation Policy.

5.7.2 Sustaining Existing Assets

Infrastructure Renewal

Coquitlam has established a life cycle management plan to review the condition then repair and replace building systems within reasonable timeframes. A preventative maintenance program as well as the monitoring and implementation of this program in terms of meeting priority and changing needs is critical for the future of the facility infrastructure for parks, recreation and culture. Currently, the program only includes the buildings and needs to be expanded to include other park infrastructure and amenities such as recreation program equipment, sport and tennis courts and playgrounds.



6 Service Review

6.1 Core Service Model

The community leisure system is made up of three integrated sub-systems: 1) commercial providers, 2) not-for-profit organizations and 3) the public system. The public system is the principle driver in the community for leisure programs and services as it provides services directly, as well as exercises varying levels of control over the ability of commercial or not-for profits to offer services within its jurisdiction. It is important that the structure of the public delivery system reflect the values and cultural demands of the community whose needs it is established to meet.

As such, the City of Coquitlam has a significant role to play in the delivery of parks, recreation and culture services; however, it is equally clear that the City cannot and should not play a role in all areas. Municipal recreation departments are typically involved in providing community facilities (e.g. parks, playgrounds, halls, arenas, trails, swimming pools), offering community programs (e.g. learn-to-swim, children’s day camps, sports leagues and arts programs), providing leadership and support to local clubs and organizations, and regulating leisure opportunities through local bylaws. Regardless of the size of the municipal recreation organization, volunteers are also an integral part of the delivery of service.



In Coquitlam in recent years, recreation service delivery has been guided by certain societal influences (e.g. active living, health and fitness, community pride) and, at the same time, responded to public demand for programs and services that are justified by the willingness of the community to pay for them. However, since the public system functions under a broad mandate to enrich life and promote the well-being of the entire community, there is significant resource allocation to programs and services that deliver benefits to all residents in the community. In addition, the “public” nature of leisure requires that services and programs be available to all. Coquitlam has been a leader in low-cost and no-cost programming to ensure the highest participation rates can be achieved by all residents, regardless of their ability to pay. The City also has a long history of working with community partners to provide service as well as partnering with groups to provide enhanced amenities. The City’s partnerships should serve the greatest community value and access, not just focused interest groups.

The following complement of core services requires the input of Council and stakeholder groups to determine the acceptability of the model. It is recommended that the City be responsible for providing the following core services:

- **Services and programs to serve Coquitlam residents**, with priority being assigned generally to those programs and services serving the largest number of residents and with secondary priority being given to the following target groups: children and youth, seniors, inactive adults and vulnerable or special needs groups;

- **Introductory level** sport, recreation, arts and culture opportunities through a variety of delivery models;
- **Low- to no-cost opportunities** while supporting third-party partnerships to provide enhanced and elite opportunities;
- **Supply and maintenance of buildings and structures** that focus on flexibility and multi-use;
- **Supply and maintenance of trails, appropriate areas of open space/parkland** for passive and active pursuits and the protection of important environmental features;
- **Protection and enhancement of the urban forest**, including regular maintenance activities related to all publicly owned City trees; and
- **Staff to coordinate and program core services**, including planning, policy development, facility allocation and volunteer management.

In addition, the City may become involved when:

- there is no other available and/or appropriate provider of a service for an identified “target” market;
- for reasons of legislation or public safety, the services are best provided by the City;
- when a program is seen as a priority by the public and operation by an alternative provider will not be possible; or
- when revenue-generating opportunities are significant to the overall operation of the PRCS Department.

Confirming this complement of core services through a Recreation Program Policy will guide the PRCS in determining future service-delivery models, programming, resource allocation and governance for its service areas.



6.2 Assessment of Service Areas

In order to reflect on the current services provided by the City, the *PRC Master Plan* identifies eighteen services areas categorized under three functional areas: **1) Recreation, 2) Parks and 3) Arts & Culture**. The remainder of this document provides a detailed assessment of the current state of each service area based on an analysis of the supporting factors required to provide these services: the physical assets, the service delivery model(s), the programming and the governance structure. These have then been broken down into the following elements for consistent analysis across the service areas:

Component	Definition
Assets	Includes the built facilities and physical context that supports the delivery of the service area.
Quality	The level of excellence and state of repair of the assets in the service area.
Quantity	The number and distribution of facilities in the City relative to the service standard.
Capacity	The number of participants the asset is able to accommodate.
Service Delivery Model	Includes the responsibility for the provision of the service area.
City Direct	The City develops and maintains the facilities and provides subsidized programming.
Private Partner	The City partners with a for profit business to provide the facilities and programming at market or subsidized rates.
Community Partner	The City partners with and provides for a Not-For-Profit agency to fulfill programming needs that may or may not be subsidized by the City.
Programming	Includes the planned or intended uses and activities of the service area.
Reach	The number of people that the service area has an influence or effect on.
Quality	The level of excellence in the programming of the service area.
Variety	The amount of range or diversity of programming within the service area.
Governance	Includes the manner, tools and relationships that govern the service area.
Plans & Strategies	The level of Council adopted strategic direction given to the service area.
Policies	The level of Council adopted policy that guides the actions associated with the service area.
Agreements	The number of agreements, typically third party, which influences the service delivery and programming of the area.

Each service area and its supporting components have been evaluated using the following definitions:

Basic : Indicates that the service area or the supporting component meets the core services definition.

Enhanced: Indicates that the service area or the supporting component exceeds the core service level definition in several areas.

Elite: Indicates that the service area or the supporting component provides a leading, innovative or exclusive level of service.

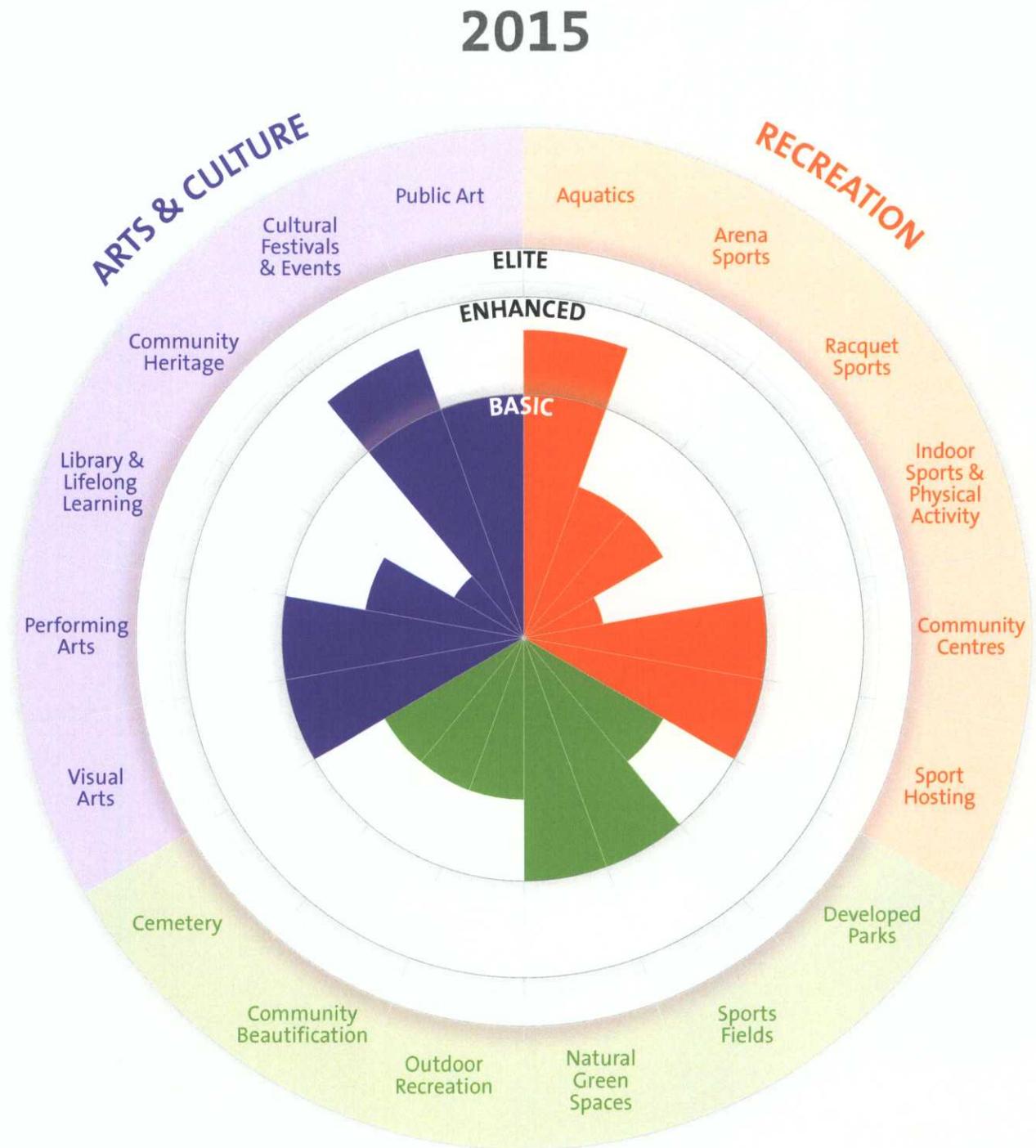
Where the service area or supporting component does not meet the Basic level, a gap has been identified. The goal of the *PRC Master Plan* is to provide strategic directions, implementation activities and costs to fill these gaps, maintain the current service levels, make informed decisions about what the City can or should no longer do and plan and build for community growth and change.



Figure 12: Service Areas and Supporting Components

6.3 Overview of Assessment

The following diagram shows the department as a whole utilizing the baseline 2015 assessment of the three functional areas and the corresponding eighteen service areas.



PARKS

Population: 139,284

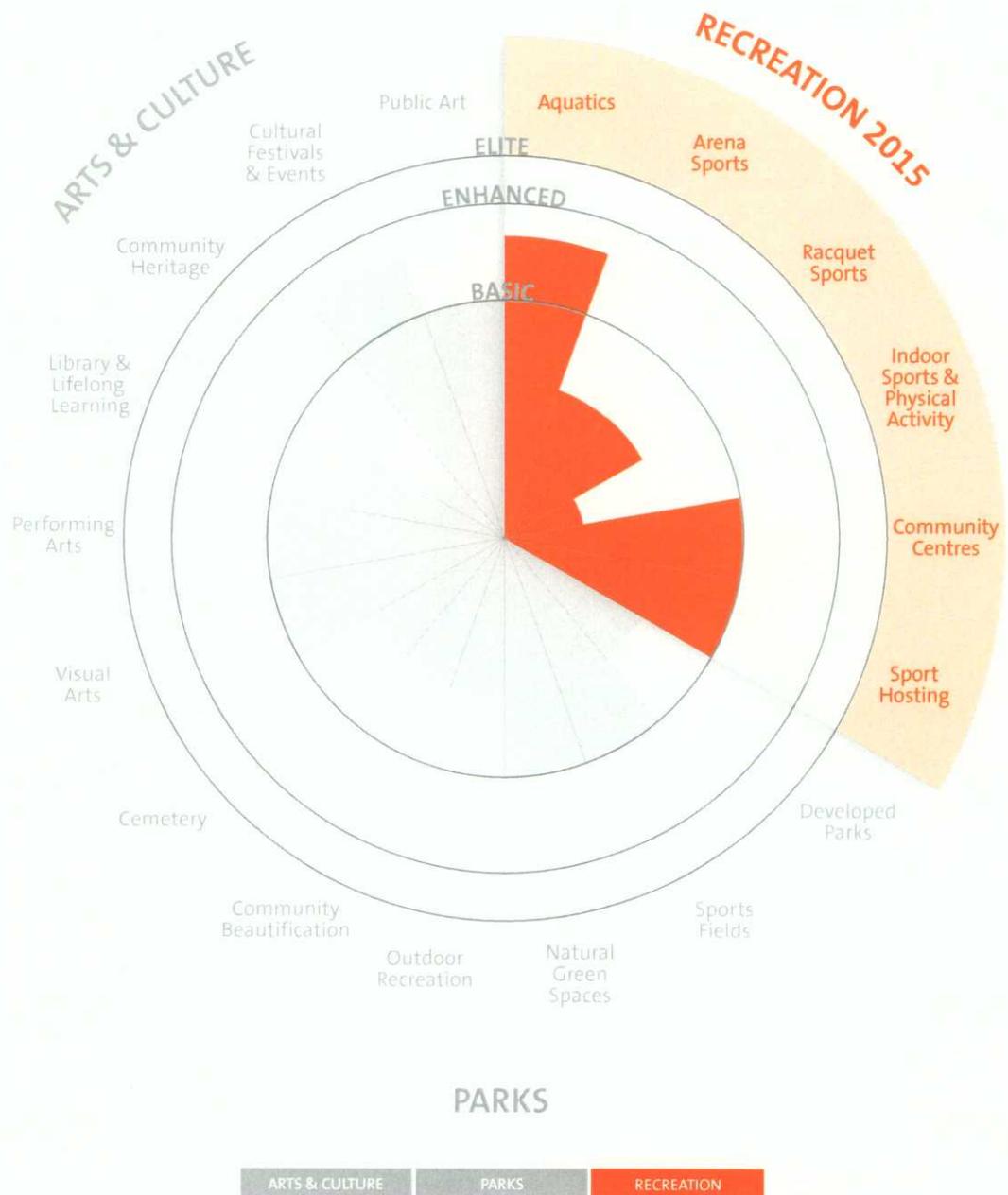


7 Recreation Service Areas

7.1 Introduction

For the purpose of this document, the Recreation service area includes aquatics, arena sports, racquet sports, indoor sports and physical activity, community centres and sport hosting. The City delivers its recreation services through both direct service provision and strategic partnerships to offer a variety of sport and recreation opportunities. This model is efficient and effective but also has challenges and limitations.

There is a degree of connection and integration between these service areas and other functional areas and, as a result, there is some overlap of recurring issues such as the lack of introductory programming and review of the *Allocation Policy*.



7.2 Aquatics

Overview

The City of Coquitlam has developed a comprehensive aquatic delivery system over the past six decades. Two major indoor aquatic centres, built with innovative designs at the time, have become the backbone of a system that also includes two destination outdoor pools (Eagle Ridge and Spani) and an aging neighbourhood level wading pool in Blue Mountain Park.

Aquatics services are accessed by the public via three modes of operation: drop-ins, registered programs, and rentals. Services include recreational swimming, skill development programs, physical activity, special events, therapy and rehabilitation, hot weather respite and leadership training. The City provides these services directly and through partnership agreements with community groups such as swim clubs. Figure 13 shows a steady increase for registered City aquatic programs with over 11,500 distinct individuals registered in 2013.

The City commissioned an Aquatic Infrastructure and Services Strategy in the fall of 2012. This strategy, adopted by Council in February 2013, establishes a long-range plan for the renewal and development of aquatic facilities over the next 15 years. The review was built on the principles of maintaining the current supply standard of 6.6 swims per resident and delivering a balanced system of aquatic facilities that offer the community a mixture of amenities in a sustainable manner. Usage data suggest that while there is current capacity at non-prime times, the aquatic system may move into an excess of demand by the year 2021 depending on impact of the YMCA and neighbouring facility builds. Coquitlam's current supply standards are in keeping with most communities in British Columbia and in other parts of Canada with approximately 5 to 7 swims per resident each year.

OVERALL ASSESSMENT OF AQUATICS – ENHANCED

The overall assessment of the Aquatics service area is that the City is currently providing an Enhanced level of service. This is due to the partnerships in programming and service delivery and the recently completed Aquatic Infrastructure and Services Strategy that provides a comprehensive planning tool for the future. No gaps are identified in this area.

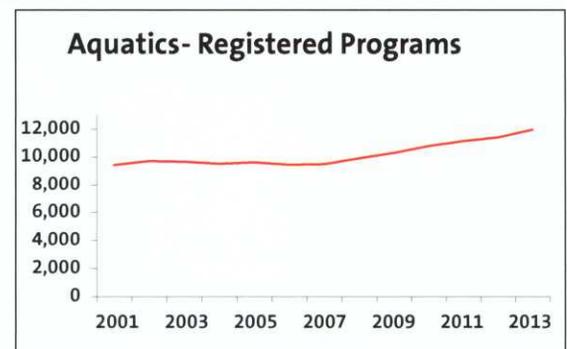


Figure 13: Registration Data for Aquatics Programs



ASSETS – AQUATICS

Quality: Enhanced

The City has a community-level aquatic facility at Poirier Sport and Leisure Complex, a competition level 50-metre tank at City Centre Aquatic Complex and outdoor Spani Pool, which enhances the City's tournament hosting capacity.

Quantity: Basic

Current aquatic facilities are adequately placed in the community to meet current demand. City Centre Aquatic Complex is reaching its critical point for renewal.

Capacity: Enhanced

Although usage data suggests that while there is current capacity at non-prime times, the aquatic system will reach capacity by the year 2021, until the construction of the YMCA and neighbouring community's facility new builds.

SERVICE DELIVERY - AQUATICS

City Direct: Basic

Learn to swim aquatics program are provided primarily directly by the City.

Private Partner: Basic

The City has one marketing partnership with Westminster Savings Credit Union to provide free swims.

Community Partner: Enhanced

Competitive swimming is provided by the Sharks and Hyack swim clubs and partner to deliver low-cost, "I Can Swim" programs.

PROGRAMMING - AQUATICS

Reach: Enhanced

Registered programs include 11,500 distinct individuals registered for aquatic programs in 2013 - the largest reaching program offered by the City.

Quality: Enhanced

In-house, train-the-trainer programs allows staff to screen for recruitment through the training process, ensuring the high quality of staffing that has led to winning two Canadian Lifeguarding Championships.

Variety: Enhanced

The City provides an enhanced quality and variety of programs through its partnership with swim clubs that offer learn-to-swim and competitive sport opportunities. The new initiative "swim to survive" focuses on reducing drowning rates for grade 3 children.

GOVERNANCE - AQUATICS

Plans and Strategies: Enhanced

The Aquatic Infrastructure and Services Strategy, updated and adopted by Council in 2017, established a long-range plan for the renewal and development of aquatic facilities over the next 15 years.

Policies: Enhanced

Provincial health legislation and the City's Fees and Charges and Allocation Policies guide delivery of the aquatics programs and services.

Agreements: Basic

Facility Use License Agreements are in place with swim clubs.

ISSUES, GOALS & ACTIONS

Key Issues - Aquatics

- Sustainable funding to address life-cycle renewal of the aquatic program equipment and facilities is needed to address growth or replacement of existing aquatic facilities.
- Municipal growth is expected to continue to increase demand for aquatic services. It is expected that the aquatic system will require additional capacity by 2021; however, new or upgraded aquatic facilities in neighbouring communities, as well as the development of the YMCA will ensure capacity in aquatics remains within desired levels.

Goals & Objectives

- Maintain the current supply standard and deliver a balanced program of aquatic facilities.
- Maintain our current aquatic capacity of about 6.6 swims per capita indoors and .6 swims per capita outdoors.
- Provide indoor aquatic capacity in the Northeast by providing a new indoor community level pool within the next 10 years.

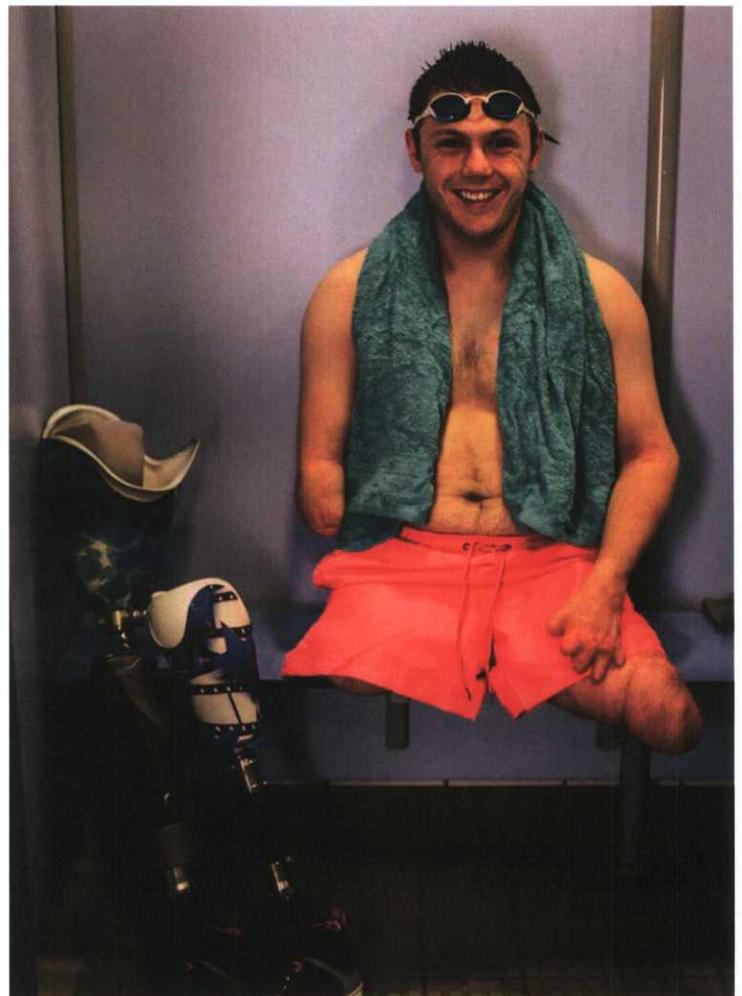
Key Actions for Aquatics:

See the Actions identified in the Aquatic Services and Infrastructure Strategy (2015-2040) including:

- Retain three levels of service for aquatic facilities, including City-Wide Level, Community Level, and Neighbourhood Level.
- Capital improvements to Spani Pool and City Centre Aquatic Complex
- Increase aquatic capacity in the Southwest through partnership with the YMCA
- Build a new aquatic complex in the Northeast when indoor capacity at existing facilities approaches 90%
- Plan for one community level Enhanced Spray Deck to replace the aging blue mountain spray park and wading pool in the Southwest (Blue Mountain Park) and Northeast (Partington Village Centre)
- Sustain Eagle Ridge Pool through 3030
- Build six new spray decks in Neighbourhood Parks over the next 15 years including Rochester Park, Glen Park and four others with locations to be determined

In addition to the actions in the Aquatic Strategy, the following actions are applicable to this service area:

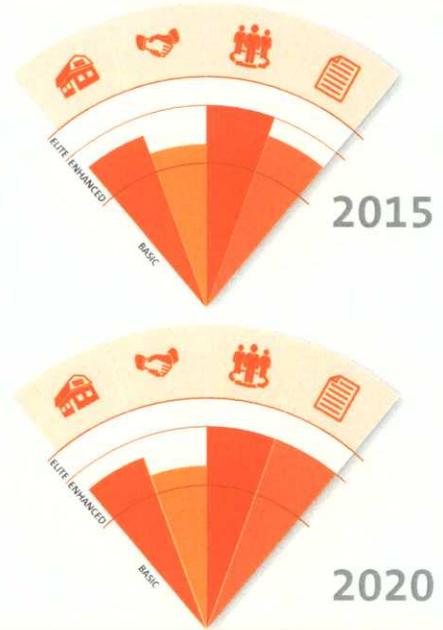
- Implement the Recreation Program Policy to ensure an ongoing and optimal mix of programs to meet the needs of the community
- Consider the needs of older children and youth in the creation of spray park and pool amenities



Aquatics

Focus 2015-2020

To maintain the existing enhanced service level, and plan and build for the future through continued of sustainable and responsive aquatic amenities and programs identified in the Aquatic Services and Infrastructure Strategy, the Recreation Program Policy, and the Allocation Policy **Governance** documents. There are planned improvements to existing **Assets** such as Spani Pool, City Centre Aquatic Complex, and the addition of new enhanced spray parks at Rochester Park, Glen Park and in new Northeast neighbourhood parks, as well as the addition of the YMCA in Burquitlam and a future aquatic facility in the northeast recreation complex.



SUPPORTING DOCUMENTS

> Aquatic Services and Infrastructure Strategy (2012)

> Allocation Policy (2016)

	2015 – 2019		2020 – 2024	2025 – 2029												
Assets	Eagle Ridge Pool Upgrades (\$) Spani Pool Upgrades (\$) Panorama Spray Park upgrade (\$)	Rochester Spray Park (\$) Glen Park Spray Park (\$)	Cottonwood Spray Park (\$) Blue Mountain Enhanced Spray/Water Facility (\$)	Spani Leisure Pool Renovation (\$) NE Spray Park Town Centre Enhanced Spray Park YMCA Opening YMCA Program Delivery Assess the impact of YMCA Opening and adjust programming as required NE Recreation Complex Planning	NE Recreation Complex (\$) NE Enhanced Spray Park (\$) CCAC Recreation Centre Expansion Planning Aquatic Study Review & Update											
Service Delivery Model	Work Closely With Aquatics Users	YMCA Agreement in Principle														
Programming	Recreation Program Departmental Policy Implementation	Implement programming to meet community needs based on outcome of strategies														
Governance	Aquatic Infrastructure & Services Strategy Recreation Program Departmental Policy Allocation Policy Review	New Allocation Procedures Seniors Strategy YMCA Planning Tri-Cities Youth Strategy Update	NE Recreation Services Strategy NE Recreation Complex Planning Poirier West Master Plan Review	<table border="1"> <thead> <tr> <th>Capital Plan</th> <th>Estimated Costs Dollars (millions)</th> </tr> </thead> <tbody> <tr> <td>2015 - 2019</td> <td>\$16.7</td> </tr> <tr> <td>2020 - 2024</td> <td>\$19.8</td> </tr> <tr> <td>2025 - 2029</td> <td>\$32.8</td> </tr> <tr> <td>2030+</td> <td>\$15</td> </tr> <tr> <td>Total</td> <td>\$84.3</td> </tr> </tbody> </table> <p><i>Capital figures are for new construction or major facility renovation only. Ongoing operating costs are funded separately.</i></p>	Capital Plan	Estimated Costs Dollars (millions)	2015 - 2019	\$16.7	2020 - 2024	\$19.8	2025 - 2029	\$32.8	2030+	\$15	Total	\$84.3
Capital Plan	Estimated Costs Dollars (millions)															
2015 - 2019	\$16.7															
2020 - 2024	\$19.8															
2025 - 2029	\$32.8															
2030+	\$15															
Total	\$84.3															

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

MAP OF 2015 FACILITIES AND AMENITIES – AQUATICS

Indoor Facilities (2)

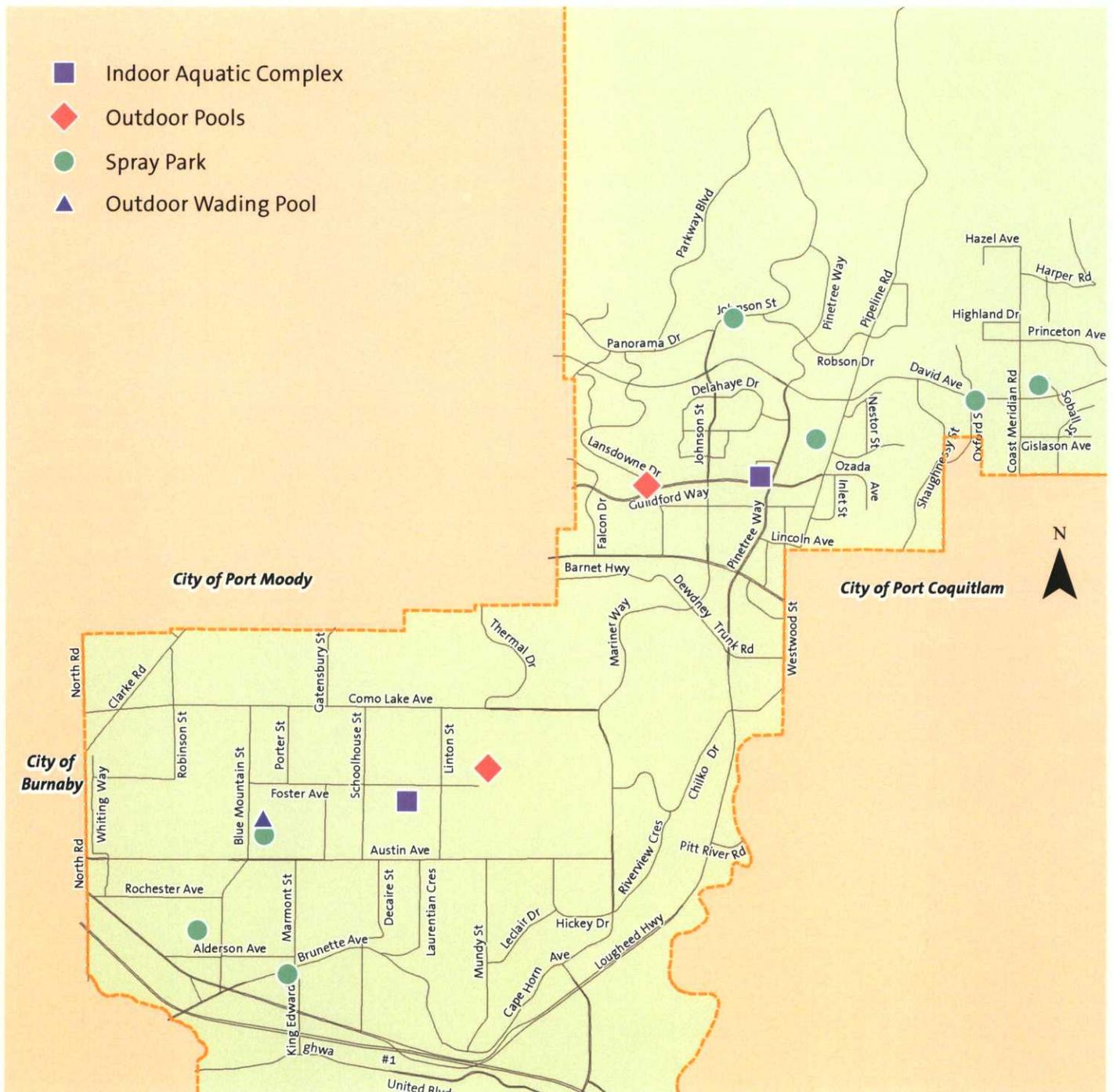
- City Centre Aquatic Complex: 1-Leisure Pool, 1-8 Lane 25m and 50m Olympic Size Lap Pool
- Poirier Sport & Leisure Complex: 1-Leisure Pool, 1-6 Lane, 25m Pool

Outdoor Facilities (3)

- Eagle Ridge Pool: 1-8 Lane, 25m Pool
- Spani Pool: 1-8 Lane, 25m Pool
- Blue Mountain Park: 1-Wading Pool

Spray Parks (7)

- Burns, Blue Mountain, Galloway, Mackin, Norm Staff, Panorama, Town Centre



MAP OF 2020 FACILITIES AND AMENITIES - AQUATICS

Indoor Facilities (3)

City Centre Aquatic Complex: 1-Leisure Pool, 1-8 Lane 25m and 50m Olympic Size Lap Pool

Poirier Sport & Leisure Complex: 1-Leisure Pool, 1-6 Lane, 25m Pool

YMCA: 1 - Leisure Pool, 25m Pool (2021)

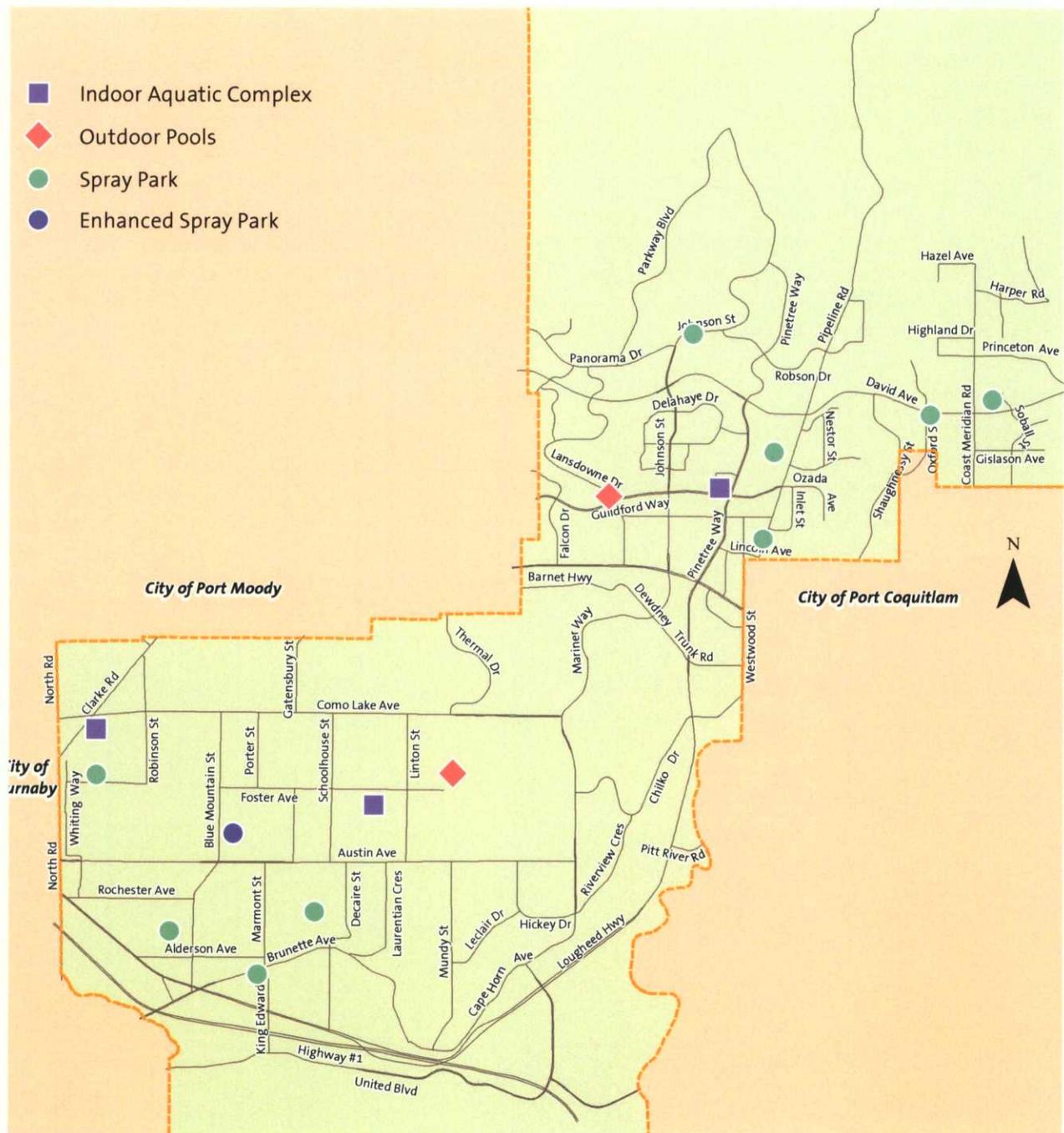
Outdoor Facilities (2)

Eagle Ridge Pool: 1-8 Lane, 25m Pool

Spani Pool: 1-8 Lane, 25m Pool

Spray Parks (10)

Burns, Cottonwood, Galloway, Glen Park, Mackin, Norm Staff, Panorama, Rochester, Town Centre, Blue Mountain



7.3 Arena Sports

Overview

In 2015, ice arena services in Coquitlam were delivered in two distinct manners, one directly by the City and the other through a partnership agreement with RG Properties (Planet Ice). The City programming focuses on youth, ice hockey groups and public, learn-to-skate programs, while Planet Ice provides extra capacity for ice rentals to accommodate elite youth hockey programs and adult hockey leagues.

Poirier Sport and Leisure Complex (PSLC) includes two seasonal ice-skating surfaces for seven months of the year with the remaining five months dedicated to dry floor, lacrosse programs and special events. With the 2018 transition of curling to a regional curling centre at the Port Moody Curling Rink, the third sheet at PSLC will be used year round for ice based groups and community programming.

The agreement with Planet Ice provides access to 5,430 hours of ice over a 25 week fall-winter period with a provision allowing for up to an additional 20 hours a week of ice to be purchased over the same period if Planet Ice is not at capacity. The City has used 17.5 hours of this time, providing for a total of 5,867.5 hours of ice. The current agreement has an option for the City to purchase the facility and land back for \$1.00 in 2025. Planet Ice provides 4 full sheets of ice year-round.

To address challenges and the need for additional ice to allow for growth of hockey, speed skating, figure skating and recreational, youth skating programs, an in depth study of ice arena services in Coquitlam was completed in 2017. The outcome formed a short to medium-term strategy that will address current capacity concerns by adding access to a third sheet of ice at PSLC. Long-term planning for the future provision of this service area is currently being undertaken.

OVERALL ASSESSMENT OF ARENA SPORTS – BASIC

The overall assessment of the Arena Sports service area is that the City is currently providing a Basic level of service. While Poirier Sport and Leisure Complex is an enhanced quality facility, and the partnerships with Planet Ice and non-profit organizations for service delivery increase services, the capacity gap and lack of long-term planning in this area moderate the assessment to a basic level.

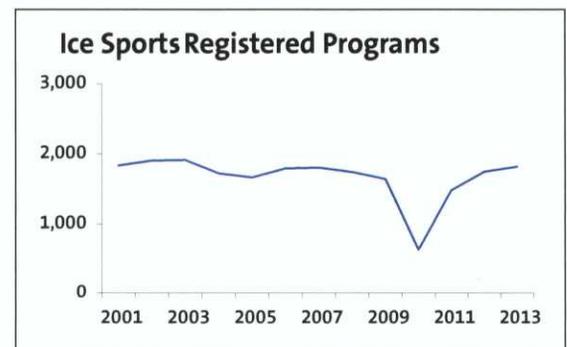
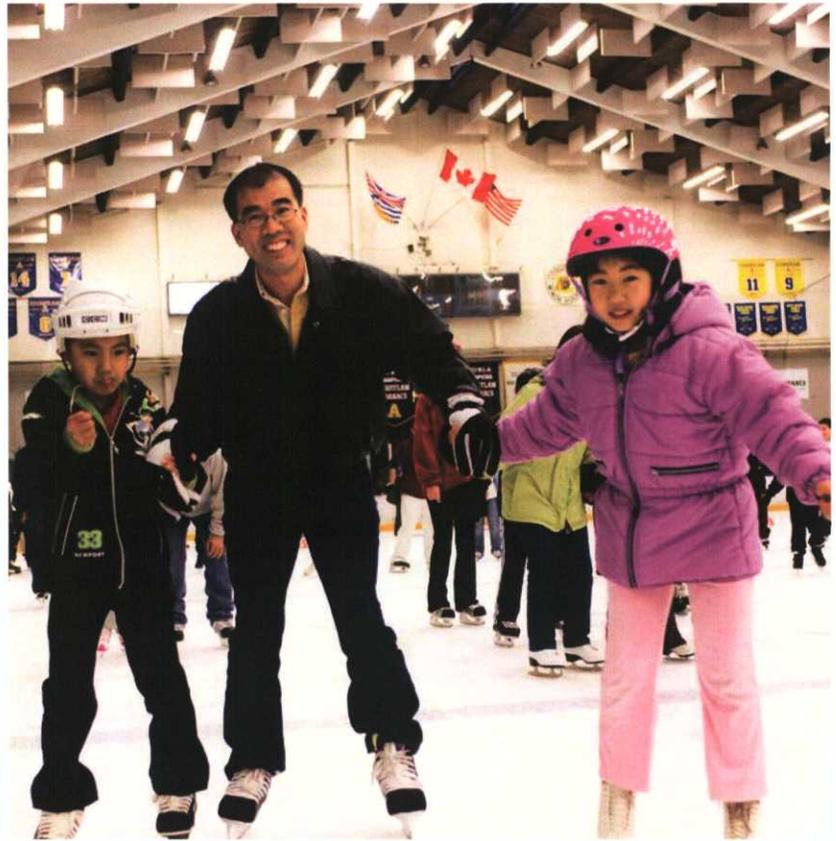


Figure 14: Program Registration for Ice Sports (Hockey and Curling)

* 2010 -11 data shows arena closure and PSLC construction



ASSETS – ARENA SPORTS

Quality: Enhanced

The 2000-spectator seat facility at Poirier Sport and Leisure Complex allows the City to host significant ice events.

Quantity: Basic

Poirier Sport and Leisure Complex includes 2 seasonal ice surfaces for 7 months a year, with the remaining 5 months dedicated to traditional dry floor lacrosse programs and special events, and Planet Ice offers ice year round.

Capacity: Gap

Service delivery for ice skating and sports will have additional capacity in 2018 when the City will work cooperatively with the City of Port Moody to transition Coquitlam Curlers to a regional curling facility. Coquitlam-based ice sports groups have limited access to arenas and ice surfaces in other municipalities.

SERVICE DELIVERY – ARENA SPORTS

City Direct: Basic

The City focuses on youth sports groups and public access to learn-to-skate and public programming at Poirier Sport and Leisure Complex.

Private Partner: Basic

The partnership agreement with Planet Ice provides the City with ice to subsidize youth sports groups. The adult hockey market needs are met by Planet Ice directly.

Community Partner: Basic

Competitive and league based ice sports are provided through a variety of corporate and non-profit organizations.

PROGRAMMING – ARENA SPORTS

Reach: Gap

The City currently has waitlists for learn-to-skate programs. Lack of space limits offerings in adult recreation skating programs and public skate. Additional space will be available starting in 2018.

Quality: Basic

The City provides a minimal amount of public opportunities.

Variety: Gap

Current lack of physical space creates a gap in learn-to-skate and recreational hockey programming. Additional programming will be offered in 2018.

GOVERNANCE – ARENA SPORTS

Plans and Strategies: Gap

In 2015 there were no plans or strategies pertaining to this service area.

Policies: Basic

Provincial safety legislation and the City's Fees and Charges and Allocation Policies guide delivery of the arena programs and services. Provincial sport organizations are governed by their own policies that affect how the City operates. The City needs to review and update the Allocation Policy in this area.

Agreements: Basic

Planet Ice agreement and operating and lease agreements with private organizations such as The Express Hockey Club.

ISSUES, GOALS & ACTIONS

Key Issues – Arena Sports

- Active participation in ice sports continues to increase in demand and grow along with the City's population. The City has not added any new indoor arenas since 1972.
- Planet Ice has reached operational capacity and has reached the critical life cycle point where capital investments need to be made if the building will continue to operate past 2025.
- Current lack of physical space creates a gap in learn-to-skate and recreational hockey programming
- The Adult Ice Hockey Community has indicated the desire for the City to build more arenas to provide subsidized rental times for their play.
- The operations of municipal ice arenas are expensive and over the past 20 years, many municipalities have found that partnering with private industry is a more cost-effective way to deliver this service.
- Planning of future facilities is required to meet the Long-term ice needs identified in the Arena Service and Facilities Strategy (2017).

Goals and Objectives

- Plan for and deliver a mixture of Arena Services programs and facilities to meet the evolving needs of the Community as illustrated through the Arena Services and Facilities Strategy, and regularly re-assessed through the collection of information gathered in annual Facility Allocation processes and community program needs assessments.

Actions for Arena Sports:

See Actions identified in the Arena Services and Facilities Strategy (2016-2035) including:

- Work with the City of Port Moody and the Coquitlam and Port Moody Curling Clubs to centralize curling services in the Tri-Cities at the City of Port Moody curling arena starting in 2018
- Convert the third ice sheet in PSLC to a general skating arena in Fall 2018
- Plan for the end of the Planet Ice Agreement, and meeting future community ice needs

In addition to the actions in the Arena Services and Facilities Strategy, the following actions are applicable to this service area:

- Update the *Allocation Policy* and create the recreation programming policy to ensure appropriate allocation to optimize the use of arena facilities.
- Implement the Recreation Program Policy to ensure an ongoing and optimal mix of programs to meet the needs of the community.

Arena Sports

Focus 2015-2020

To improve the current basic service level, and fill identified gaps in **Programming** and **Governance** through the implementation of the Arena Services and Infrastructure Strategy, the Recreation Program Policy and the Allocation Policy. In the short term, staff will focus on optimizing and maximizing the use of current facilities, while planning for the future addition of Arena facilities.



SUPPORTING DOCUMENTS

- > Arena Services and Infrastructure Strategy (2016)
- > Allocation Policy (2017)
- > Planet Ice Agreement

	2015 – 2019	2020 – 2024	2025 – 2029
Assets	<p>Modified Curling Rink Operations</p> 	<p>Planet Ice Agreement</p> <p>Arena Services and Infrastructure Strategy Update</p> <p>Future Arenas Planning & Design</p> <p>NE Recreation Complex Planning</p>	<p>NE Recreation Complex</p> <p>Future Arenas</p> <p>Review Allocation Policy</p>
Service Delivery Model	<p>Work closely with CSCUA</p> <p>Facilitate Curling Club transition to Port Moody curling rink and creation of Tri-Cities Curling Club</p> 		
Programming	<p>Implement Arena Services and Infrastructure Strategy</p> <p>Recreation Program Policy Implementation</p> <p>Allocation Planning for PSLC Third Shee</p> 		
Governance	<p>Recreation Program Departmental Policy</p> <p>Allocation Policy Review</p> <p>Arena Services and Infrastructure Strategy</p> <p>New Allocation Procedures</p> <p>NE Recreation Services Strategy</p> <p>Long-term Facility Planning</p> <p>NE Recreation Complex Planning</p> 	<p>Capital Plan</p> <p>2015 - 2019</p> <p>2020 - 2024</p> <p>2025 - 2029</p> <p>Total</p>	<p>Estimated Costs Dollars (millions)</p> <p>\$2</p> <p>\$0</p> <p>\$30</p> <p>\$32</p>

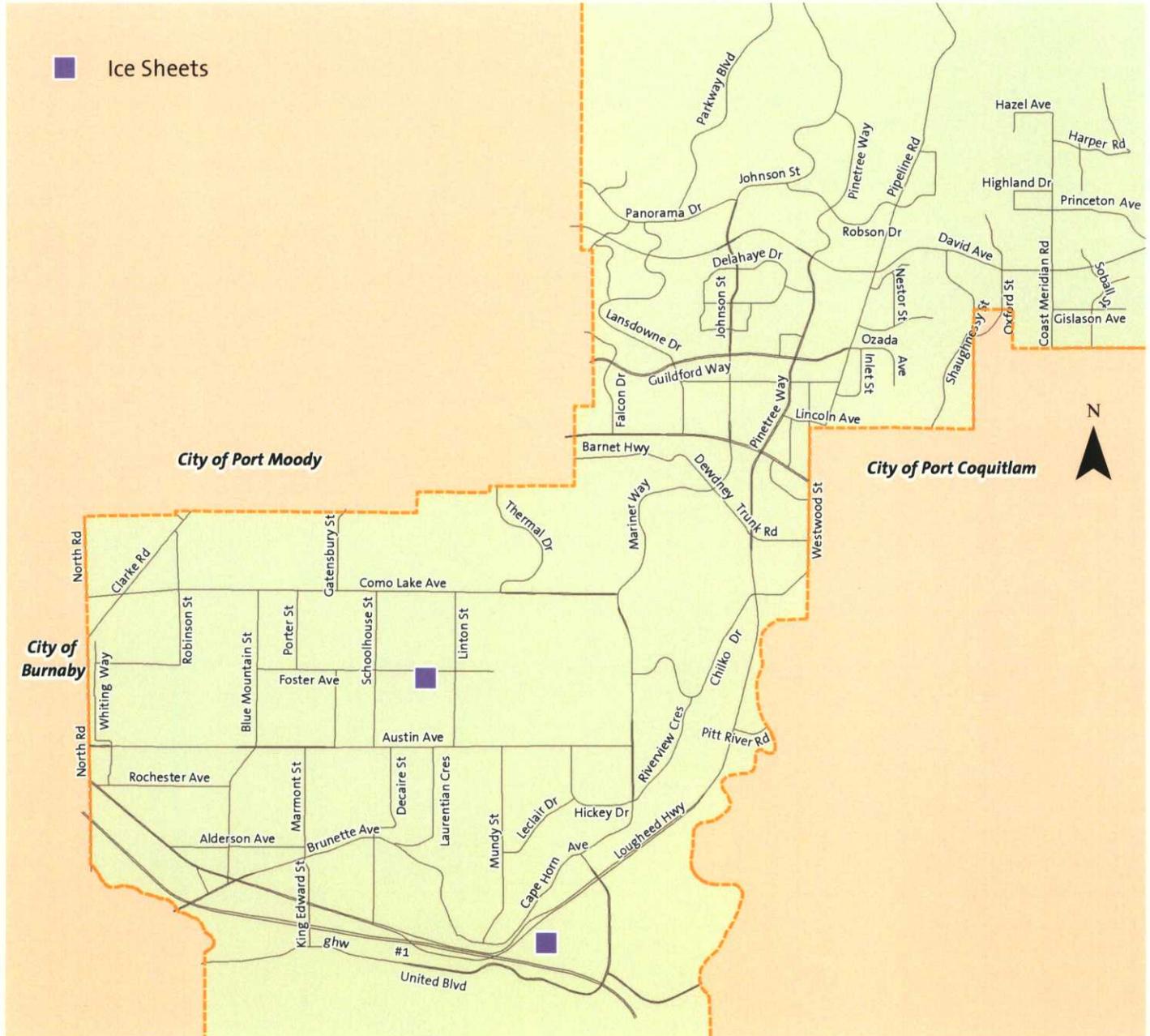
Capital figures are for new construction or major facility renovation only. Ongoing operating costs are funded separately.

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

MAP OF 2015 FACILITIES AND AMENITIES – ARENA SPORTS

Ice Sheets

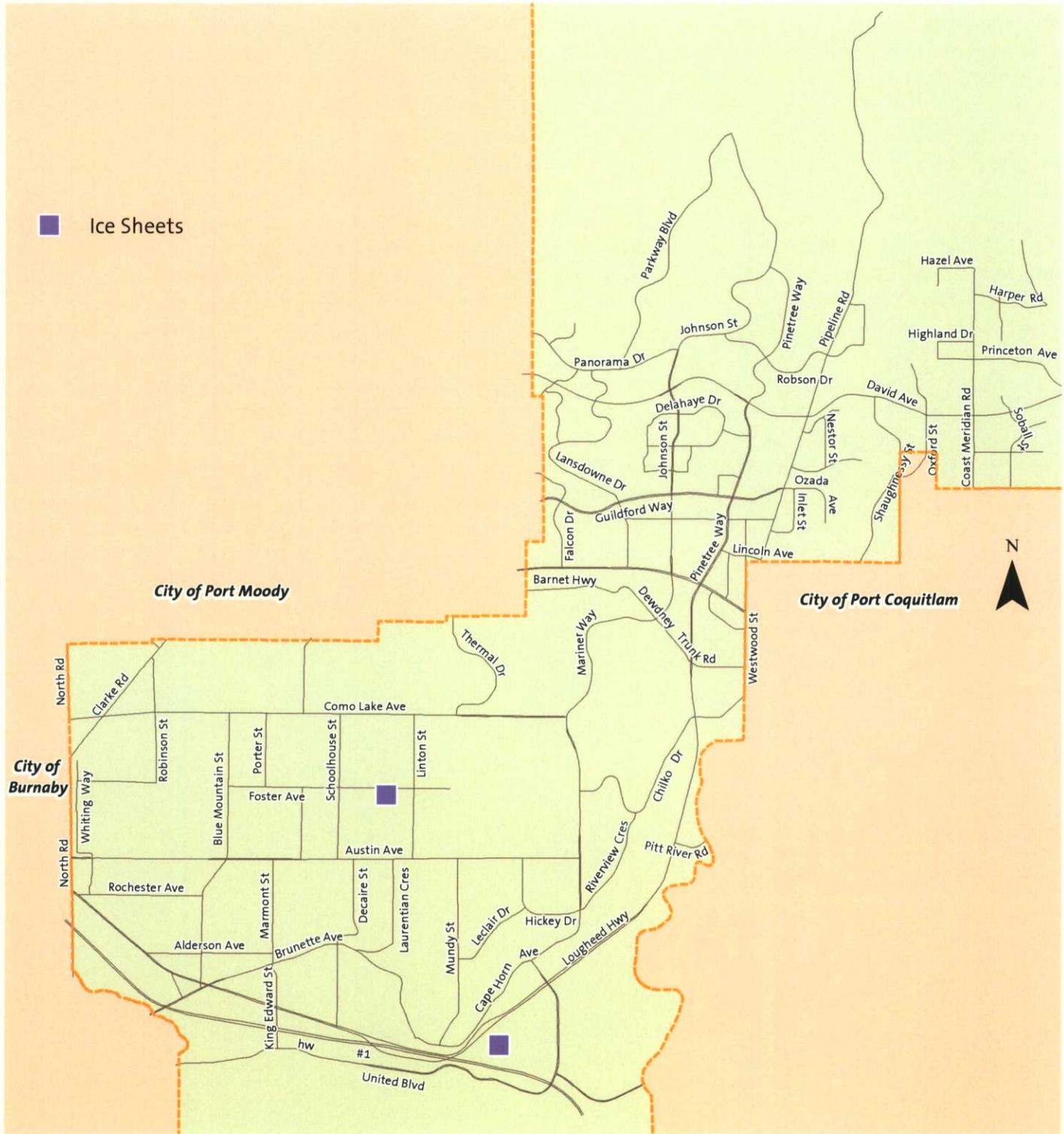
- Poirier Sport & Leisure Complex: 2 full sheets (fall & winter)
- Poirier Sport & Leisure Complex: 1 full sheet (spring & summer)
- Planet Ice: 4 full sheets (year round)
- 6 curling sheets (fall and winter)



MAP OF 2020 FACILITIES AND AMENITIES – ARENA SPORTS

Ice Skating Sheets

- Poirier Sport & Leisure Complex: 3 full sheets (fall & winter)
- Poirier Sport & Leisure Complex: 1 full sheet (spring & summer)
- Planet Ice: 4 full sheets (year round)



7.4 Racquet Sports

Overview

The City offers opportunities to play badminton, table tennis, pickle ball, and tennis at a variety of covered and outdoor facilities. Outdoor tennis courts are provided in a number of City parks. Covered tennis is provided through a partnership.

The City conducted a Tennis Feasibility Study in 2012 to review the current delivery system and identify options for consideration by Council on the standards of services delivery for indoor and outdoor tennis. The Tennis Study also highlighted the diversity of the tennis playing community with strong participation from those with Asian roots.

Tennis is a sport that can be played recreationally and outdoors free of charge by anyone at many neighbourhood parks. It is increasingly augmented by covered, year-round facilities that deliver a more intense and competitive tennis program.

Badminton is very popular in Coquitlam and is offered indoors at a number of community centres for both drop-in play and registered programs. Four outdoor table tennis tables have been installed at Town Centre Park and are well used. Pickleball is a new sport that is quickly gaining popularity; with additional lines installed it allows for 4 games on the footprint of 1 tennis court, engaging 24 participants at once. It can also be played in a gymnasium on a slightly modified badminton court.

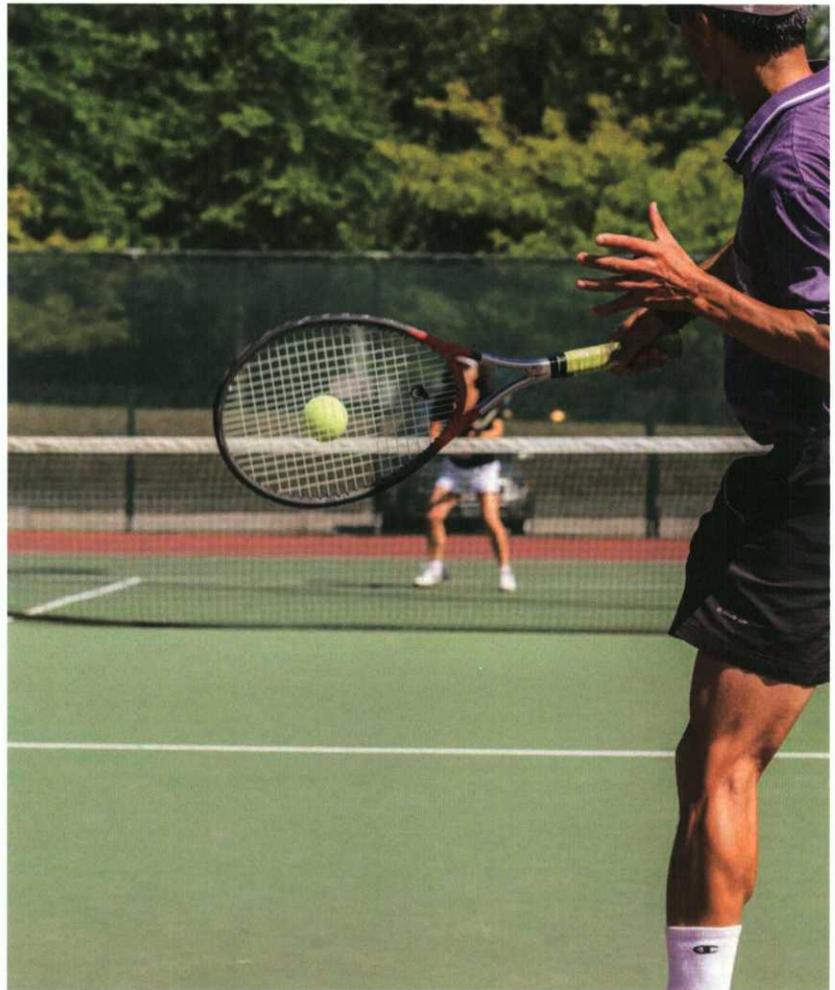
The City's 2015 asset inventory for racquet sports includes:

- 34 outdoor tennis courts and 2 half-courts at 10 park sites;
- 5 covered tennis courts;
- 2 outdoor table tennis tables;
- 4 Indoor table tennis Locations
- 4 indoor pickleball Locations
- 3 indoor badminton Locations

The City does not provide any facilities for racquetball or squash.

OVERALL ASSESSMENT OF RACQUET SPORTS – BASIC

The overall assessment of the Racquet Sports service area is that the City is currently providing a Basic level of service. While the partnership for the operation of the Foster Avenue covered tennis facility provides enhanced service delivery for indoor tennis, a sustainability and funding plan for both maintaining and growing the number of outdoor courts is currently lacking. Balancing recreational and league play is an identified gap.



ASSETS – RACQUET SPORTS

Quality: Basic

The 2012 Tennis Study highlighted that the majority of the 34 outdoor courts in Coquitlam are in good condition; however, 3-4 sites (10-12 courts) require significant repairs.

Quantity: Gap

While Metro Vancouver has informally re-assured the City of its intention to maintain the current lease with the City, the outdoor Hickey Tennis Courts on the Hickey Water Reservoir are currently operating without a long-term agreement. The City does not provide any racquetball or squash facilities.

Capacity: Basic

Demand for court access is generally met; however, the City needs to plan for courts in areas of new development and densification. No racquetball or squash facilities are planned.

SERVICE DELIVERY – RACQUET SPORTS

City Direct: Basic

The City provides limited learn-to-play tennis programs.

Private Partner: Enhanced

The City has a partnership with a third party for the operation of the covered tennis facility on top of a City-owned water reservoir. The operator of the covered tennis facility also provides high-level tennis instruction.

Community Partner: Basic

The Coquitlam Tennis Club provides organized league play and programs for juniors and adults.

PROGRAMMING – RACQUET SPORTS

Reach: Basic

The City strives to ensure the provision of basic recreational tennis opportunities across the community.

Quality: Enhanced

The Foster Avenue covered tennis facility provides indoor tennis services, including Elite Youth programs and Tennis Camps for the City as well as indoor league play. Coquitlam Tennis Club offers outdoor league and tournament play.

Variety: Basic

The City has limited learn-to-play programming.

GOVERNANCE – RACQUET SPORTS

Plans and Strategies: Basic

The City is developing a Tennis and Pickleball Services and Facilities Strategy in 2017 which will support the planning for future service delivery for these sports.

Policies: Gap

There is a lack of policy balancing recreational tennis court access with league play.

Agreements: Basic

The new agreement for the operation of the 5-court covered tennis facility has been developed in 2017. There is no agreement with Coquitlam Tennis Club.

ISSUES, GOALS & ACTIONS

Key Issues – Racquet Sports

- The North East Tennis Society would prefer a City-operated and subsidized venue for their play, preferably in the City Centre area.
- Currently, there is no tennis court asset management plan or sustainability funding to maintain the City's outdoor tennis courts; however, funding is being considered as a part of the broader Park Infrastructure Assessment.
- Other indoor racquet sports such as badminton and pickleball continue to gain popularity.

Goals & Objectives

- Manage, maintain and re-invest in courts to ensure recreational playability and resident enjoyment.
- Improve site accessibility with court development or re-development.
- Monitor trends of participation in tennis and pickleball as well as the usage of existing courts.
- Consider deploying outdoor pickleball and multi-use markings.
- Identify methods to encourage and increase participation.
- Distribute courts throughout the community within a 1 – 2 km walking distance of residents.
- Ensure the addition of pickleball court lines in new indoor facilities.
- Provide at least two clusters of 4 – 6 courts: in the City Centre, Southwest, and Northeast neighbourhood areas for organized, club and tournament play.
- Maintain approximately .25 outdoor courts per 1000 residents, roughly distributed with population growth in developing and re-developing neighbourhoods.
- Continue to offer covered tennis in partnership with private operators, with an emphasis on public access.
- Offer a mixture of introductory programming in partnership with local clubs and businesses.
- Support league and competitive tennis and pickleball play in partnership with local clubs and private operators.

Actions for Racquet Sports:

- Maintain and develop private partnerships to provide covered tennis facilities and services.
- Continue to ensure that the covered tennis facility agreements provide public value.
- Continue to add outdoor tennis courts throughout Coquitlam to meet the demands of a growing community, and maintain the current inventory of courts to recreational standards.
- Invest in the short-term to upgrade and replace fencing, surfacing and lighting required to keep the tennis court inventory playable and initiate sustainable funding for tennis court crack repair, resurfacing, lighting and court fencing.
- Review the Fees and Charges Policy for tennis club programming.
- Consider the appropriateness of the addition of pickleball markings when adding new outdoor courts or re-coating existing tennis courts and other hard surfaces.
- Create an improved balance between casual use and organized league play through facility allocation processes.
- Continue to add outdoor table tennis tables to a variety of parks where community interest is expressed or anticipated.
- Where possible ensure badminton and pickleball markings are added to any new gymnasium facilities.

Racquet Sports

Focus 2015-2020

To improve the basic service level and fill identified gaps in **Governance** and **Assets**, efforts will be focused on the updated Tennis Strategy implementation, as well as negotiation of potential partnership agreements. The City will continue to upgrade existing outdoor courts as required, and plan and build for the future through the completion and implementation of the Town Centre Park Master Plan.



2015



2020

SUPPORTING DOCUMENTS

> Tennis Feasibility Study (2012)	> Allocation Policy (2017)
> People's Courts Agreement (2015-2017)	

	2015 – 2019			2020 – 2024	2025 – 2029
Assets	Mackin Court Upgrade (\$) Addition of Pickleball at Poirier Forum and Ranch Park outdoor courts (\$)	Court Upgrades (\$) Court Additions with new park Development + Re-Development (\$) Cottonwood Park Tennis Courts (\$)	Smiling Creek School Joint Use Gymnasium access (\$) New Maillardville Community Centre Gymnasium (\$)	Burke Mountain (\$) Secondary/Middle School Partnership Gymnasium Court Upgrades (\$) Burke Mountain Secondary/Middle School Tennis Courts (\$)	NE Recreation Complex (\$) Court Upgrades (\$) Court Additions with new park Development (\$)
Service Delivery Model	Work with North East Tennis Society + Coquitlam Tennis Club YMCA Agreement in Principle	New Covered Tennis Facility Agreement Work with Engineering and Public Works to assess the future of Tennis Courts on Water Reservoirs	Parks Infrastructure Assessment Plan Implementation	YMCA Opening (\$) YMCA Program Delivery NE Recreation Complex Planning	CCAC Recreation Centre Expansion Planning
Programming	Recreation Program Departmental Policy Implementation	Tennis and Pickleball Strategy Implementation			
Governance	Allocation Policy Review Recreation Program Departmental Policy Covered Tennis Court Agreement Allocation Policy Review Update Tennis Strategy Town Centre Park Master Plan	YMCA Planning Parks Infrastructure Assessment Tennis & Pickleball Strategy Implementation Town Centre Master Plan Review of Amenities New Allocation Procedures	Plan for Court Additions with new park development + park redevelopment NE Recreation Services Strategy NE Recreation Complex Planning Poirier West Master Plan Review	Capital Plan 2015 - 2019 2020 - 2024 2025 - 2029 Total	Estimated Costs Dollars (millions) \$3.8 \$1.1 \$0.8 \$5.7

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

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

MAP OF 2020 FACILITIES AND AMENITIES – RACQUET SPORTS

Outdoor Tennis Courts

→ 35 full-courts, 2 half-courts

Covered Tennis Courts

→ 5 covered courts at the Foster Avenue Tennis Facility

Indoor Table Tennis

→ 4 Locations – Pinetree Community Centre, Summit Community Centre, Glen Pine Centre, and Dogwood Pavilion

Outdoor Table Tennis Tables

→ 10 - Town Centre Park, Proposed at: Cottonwood Park, Sheffield Park, Brookmere Park

Indoor Pickleball

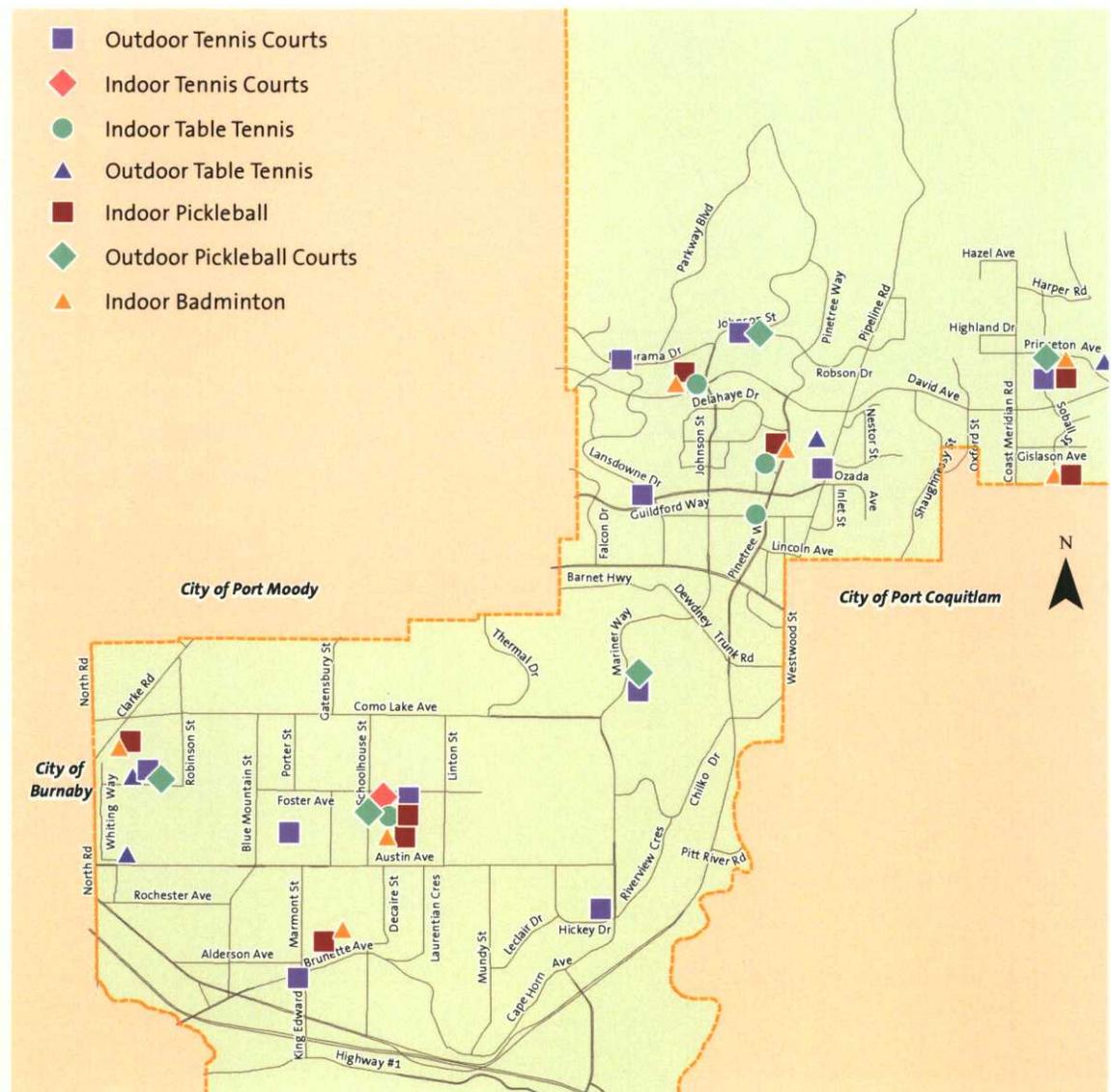
→ 8 Locations - Pinetree Community Centre, Place Maillardville, Smiling Creek Joint Use Gymnasium, Summit Community Centre, Centennial Activity Centre, Victoria Hall, Poirier Forum, YMCA (2021)

Outdoor Pickleball Courts

→ 23 courts - Mariner Park, Proposed at: Poirier Outdoor Courts, Cottonwood Park, Panorama Park

Indoor Badminton

→ 7 Locations - Pinetree Community Centre, Victoria Hall, Summit Community Centre, Centennial Activity Centre, Smiling Creek Joint Use Gymnasium, Place Maillardville, YMCA (2021).



7.5 Indoor Sports and Physical Activity

Overview

Indoor sports and physical activity includes all activities that take place in a gymnasium, purpose built studio, multipurpose room, or dry floor. These can include activities such as children's physical literacy classes, as lacrosse, ball hockey, indoor soccer basketball, dodge ball, badminton, volleyball, dance, boot camps and weight rooms. Current indoor gymnasium space for physical activity is provided through joint-use agreements with School District 43 and Douglas College. Dry floor space is available in the ice arenas during off-season and at the Poirier Forum.

The City's 2015 asset inventory includes:

- 3 dry floor surfaces at Poirier Sport and Leisure Complex & the Poirier Forum
- 5 gymnasiums – 3 located at Pinetree Community Centre, 1 at Centennial Activity Centre, and 1 at Summit Community Centre
- 4 fitness centre/weight rooms – 1 located at each of the following facilities – City Centre Aquatic Complex, Glen Pine Pavilion, Pinetree Community Centre, and Poirier Sport and Leisure Complex.



OVERALL ASSESSMENT OF INDOOR SPORTS AND PHYSICAL ACTIVITY –BASIC (LOW)

The overall assessment of the Indoor Sports and Physical Activity service area is that the City is currently providing a low level of Basic service. There are gaps in the assets and service delivery as all gymnasium space is currently provided through third-party agreements. This has been partially mitigated with the opening of the Poirier Forum in Fall 2014. Programming also shows an overall gap due to limited space and lack of basic learn-to and physical literacy (fundamental movement and sports skills) programming.



ASSETS – INDOOR SPORTS AND PHYSICAL ACTIVITY

Quality: Basic

Indoor dry floor space provided by the City is relatively new and of a high quality. The City provided rooms for multi-use physical activity programming are adequate, but improvements are needed in some buildings.

Quantity: Gap

Existing demand/need exceeds all-season playing/practice gym-space for indoor sports. This gap has been addressed in part by the new Poirier Forum Facility.

Capacity: Gap

Gymnasium space is often unavailable during daytime hours and does not meet current demand for prime time needs

SERVICE DELIVERY – INDOOR SPORTS AND PHYSICAL ACTIVITY

City Direct: Gap

The City does not currently provide gymnasium space as part of its own facilities. The current weight room at the City Centre Aquatic Complex is at capacity. The fitness room at City Centre Aquatic Complex requires a new floor to accommodate high impact activity.

Private Partner: Gap

The City has no private partners to provide indoor dry floor space or gymnasiums.

Community Partner: Basic

Amateur sport is heavily dependent upon municipal facilities for training, practice and competitions.

PROGRAMMING – INDOOR SPORTS AND PHYSICAL ACTIVITY

Reach: Basic

The City provides programming for all ages, either directly or in partnership. Civic sport facility provision concentrates on requirements of organized sport groups, which in turn focus on high performance athletic development, often to the eventual exclusion of lesser-skilled individuals. The City has recently committed to increasing programming in introductory physical activity programs.



Quality: Gap

Limited access to joint use school sites, particularly gymnasia, has contributed to a gap in programming across all age groups. Inadequate annual funding for the replacement of programming related equipment.

Variety: Gap

There is limited capacity to support ongoing sport participation beyond formative years, creating a gap in physical literacy (fundamental movement and sports skills) programming.

GOVERNANCE – INDOOR SPORTS AND PHYSICAL ACTIVITY

Plans and Strategies: Basic

The Multi-Use Facility study addressed short- and long-term needs for indoor dry floor space.

Policies: Gap

Past policy and practice has provided primary access to sport groups over physical activity and “learn-to” skill development programming.

Agreements: Gap

There is no Master Agreement with School District 43 to guide joint use of facilities. Joint use agreements with School District 43 and Douglas College provide set access with no daytime allocation at two sites and limited daytime allocation at Pinetree community Centre.

ISSUES, GOALS & ACTIONS

Key Issues – Indoor Sports and Physical Activity

- According to survey information, Coquitlam has an exceptionally active residential population; however, only a fraction engage in organized sport as players, officials and volunteers.
- There are limited opportunities for residents and families to be engaged in sport as beginners.
- There is a significant lack of gymnasium space and a gap in multi-purpose physical activity space.
- There are no squash or racquetball courts in Coquitlam.

Goals & Objectives

- Increase entry-level recreational sport programs and physical activity opportunities.
- Increase “learn-to” programs.
- Increase gymnasium/multi-purpose space.

Actions for Indoor Sports and Physical Activity:

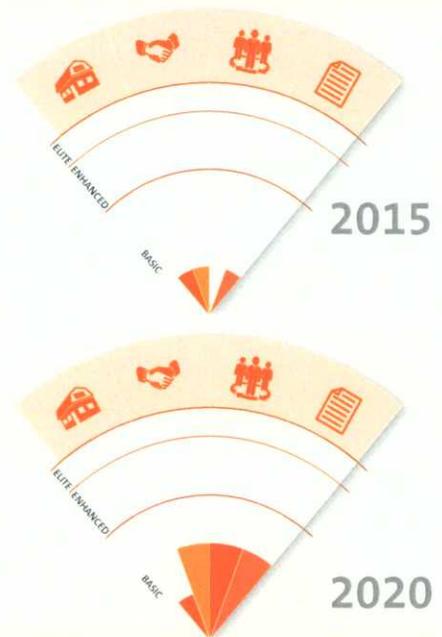
- Update and implement the facility allocation policy and procedures in support of increasing access to physical activity for all ages and abilities.
- Continue to partner widely to provide indoor activity space.
- Develop an “SD43 Master Agreement”.
- Continue to plan around physical activity best practices (such as a decrease in traditional weight rooms).
- Determine appropriate options for City-owned gymnasium space.
- Provide additional indoor sport and physical activity space as part of future multi-use facilities and include new gymnasia as part of larger recreation facilities.
- Secure adequate annual funding for physical activity programming equipment.



Indoor Sports & Physical Activity

Focus 2015-2020

To fill identified gaps in basic service level and strengthen **Governance** through the completion of the Seniors Strategy, Place Maillardville Facility and Services Planning, and the SD43 Master Agreement. The addition of the Poirier Forum, YMCA, Place Maillardville, and Smiling Creek Elementary School (use of gymnasium) will increase **Assets** which will assist with filling existing gaps in service.



SUPPORTING DOCUMENTS

- > Gender Equity Policy (1999)
- > Multi-use Facility Study (2014)
- > Allocation Policy (2016)

	2015 – 2019			2020 – 2024	2025 – 2029
Assets	Poirier Forum (\$) YMCA Site Analysis (\$) Smiling Creek School Joint Use gymnasium access (\$) New Place Maillardville Community Centre (\$)			Burke Mtn Middle School Partnership (\$) YMCA Opening (\$) YMCA Programming Delivery NE Recreation Complex Planning	NE Recreation Complex (\$) Seniors Strategy Review Youth Strategy Review Allocation Policy Review Indoor Sports Facility Planning CCAC Recreation Centre Expansion Planning
Service Delivery Model	YMCA MEND Partnership	Pinetree Agreement Review	SD43 Master Joint Use Agreement		
Programming	Recreation Program Departmental Policy Implementation Seniors Strategy Implementation	Get Connected, Get Active Review Youth Strategy Impementation			
Governance	Allocation Policy Review YMCA Agreement in Principle Recreation Program Departmental Policy Update Access & Inclusion Policy New Allocation Procedures	Seniors Strategy Development Maillardville Facility Planning NE Recreation Services Strategy Maillardville Recreation Service Provider Agreement	Tri-Cities Youth Strategy Development YMCA Planning NE Recreation Complex Planning Poirier West Master Plan Review	Capital Plan	Estimated Costs Dollars (millions)
				2015 - 2019	\$11
				2020 - 2024	\$0
				2025 - 2029	\$5
				Total	\$16

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

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

MAP OF 2015 FACILITIES AND AMENITIES – INDOOR SPORTS AND PHYSICAL ACTIVITY

Dry Floor Surfaces

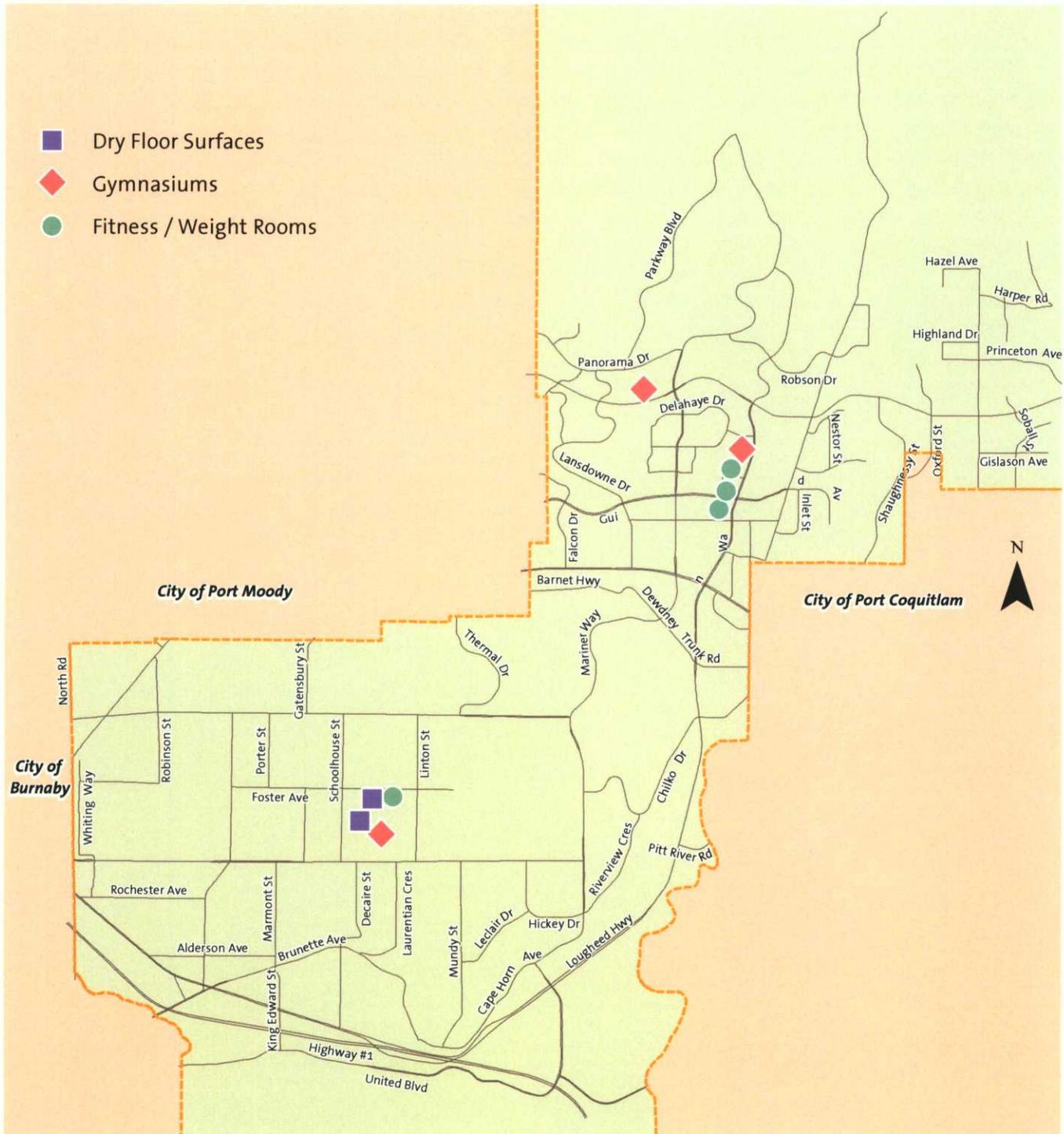
→ 2 (seasonal) - Poirier Sport & Leisure Complex

Gymnasiums

→ Pinetree Community Centre: 3; Centennial Activity Centre: 1; Summit Community Centre: 1

Fitness Centre/Weight Rooms

→ City Centre Aquatic Complex: 1; Pinetree Community Centre: 1; Glen Pine Pavilion: 1; Poirier Sport & Leisure Complex: 1



MAP OF 2020 FACILITIES AND AMENITIES – INDOOR SPORTS AND PHYSICAL ACTIVITY

Dry Floor Surfaces

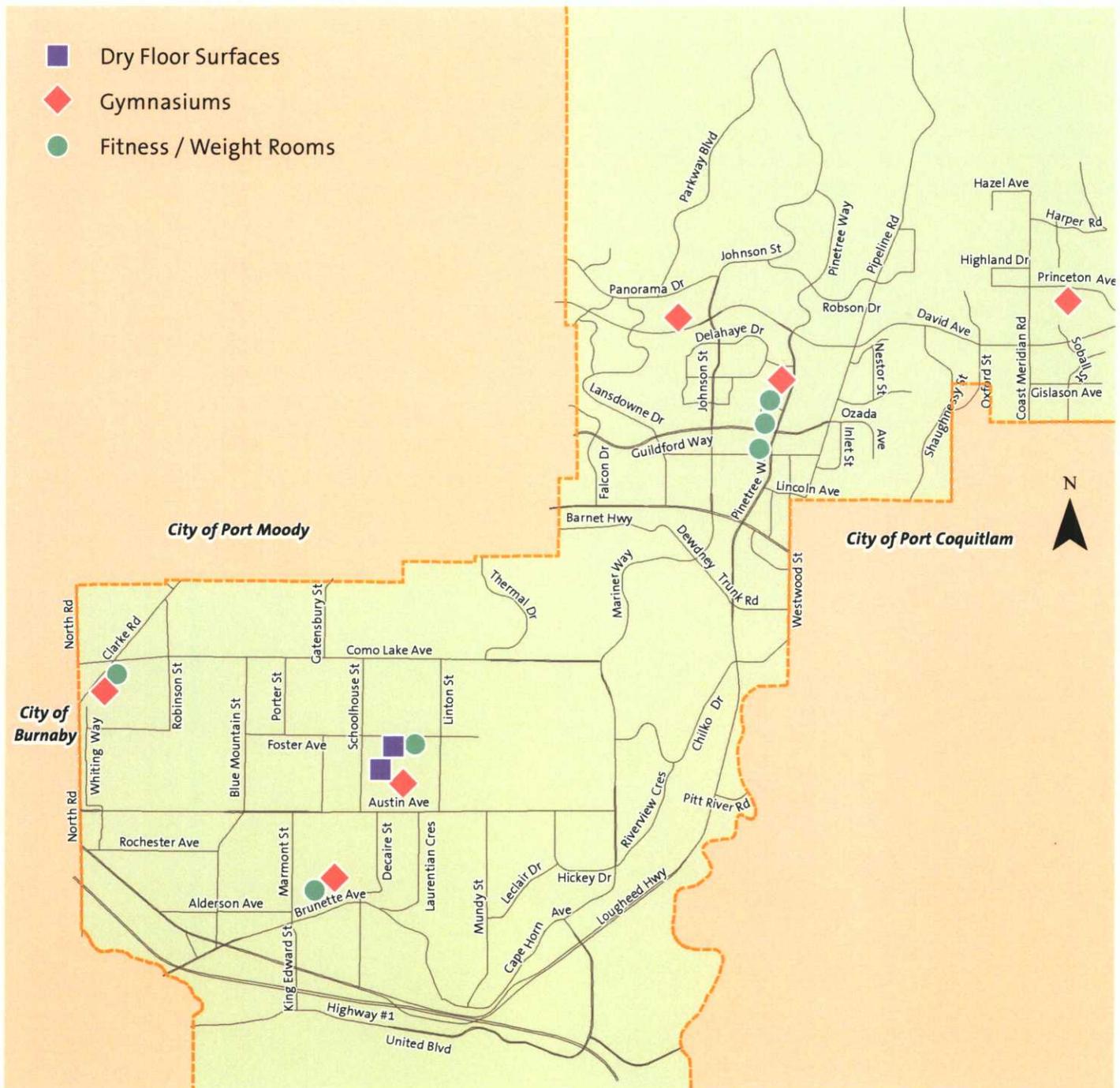
- 2 (seasonal) - Poirier Sport & Leisure Complex
- 1 Poirier Forum

Gymnasiums

- Pinetree Community Centre: 3; Centennial Activity Centre: 1; Summit Community Centre: 1; Place Maillardville: 1; Priority Access to Smiling Creek Joint Use Gym: 1; YMCA: 1 (2021)

Fitness Centre/Weight Rooms

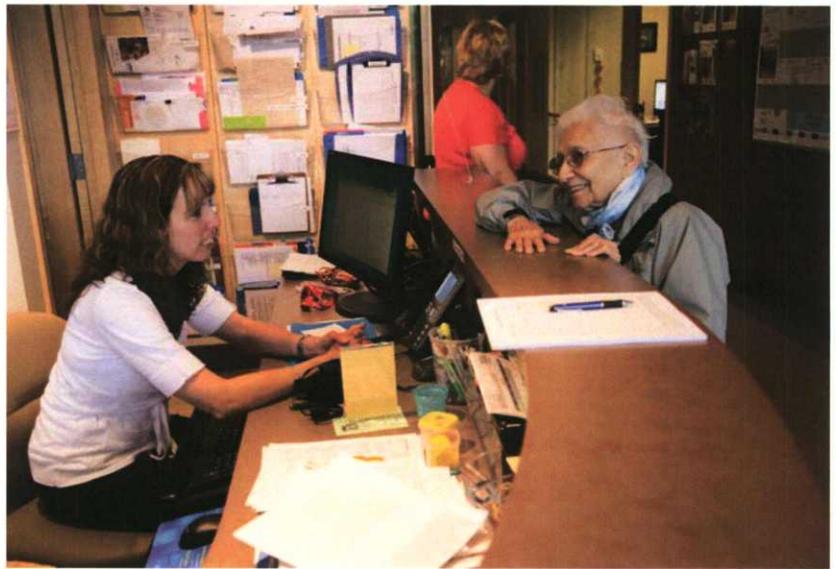
- City Centre Aquatic Complex; Pinetree Community Centre; Glen Pine Pavilion; Poirier Sport & Leisure Complex; Place Maillardville; YMCA (2021)



7.6 Community Centres

Overview

For the purposes of the *PRC Master Plan*, Community Centre is defined as a publically supported facility offering recreation services that provide programming for people of all ages to engage in activities that provide direct individual benefit and indirect community benefit. Community Centres offer a wide range of variety of health and fitness, registered sports and arts and culture programs. Registration data for these programs continues to show an overall upward trend as illustrated in Figures 15 and 16.



The City's current community centre inventory includes:

- 5 Neighbourhood Recreation Centres: Centennial Activity Centre, Summit Community Centre, Place Maillardville Community Centre, Victoria Hall, and Scout Hall;
- 4 Community Recreation Centres – Pinetree Community Centre, Poirier Community Centre, Dogwood Pavilion and Glen Pine Centre; and
- 2 City Wide Recreation Facilities: Poirier Sport and Leisure Complex, and City Centre Aquatic Complex.

Coquitlam's two senior's facilities, which offer programs and services primarily to the 50 plus age group, are regularly establishing new partnerships to service this demographic sector sufficiently. A wide variety of specialty programming is offered at community centre sites in partnership with Fraser Health Authority, universities, Alzheimer Society, local rock climbing facilities, Port Moody Sailing, Rocky Point Kayak and other organizations.

OVERALL ASSESSMENT OF COMMUNITY CENTRES – BASIC

The overall assessment of the Community Centres service area is that the City is currently providing a Basic level of service. Partnerships have enhanced service delivery and programming; however, the use of these facilities could be optimized by including broader programming in some centres and demolition of surplus facilities. There is a gap in many of the policies guiding this service area.

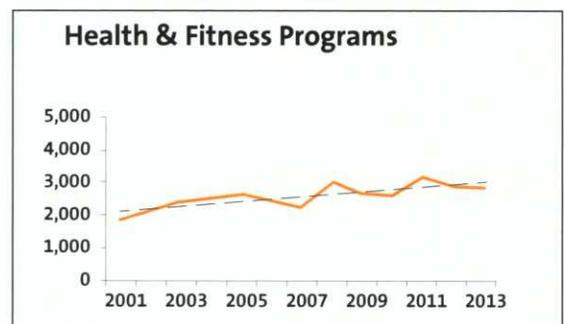


Figure 15: Registration Data for Health and Fitness Programs

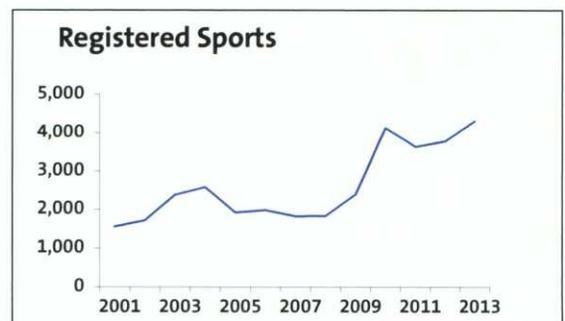


Figure 16: Registration Data for Registered Sports



ASSETS – COMMUNITY CENTRES

Quality: Basic

Poirier Community Centre has passed its lifecycle; therefore a renovation is planned in 2017 to increase the life of the building another 10-15 years. Victoria Hall, currently the only facility in the Northeast, also requires reinvestment. Funds have been allocated for redevelopment of Place Maillardville. Pinetree requires upgrading, but is limited by the financial capacity of the joint-use partners. Access to community centre space in the new Smiling Creek Elementary School will enhance this service area in 2018.

Quantity: Basic

Lack of gymnasium access is covered under the Indoor Sports and Physical Activity Service Area. The City Centre Area is over- serviced with centres and underserved in the Southwest and Northeast.

Capacity: Basic

Community Centre room sizes limit the types of programs that can be delivered.

SERVICE DELIVERY – COMMUNITY CENTRES

City Direct: Basic

The City provides direct programs and services to all ages and abilities, focusing on children and youth, seniors, and low-cost, no-cost programs.

Private Partner: Enhanced

The City has engaged with a variety of private partners to supplement the community offerings.

Community Partner: Enhanced

The City has engaged with a variety of community partners to supplement the community offerings.

PROGRAMMING – COMMUNITY CENTRES

Reach: Gap

Programming and facilities aimed at the 50 plus age group are not matched to emerging needs of the “boomer” generation. Alternative community-based delivery alternatives need to be explored.

Quality: Basic

Coquitlam has been attentive to equity issues in its programs and services; however, uneven participation and opportunities across age, gender, language, culture, ability and income levels are still prevalent.

Variety: Enhanced

Partnerships allow a wider variety of programs to be offered to citizens.

GOVERNANCE – COMMUNITY CENTRES

Plans and Strategies: Basic

The Poirier West Master Plan for west side of Poirier Precinct, identified plans to decommission Chimo Pool, replace Dogwood Pavilion, demolish Poirier Community Centre and 640 Poirier (Poirier Administration Office building).

Policies: Gap

The following plans/policies are outdated: Access (Low Income) Policy, Youth Strategy, Volunteer Policy, and Inclusion Policy. The City is a High-Five Registered Organization.

Agreements: Enhanced

Pinetree Community Centre is governed through an innovative and far-reaching partnership agreement with SD43 and Douglas College; Centennial Activity Centre has a joint-school use agreement with SD43; Summit Community Centre has an unsigned agreement with SD43. The City is an “Operator” of the Pavilions, with agreements with the Advisory Boards at both sites. Place Maillardville and Centre Bel Age operate with the City as a “Patron.”

ISSUES, GOALS & ACTIONS

Key Issues – Community Centres

- Aging and outdated facilities need to be evaluated and then removed, replaced or updated.
- Maintain equitable access to recreation facilities and services as Coquitlam grows and changes.
- Managing the participation trends and programming demands for Baby Boomers (ages 49 – 67).
- New demands placed on community recreation services by the changing needs of the community challenge traditional service delivery with greater access required for changing health, social, and physical needs.
- Service delivery required to support the changing societal pressures facing today’s youth. Dedicated youth-trained staff required as it can no longer be “off the side of someone’s desk.”
- Fraser Mills’ development and the potential for impact on other community amenities.

Goals & Objectives

- Create consistency in service agreements across facilities.
- Optimize the use of all community centres.
- Continue to work with partners to reduce costs.
- Increase volunteer recruitment and retention.
- Provide equitable access to services and facilities for all and formally support leisure access procedures with Council policy.

Actions for Community Centres:

- Implement and maintain the recreation programming operational policy to guide the delivery of community recreation programming that is aimed at enhancing the personal, social, environmental and economic well-being of the community.
- Expand the range of programming to meet the interest of culturally diverse communities with input from multicultural groups and private/nonprofit sector recreation providers.
- Deliver the recommended actions from the Seniors (55+) Services Strategy (2017).
- Develop a Tri-Cities Youth Strategy.
- Work with SD43 to partner on the delivery of Neighbourhood Learning Centres/Shared use sites.
- Design and build community centres as part of facility clusters that enhance social gathering and connection.
- Work with developers to partner on recreation facilities.
- Commit to the development of a phased, comprehensive social and recreational facility in the Northeast and explore partnering opportunities for facility components.
- Review and revise service agreements with all partners and non-profit organizations to address inconsistencies and to optimize and maximize the use of spaces, particularly evenings and weekends, including arts and cultural facilities.
- Update or create the following policies: Access (Low Income) and Inclusion Policy, Volunteer Policy
- Develop volunteer leadership and development programs to address volunteer retention and recruitment.
- Continue existing partnerships with SD43 (Summit, Centennial, Pinetree)
- Plan for the development of community facilities in Burquitlam (YMCA), Maillardville, and Fraser Mills.



Community Centres

Focus 2015-2020

To maintain the current basic service, fill the identified gaps, and plan and build for the future, efforts will be focused on **Governance** through the implementation of the Recreation Program Policy and the Allocation Policy in addition to the Seniors Strategy, Place Maillardville Facility and Services Planning, and Service Reviews with Cultural Service Providers. The opening of a new Maillardville community centre, YMCA, and Smiling Creek Elementary School (shared use site) will allow the City to maintain **Programming** service levels in this service area.



SUPPORTING DOCUMENTS

> Gender Equity Policy (1999)	> Seniors Strategy (2016)
> Poirier West Master Plan (2006)	> Allocation Policy (2016)
> Youth Strategy (2006)	

	2015 – 2019			2020 – 2024	2025 – 2029
Assets	YMCA Site Analysis (\$) Poirier Community Centre Upgrades	Dogwood Pavilion Upgrades Smiling Creek School Joint Use multi-use room access and use of gym(\$)	New Maillardville Community Centre (\$)	Blue Mountain Community Hall (\$) YMCA Opening (\$) YMCA Programming NE Recreation Complex Planning	NE Recreation Complex (\$) Allocation Policy Review Youth Strategy Review Seniors Strategy Review CCAC Recreation Centre Expansion Planning
Service Delivery Model	Tri-Cities Recreation Users Study	Pinetree Agreement Review	Service Agreements with Cultural Buildings		
Programming	SD43 Master Joint Use Agreement Recreation Programming Departmental Policy Implementation Service Review with Cultural Service Providers	Service Review with Place Maillardville Volunteer Policy and Program Seniors Strategy Implementation	Get Connected, Get Active Review Improve Volunteer Leadership Program Youth Strategy Implementation		
Governance	Recreation Program Departmental Policy YMCA Agreement In Principle Allocation Policy Review Access and Inclusion Policy Update Seniors Strategy	Maillardville Recreation Service Provider Agreement Maillardville Facility Planning YMCA Planning Tri-Cities Youth Strategy NE Recreation Services Strategy	Review & Plan for Blue Mountain Facility (Scout Hall Replacement) NE Recreation Complex Planning Poirier West Master Plan Review	Capital Plan	Estimated Costs Dollars (millions)
				2015 - 2019	\$13
				2020 - 2024	0
				2025 - 2029	\$10
				2030+	\$55
				Total	\$78

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

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

MAP OF 2015 FACILITIES AND AMENITIES – COMMUNITY CENTRES

5 Neighbourhood Recreation Centres:

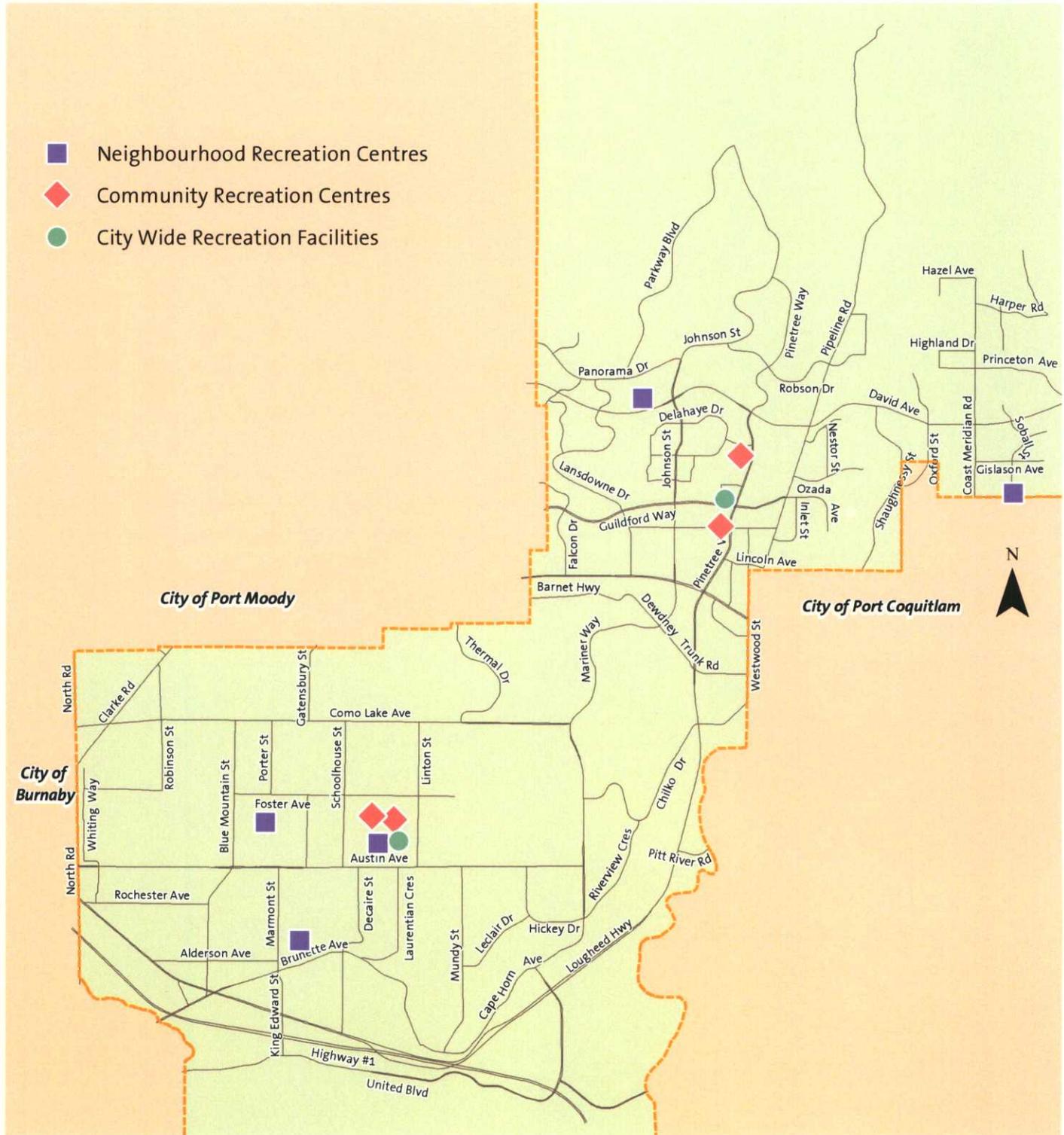
Centennial Activity Centre, Summit Community Centre, Place Maillardville Community Centre, Victoria Hall, and Scout Hall;

4 Community Recreation Centres:

Pinetree Community Centre, Poirier Community Centre, Dogwood Pavilion and Glen Pine Centre; and

2 City Wide Recreation Facilities:

Poirier Sport and Leisure Complex, and City Centre Aquatic Complex



7.7 Sport Hosting



Overview

The City has a proven ability to host high-profile sporting events through successes with the BC 55+ Games, BC Summer Games, Canadian Track and Field Championships, FIFA U-20 World Cup, and others. Council supports sport hosting in Coquitlam and both the Canadian and Provincial sport policies that identify sport hosting as one of the key strategies to achieving its participation goals. Sport Hosting is also a key component for the 2010 “Coquitlam Blueprint Report” that assessed the status of tourism in Coquitlam and determined the desire to move forward collectively to grow tourism. The City has made grant funding available to sport organizations to further sport hosting in the community.

The following sites are considered key venues for sport hosting, some requiring additional improvements (described below where warranted):

Outdoor Sites

- Town Centre Park – fields, additional field house facility
- Mundy Park – coordination and centralization of services/zones
- Mackin Park – power access, water, parking

Indoor Sites

- City Centre Aquatic Complex - seating for spectators
- Poirier Sport & Leisure Complex
- Pinetree Community Centre

OVERALL ASSESSMENT OF SPORT HOSTING - BASIC

The overall assessment of the Sport Hosing service area is that the City is currently providing Basic level of service. While the quality of the assets that support sport hosting and the programming are assessed as enhanced, policy and partnership gaps prevent reaching beyond a Basic service level.



ASSETS – SPORT HOSTING

Quality: Enhanced

Town Centre Park Sports Facility and the City Centre Aquatic Complex offer high-caliber facilities for Sport Hosting, but are limited by lack of spectator seating. Pinetree provides an appropriate venue for events such as basketball, volleyball, badminton and pickleball. Poirier Sport and Leisure Complex provides an ideal venue for provincial and national level lacrosse, hockey, ringette and figure skating. Interruption of regular sport user groups creates sport-hosting challenges that need careful consideration.

Quantity: Basic

Increased amenities including spectator seating will help maximize the use of the existing assets.

Capacity: Basic

The current provision of sport hosting assets allows the City to host short-termed events to limit displacement of regular users.

SERVICE DELIVERY – SPORT HOSTING

City Direct: Basic

The City developed a one-stop events office to support organizations planning to host festivals and events including assisting with permits, scheduling the use of City facilities and parks, securing parking, etc.

Private Partner: Gap

The City is only starting to formally work with businesses and is also increasing its sponsorship and partnership program to attract and support large-scale sport hosting events, but more work is needed.

Community Partner: Basic

The City works with community sport groups in attracting and planning for sport hosting opportunities.

PROGRAMMING – SPORT HOSTING

Reach: Basic

The City does not actively compete for events. There is limited leadership coming from community and private partners. Focus is to find events that complement existing services and Council priorities.

Quality: Enhanced

The City has successfully hosted national level events.

Variety: Enhanced

The City has experience hosting a variety of events at multiple scales.

GOVERNANCE – SPORT HOSTING

Plans and Strategies: Enhanced

The City has positioned itself as a sport- and event-hosting centre. Council has endorsed a strategy to identify ways to more effectively attract and support events and audiences and participants at Town Centre Park sport sites.

Policies: Gap

Sport-tournament and event-hosting initiatives are not fully reconciled with community recreation/sport programming with respect to facility allocation and volunteer energies. Past practices with the Allocation Policy has limited temporary displacement of community groups for events. The allocation policy will be updated in 2017.

Agreements: Basic

Facility use and rental agreements are in place.

ISSUES, GOALS & ACTIONS

Key Issues – Sport Hosting

- Balance the needs of regular users with sport hosting events.
- The City has two spectator-seating venue in Town Centre Park to support events.
- Need to develop a coordinated approach and a plan to facilitate sport tourism and to capitalize on opportunities.
- Need to establish funding targeted to seek and secure events.

Goals & Objectives

- Explore partnerships to build sport-hosting capacity to increase the number of sporting events held in the City.
- Build community pride and capacity through volunteering in sport hosting.
- Augment the City's brand to include sport hosting.
- Generate economic activity in the community through sport hosting.

Actions for Sport Hosting:

- Complete a Town Centre Park Master Plan which identifies changes and improvements to sport hosting amenities in Town Centre Park.
- Complete a plan of Poirier Precinct to identify changes and improvements to sport hosting amenities.
- Implement the recently approved *Allocation Policy* to ensure support for sport hosting.
- Develop funding and incentives to assist in attracting new sporting events.
- Work with Economic Development to develop a *Tourism Strategy* that outlines clear goals and objectives for the sport hosting service area.
- Explore opportunities for "Outdoor Recreation" (i.e. Mountain Bike Competitions, trail runs, and other "non-traditional" sports events.)
- Continue to focus on the regional market and single day/weekend events which provide a clear benefit to local sport and active-living outcomes.
- Include sport event-hosting amenities and infrastructure in appropriate parks redevelopment.
- Ensure that planned indoor event space is used to optimum capacity, with defined allocations to event use and to ongoing community use based on clear criteria.
- Continue implementation of *Celebrate Coquitlam Strategy* by creating long-range plans to identify and attract targeted, premium sporting events.
- Continue to explore sponsorship opportunities to support sport hosting and sporting events.

Sport Hosting

Focus 2015-2020

To maintain the basic service level and fill identified gaps in **Service Delivery Model** and **Governance**, efforts will be focused on the implementation of the Allocation Policy, learnings from a number of large games and events hosted in 2016 - including the BC55+ Games and Coquitlam 125 - continued collaboration with Economic Development and Tourism and the ongoing implementation of the Corporate Partners Program. The update to the Town Centre Park Master Plan will define key assets to support growth in this service area.



SUPPORTING DOCUMENTS

- | | |
|---------------------------------------|---------------------------------------|
| > Celebrate Coquitlam Strategy (2011) | > Sports Field Strategy (2013-2023) |
| > Coquitlam Tourism Strategy (2015) | > Allocation Policy (2016) |
| > Arena Strategy (2016) | > Town Centre Park Master Plan (2017) |

	2015 – 2019			2020 – 2024	2025 – 2029
Assets	Mundy Park Fieldhouse (\$) Update Park Infrastructure (\$) Update Park Infrastructure (\$) Town Centre Fieldhouse (\$)	Update Park Infrastructure (\$)		Mackin Fieldhouse (\$) Blue Mountain Facility (\$) Support Community Tournaments NE Recreation Complex Planning	Eagle Ridge/Coquitlam Crunch Fieldhouse (\$) Mundy North Fieldhouse (\$) NE Recreation Complex (\$) Support Community Tournaments CCAC Recreation Centre Expansion Planning
Service Delivery Model	Increase partnerships and sponsorships for sporting events				
Programming	Support Community Tournaments (i.e. U19 Mens' World Lacrosse Championships, BC 55+ Games)	Build City's Brand for Sport Hosting Implement learnings from 55+ BC Games Explore Partnerships for New Facilities	Support Community Tournaments Volunteer Program Implementation Support Community Tournaments		
Governance	Allocation Policy Review Volunteer Policy and Program Town Centre Park Master Plan	New Allocation Procedures Mackin Park Planning	NE Recreation Complex Planning Poirier West Master Plan Review	Capital Plan	Estimated Costs Dollars (millions)
				2015 - 2019	\$3.4
				2020 - 2024	\$3
				2025 - 2029	\$3
				2030+	\$2.5
				Total	\$11.9
<i>Capital figures are for new construction or major facility renovation only. Ongoing operating costs are funded separately.</i>					

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

MAP OF 2015 FACILITIES AND AMENITIES – SPORT HOSTING

Indoor Sport Hosting Sites (4)

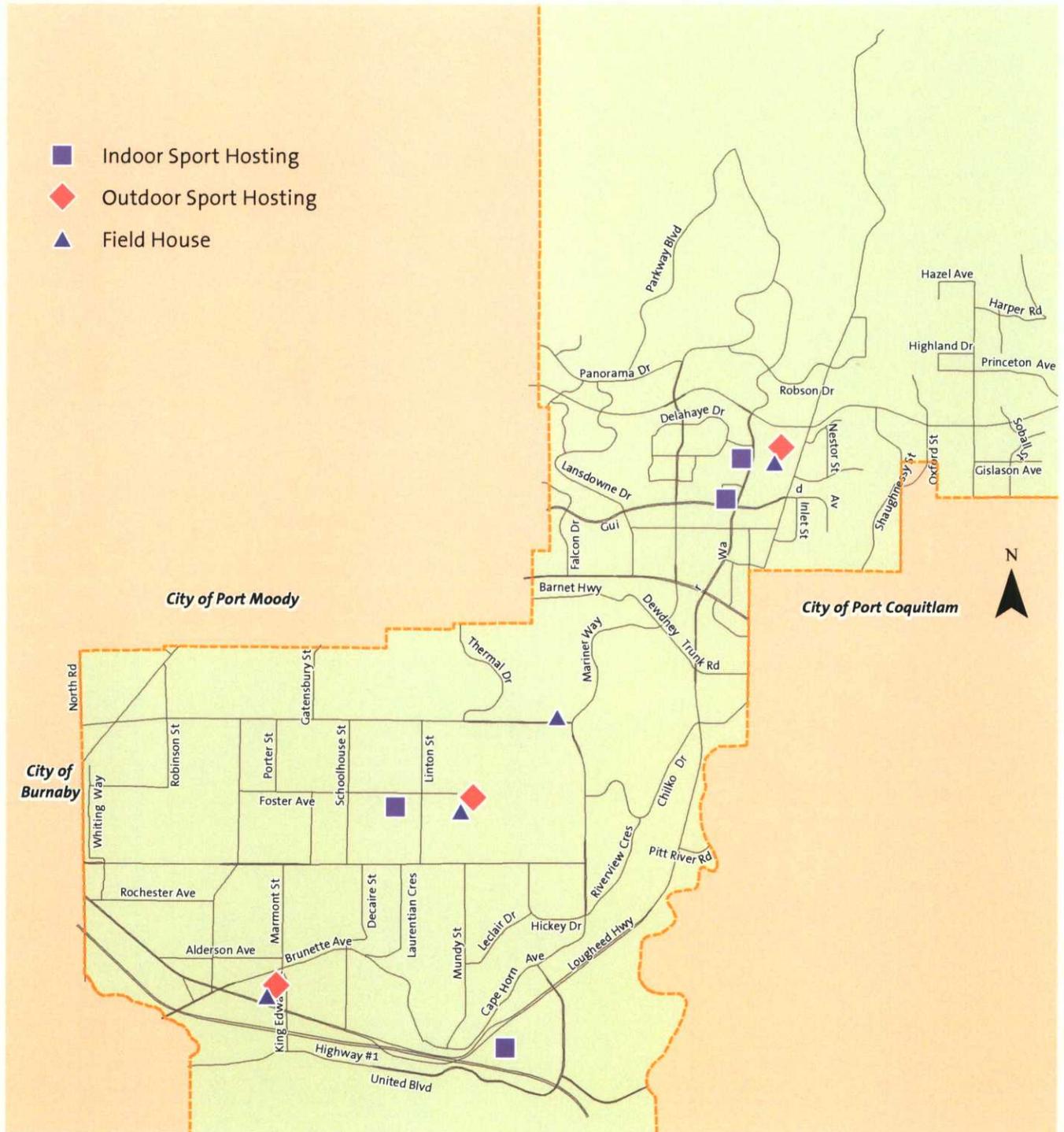
- City Centre Aquatic Complex, Poirier Sport & Leisure Complex, Pinetree Community Centre, Planet Ice

Outdoor Sport Hosting Sites (3)

- Town Centre Park, Mundy Park, Mackin Park

Field House (4)

- Town Centre Park, Mundy Park, Mackin Park, Charles Best Field



MAP OF 2020 FACILITIES AND AMENITIES – SPORT HOSTING

Indoor Sport Hosting Sites (5)

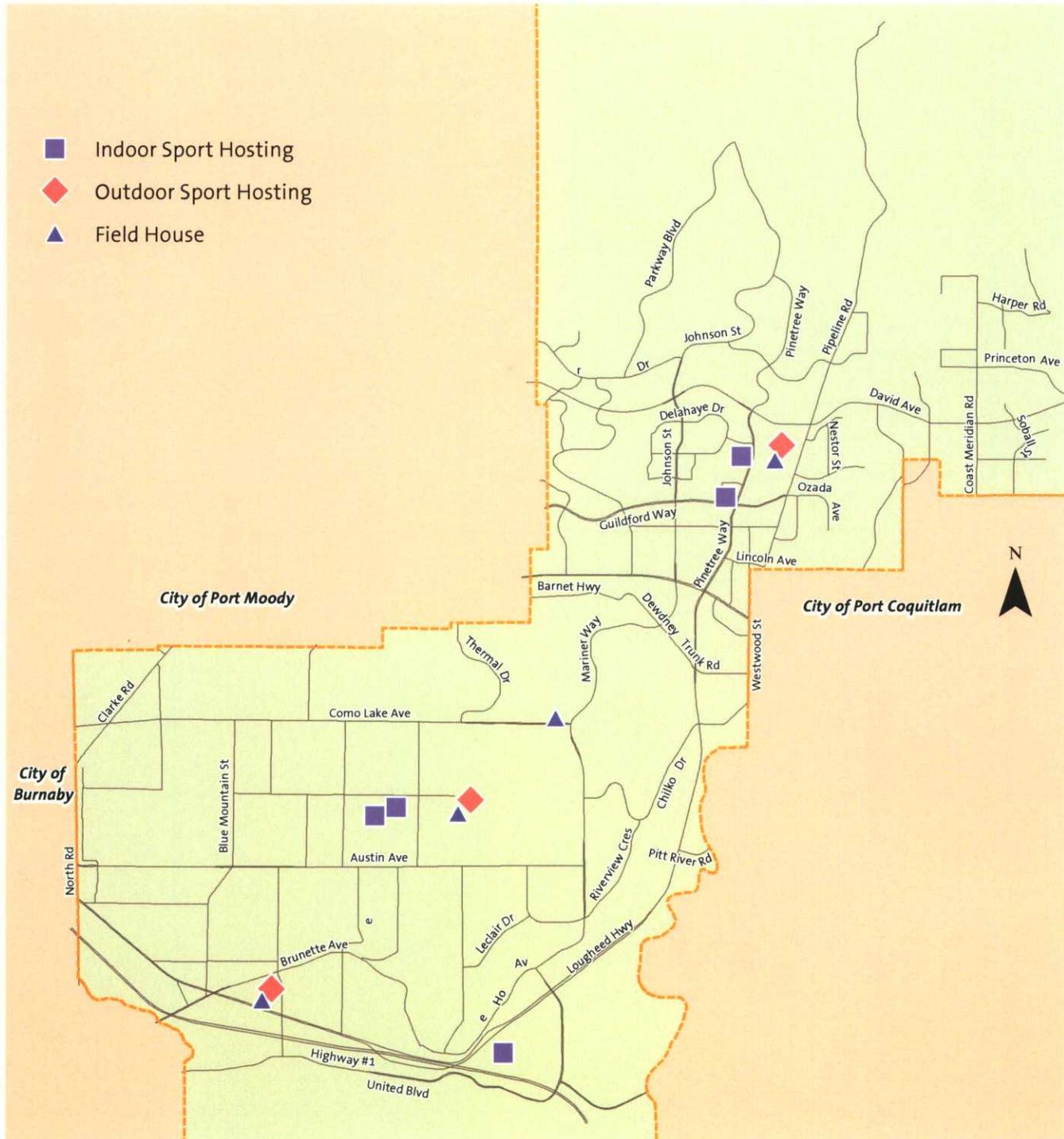
- City Centre Aquatic Complex, Poirier Sport & Leisure Complex, Pinetree Community Centre, Poirier Forum, Planet Ice

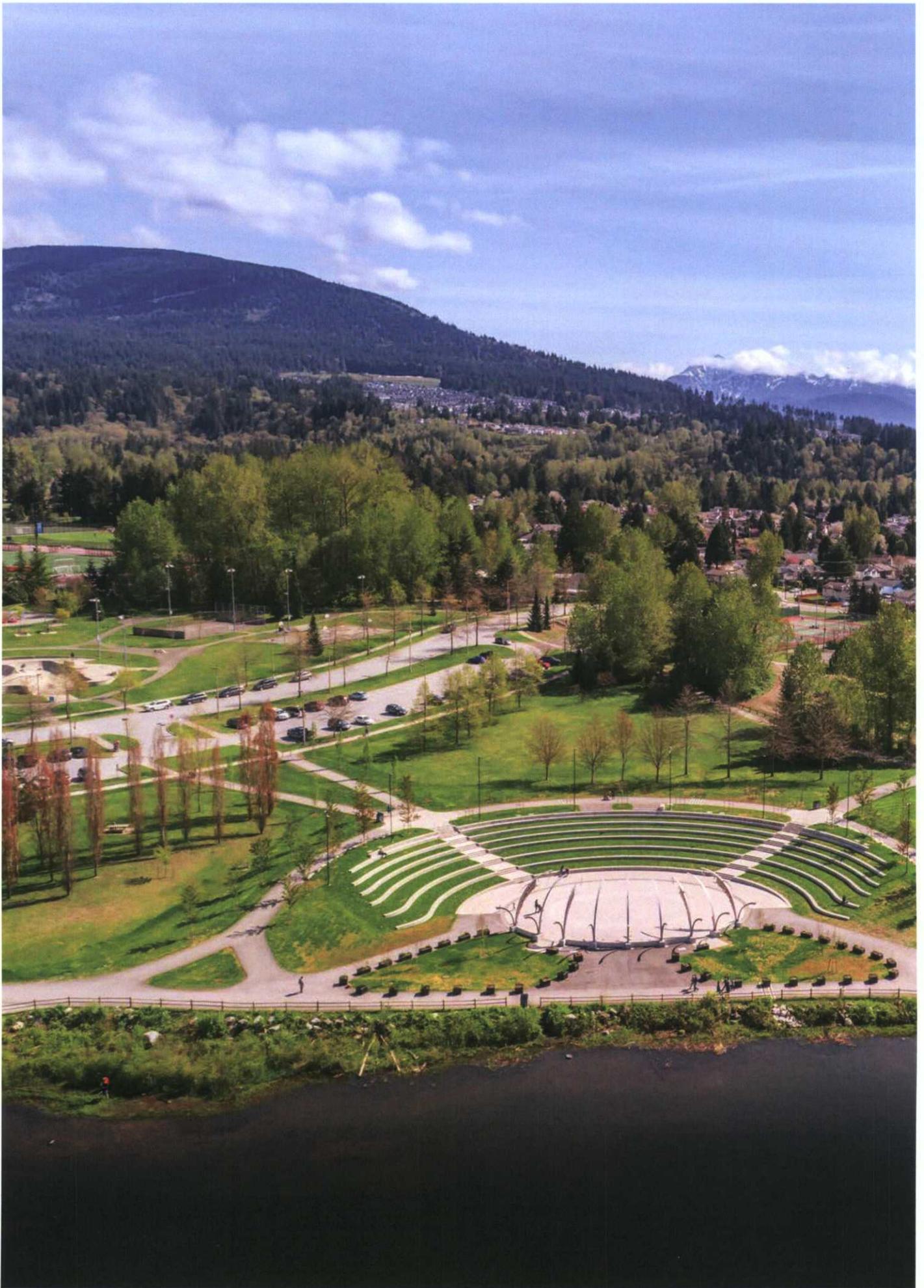
Outdoor Sport Hosting Sites (3)

- Town Centre Park, Mundy Park, Mackin Park

Field House (4)

- Town Centre Park, Mundy Park, Mackin Park, Charles Best Field

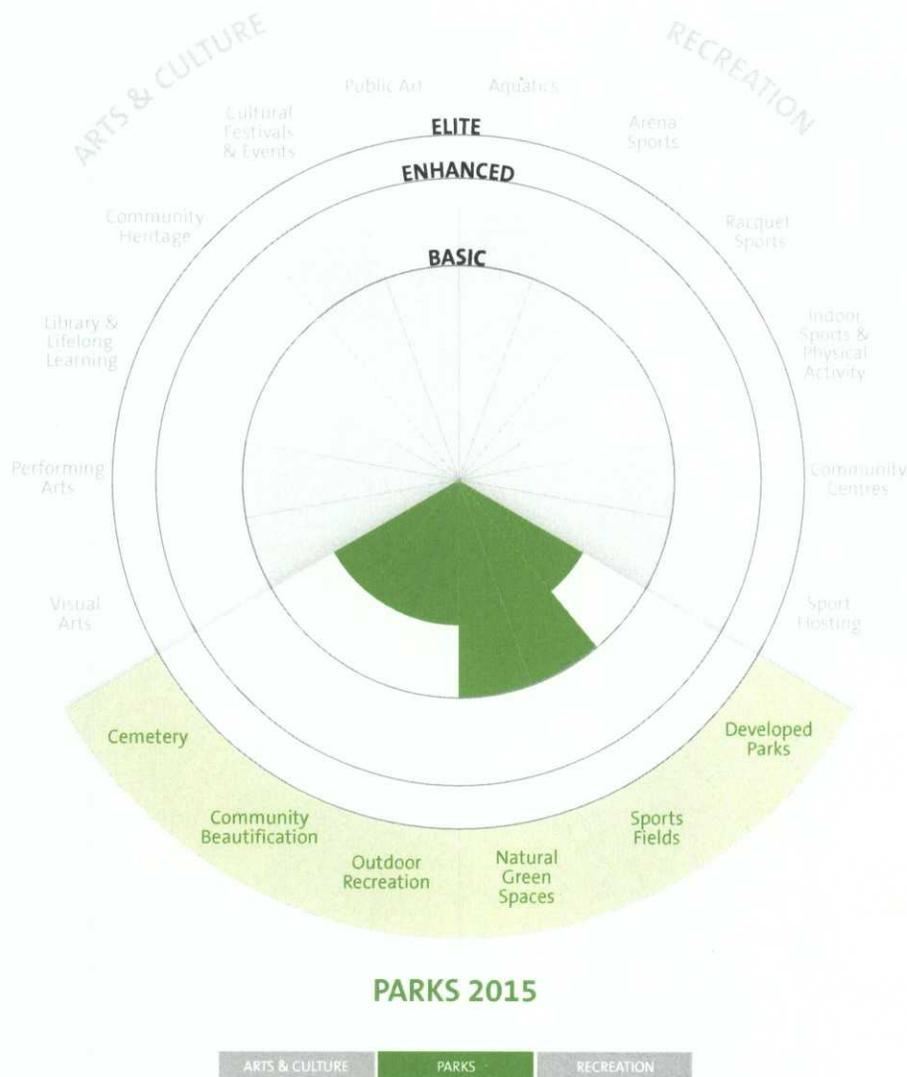




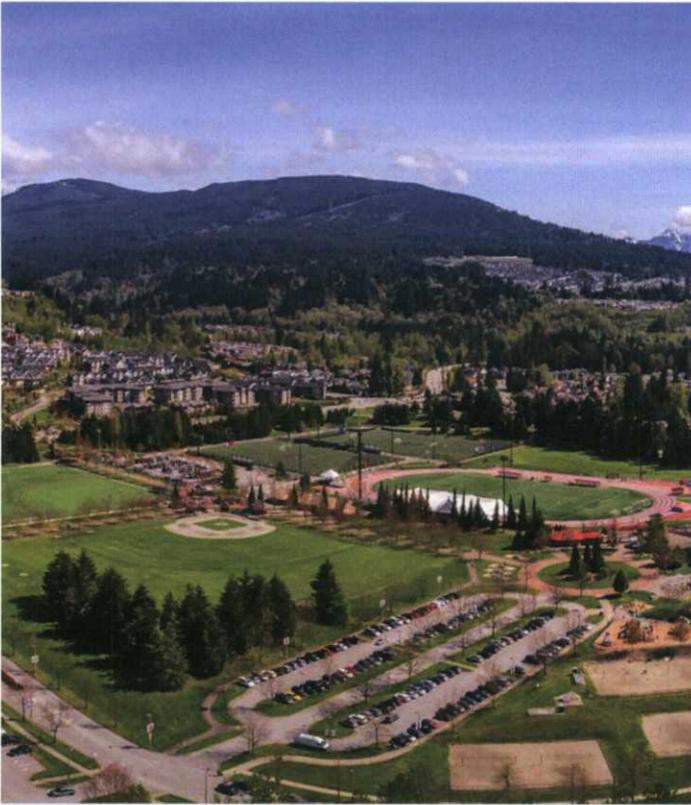
8 Parks Service Areas

8.1 Introduction

For the purposes of this document, the Parks service areas include developed parks, natural areas, outdoor recreation, community beautification and cemeteries. (Definitions for the various types of parks and their amenities and programming that is used for park planning is detailed in Section 8.2). The City's parks are one of its defining features, highly valued by its citizens and a key element of the physical, visual, environmental and social framework of the City. Parks contribute a wide variety of opportunities for informal and organized recreation that are accessible for the whole community. The enjoyment of nature significantly increases community well-being and civic pride. Well-designed and maintained parks, street trees and public plazas contribute to economic vitality, create a sense of place and can significantly reduce the burden on the health care system. Recent research confirms that exercise in a green environment improves both physical and mental well-being. Urban forests and natural areas provide ecological benefits such as temperature moderation, storm water control, habitat for native flora and fauna and carbon sequestration. Green spaces also contribute to the mental health of individuals by reducing stress and countering the effects of illnesses such as depression.



8.2 Developed Parks



Overview

The City's parks are one of its defining features, highly valued by its citizens and a key element of the physical, visual, environmental and social framework of the City. Developed parks are defined as those designed and constructed to support a variety of activities. They are purpose built with flexible and multi-purpose spaces and typically provide playgrounds, trails/pathways, and recreational amenities such as skate parks, sport courts, etc. The City has over 66 developed parks totaling approximately 1400 acres with 9 additional parks slated for development in the coming years. The park system categorizes these parks as either Neighbourhood level, Neighbourhood Enhanced, Community or City-wide according to the catchment areas they are designed to serve.

Mundy Park and Town Centre Parks are considered City-wide parks that provide destination amenities. City parks are usually the largest parks with unique opportunities.

There are nearly 20 community parks that range from 2 to 12+ hectares and offer a variety of active park facilities from fields and tennis courts to outdoor pools with passive areas within them. They are intended to be multifunctional and serve the population within 1-3 km depending on population density (20,000-25,000).

There are approximately 36 neighbourhood and neighbourhood enhanced parks, ranging greatly in size, to serve the local needs for children's active recreation and adult passive green space. These needs are met by both city-owned parks and elementary schools sites. Standard provisions for neighbourhood parks over 0.4 hectare (approximately 1 acre) include: children's play structures, a hard surface play area, passive sitting areas, and trails.

Neighbourhood, Community or City-Wide (Destination) Parks with special uses include community gardens, Robinson Cemetery, Maquabeak Park (Boat Launch), Pacific Reach Linear Park/Don Roberts Park, Spirit Square and Carré Heritage Square. A number of new parks are in various stages of planning and development.

OVERALL ASSESSMENT OF DEVELOPED PARKS - BASIC

The overall assessment of the Developed Parks service area is that the City is currently providing a Basic level of service. While there is a good quantity of developed parks, there is a capacity gap with respect to youth amenities and a geographical imbalance. Moreover, there are significant gaps in funding policies to both develop complete parks and sustain the existing park system.



2015

ASSETS – DEVELOPED PARKS

Quality: Basic

There is significant deferred maintenance for park amenities in established parks that contrasts poorly with new amenity standards in newer neighbourhoods.

Quantity: Basic

Park amenities can be more evenly distributed across the community.

Capacity: Gap

Many parks are heavily used and reaching capacity, especially the youth-focused amenities such as skate parks, ball hockey courts, bike parks, etc.

SERVICE DELIVERY – DEVELOPED PARKS

City Direct: Basic

The City develops and maintains three levels of park: City-wide, Community and Neighbourhood levels.

Private Partner: N/A

No Private partners are involved in park service delivery.

Community Partner: Basic

The City partners with the School District 43 for the delivery of a number of playground amenities at joint-use sites.

PROGRAMMING – DEVELOPED PARKS

Reach: Basic

Free informal use of a wide variety of outdoor amenities is accessible to all.

Quality: Basic

The quality of informal opportunities is sufficient to meet community needs.

Variety: Basic

The variety of opportunities satisfies a range of needs and interests.

GOVERNANCE – DEVELOPED PARKS

Plans and Strategies: Basic

The CWOCP, Area and Neighborhood plans provide the core-planning framework for parks. A washroom strategy was completed in 2005 that provided an overall condition assessment of the 24 washrooms in the parks and made recommendations related to sustaining the provision of washroom services in City parks.

Policies: Gap

There is no overall policy to guide park funding for sustainability.

Agreements: Gap

Partnership agreements with School District 43 needs to be updated.

ISSUES, GOALS & ACTIONS

Key Issues – Developed Parks

- Increasing population and changing demographic creates demand for additional active park amenities as well as social gathering spaces. In addition, passive outdoor recreation (e.g. checkers, chess and other board and card games) are becoming popular activities in parks.
- Outdoor amenities at City-wide parks are approaching full capacity.
- Park infrastructure capital and lifecycle costs continue to rise and there is no asset management plan or capital funding identified for life-cycle replacement of this infrastructure.
- The partnership agreement with School District 43 requires updating to maximize joint sites and amenities for the public.

Goals & Objectives

- Provide a balanced, sustainable system of parks that provides equity of access to services and facilities across demographics and neighbourhoods.
- Establish “active park” park acquisition targets of 1.15 hectares per 1,000 residents on a City-wide level.
- Establish equitable and sufficient park access across the City including upholding a 10 minute walking radius (800 meters) for every resident, where possible.^a



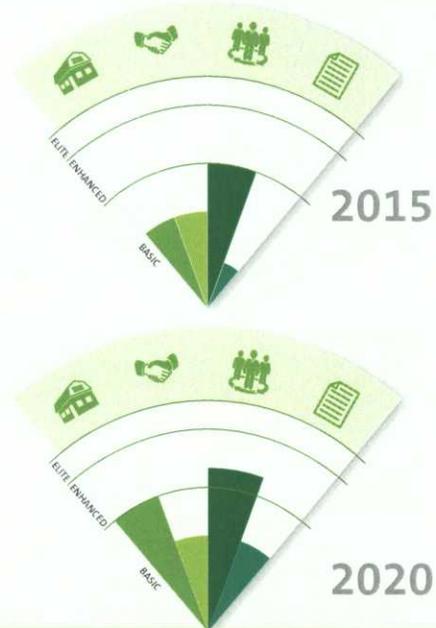
Actions for Developed Parks:

- Set park provision and park infrastructure objectives to rationalize the merit of opportunistic park acquisition, determine park programming and prioritize spending.
- Utilize benchmarking tools to measure service and asset delivery to the community in comparison to communities of similar characteristics.
- Work with Community Planning to develop a Park-Oriented Development strategy that provides a framework for delivering a continuous park and open space system through public and private development.
- Ensure that horticultural elements are designed to deliver an enriched experience through the use of a diverse plant palette with 4 season appeal through the use of colour, texture, fragrance, etc.
- Design new and renovated garden plantings that attract and support pollinators such as bees, butterflies and birds.
- Build on the partnership with School District 43 for the provision of community amenities at shared and joint-use sites to ensure ongoing community access to recreational amenities on school land such as walking tracks, playgrounds, tennis courts, etc.
- Develop a Dog Off-Leash Strategy, based on best practices, to guide the provision and development of these areas and management, public education and enforcement challenges.
- Undertake regular assessment of parks (and natural areas) at both the system-wide level as well as via Community Plans.
- Allocate land for facilities separate from park land in area and neighbourhood planning processes.
- Explore density transfer options for public park land and recreation amenities to maximize the City's open space and achieve other public and community facilities.
- Balance the provision of active park amenities to ensure adequate play spaces for all age cohorts.
- Explore design and funding alternatives for road frontage and parking standards for park sites.
- Maintain an asset management plan for lifecycle maintenance and replacement of park infrastructure based on technical condition assessment and allocate funding for lifecycle maintenance and replacement of park infrastructure.
- Develop incentives to increase the provision of public realm green spaces and urban plazas during development.
- Create a playground improvement plan with spending priorities, range of programmed/non-programmed spaces and blend of nature play with play equipment.
- Assess the use of multi-use sports courts across the City to monitor optimal locations for future multi-use hard surface areas.
- Where possible when designing or redeveloping parks, integrate walking circuits, informal hard surface areas and large picnic sites.
- Record park usage data through infrared counters and intercept surveys.
- Sustain and expand the reach of community engagement and park volunteer programs including Park Spark and Communities in Bloom.
- Develop a Park Host Program to engage volunteers in welcoming park visitors and delivering nature interpretation.
- Explore policy regarding place making and create a park identity and way-finding signage strategy.

Developed Parks

Focus 2015-2020

To maintain the current basic service level and fill identified gaps by adding and renewing 13 park **Assets** to keep pace with community growth. Staff will focus on strengthening the City's **Governance** through technical assessment of park infrastructure which will support the development of an asset management plan. The implementation of the Volunteer Park Host **Programming** will enhance the community's connection to developed parks.



SUPPORTING DOCUMENTS

- > Park Washroom Strategy (2005)
- > Trails Master Plan (2013)
- > Sports Field Strategy (2013-2023)
- > Mundy Park Management Plan (2014)
- > Parks Waste Management Strategy (2015)
- > Park Prioritization Framework (2015)
- > City Wide OCP (2015)
- > Park Management Framework (2015)

	2015 – 2019			2020 – 2024	2025 – 2029
Assets	Queenston Park (\$) Leigh Park (\$) Rochester Park (\$) Victoria Park (\$) Town Centre Plaza (\$) Princeton Park (\$) Mountainview Park (\$)	Cottonwood Park (\$) Town Centre Park Improvements (\$) D9 Ranch Property (\$) Brookmere Park (\$) Park Blitz (\$) Smiling Creek (\$)	Galette Park (\$) Riley Park (\$) Blue Mountain Park (\$) Glen Park (\$) Keets Park (\$) Sheffield Park (\$)	Spani Pool Enhancement (\$) Booth Farm Park (\$) Town Centre Park (\$) Improvements Burquitlam Park (\$) Kemsley & Clarke (\$) Lower Lougheed Park Expansion (\$) Urban Forest Management Plan	NE Neighbourhood Parks (\$) SW Neighbourhood Parks (\$) Town Centre Park (\$) Improvements
Service Delivery Model	Park Maintenance "Swarming"	Encourage partnerships with developers (density transfer options)			
Programming	Bad Seed Park Gift Program Park Spark Community Engagement Parks Waste Management Implementations	Volunteer Park Host Program Develop incentives to increase provision of public green spaces and urban plazas	Integrate walking circuits, informal hard surface areas in new parks Parks Infrastructure Assessment Plan Implementation Parks Signage & Wayfinding		
Governance	Park Management Framework Parks Waste Management Strategy Park Prioritization Framework Irrigation and Drought Management Practices Review	Town Centre Park Master Plan Outdoor Recreation and Parks Dog Strategy Parks Security Services Review Parks and Community Facility Regulation Bylaw Update	Parks Washroom Strategy Update Park Oriented Development Policy Community Use Policy Park Infrastructure Assessment Updated Parks Construction Standards & Specifications		
			Capital Plan	Estimated Costs Dollars (millions)	
			2015 - 2019	\$35.4	
			2020 - 2024	\$32.4	
			2025 - 2029	\$35.4	
			2030+	\$18	
			Total	\$121.2	
			<i>Capital figures are for new construction or major facility renovation only. Ongoing operating costs are funded separately.</i>		

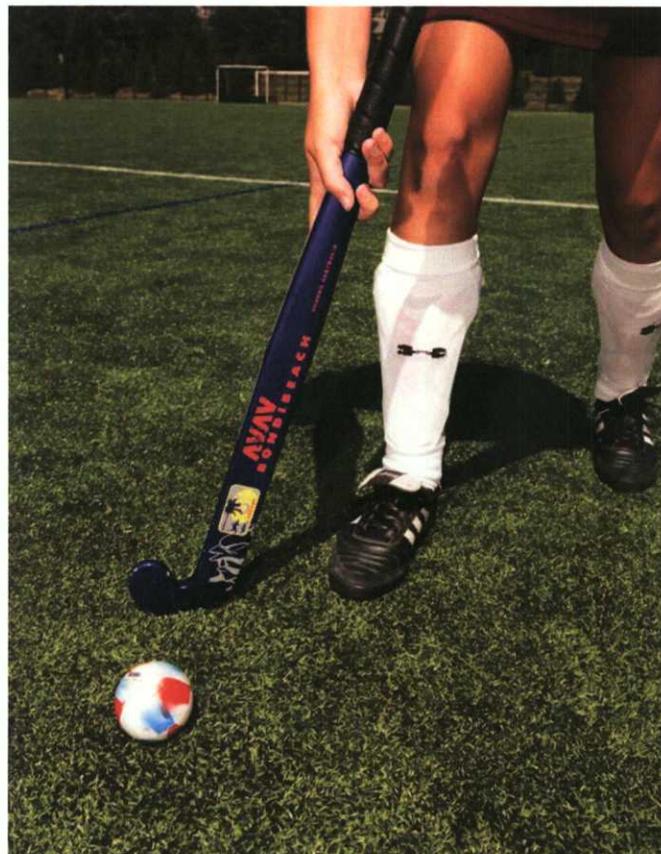
These proposed activities will be phased and included in the annual business plan presented to Council for feedback and approval.

8.3 Sports Fields

Overview

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

Through the implementation of the 2002 Sport Field Strategy, which guided an accelerated completion of infrastructure projects, the City earned the reputation as a leader in the sporting community. However, a lifecycle replacement program was not developed. In 2013, the Coquitlam Sports Field Strategy 2013-2023, provided a full assessment of the current inventory, with updated provision standards, participation and industry trends and best practices. The Strategy clarifies a long-term vision for field sport infrastructure in Coquitlam focusing on the following 5 themes:



Sustainability	Multi Use	New Development	Building Relationships	Optimizing Resources
<ul style="list-style-type: none"> → Manage, maintain and reinvest in fields on a priority basis. → Provide the community the greatest return on investment 	<ul style="list-style-type: none"> → Optimize multi use/sport field sites. → Define opportunities and benefits. → Refocus to increase effectiveness. → Provide a variety of play surfaces to accommodate different sports and activities 	<ul style="list-style-type: none"> → Leverage unique features and opportunities → Maximize community assets. → Generate community pride. → Cluster amenities and opportunities 	<ul style="list-style-type: none"> → Strengthen relationship with School District 43. → Increase participation. → Bridge sport and non-sport events at multi use sites. → Engage and invest in volunteer and community leadership development. 	<ul style="list-style-type: none"> → Maximize investment return/benefit to the community. → Identify and pursue avenues for revenue generation. → Consider the establishment of a user contribution to Artificial Turf field replacement reserves

OVERALL ASSESSMENT OF SPORTS FIELDS - BASIC

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



ASSETS – SPORTS FIELDS

Quality: Basic

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

Quantity: Basic

Sufficient inventory to support community and club play.

Capacity: Basic

Demand for artificial turf at peak times exceeds capacity.

SERVICE DELIVERY – SPORTS FIELDS

City Direct: Basic

City supplies and maintains field sport facilities.

Private Partner: N/A

The City has no private partnerships for field sport delivery.

Community Partner: Enhanced

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

PROGRAMMING – SPORTS FIELDS

Reach: Gap

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

Quality: Enhanced

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

Variety: Gap

“Learn-to-play programs are limited to young children. Gaps in adult field sport programs.

GOVERNANCE – SPORTS FIELDS

Plans and Strategies: Enhanced

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

Policies: Enhanced

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

Agreements: Basic

Field use agreements are used for community sports groups.

ISSUES, GOALS & ACTIONS

Key Issues – Sports Fields

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

Goals & Objectives

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

Actions for Sports Fields:

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

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

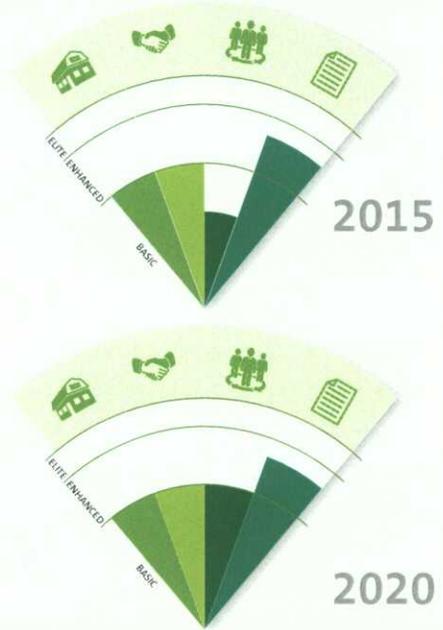
In addition, to the Actions in the Sports Field Strategy, the following apply to this service area:

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

Sports Fields

Focus 2015-2020

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



SUPPORTING DOCUMENTS

> Park Washroom Strategy (2005)

> Sports Field Strategy (2013-2023)

	2015 – 2019			2020 – 2024	2025 – 2029												
Assets	<ul style="list-style-type: none"> Charles Best Artificial Turf Replacement (\$) Town Centre Fieldhouse Upgrades (\$) Mundy Fieldhouse (\$) Hartley Grass Field Replacement (\$) Victoria Park Field (\$) 	<ul style="list-style-type: none"> Hartley Grass Field (\$) Mackin Fields Upgrade (\$) D9 NE Grass Field (\$) Fridge Artificial Turf Replacement (\$) Town Centre Fieldhouse Replacement (\$) 	<ul style="list-style-type: none"> Smiling Creek School Field (\$) Mobilio Artificial Turf Replacement (\$) Town Centre Fieldhouse Replacement (\$) Town Centre Washroom (\$) 	<ul style="list-style-type: none"> Grass Field Replacement (\$) NE Grass Field (\$) Cunnings Artificial Turf Replacement (\$) Burke Mtn Secondary School Artificial Turf (\$) Percy Perry Artificial Turf Replacement (\$) Town Centre Fieldhouse Replacement (\$) Sports Field Strategy Review + Update 	<ul style="list-style-type: none"> Charles Best Artificial Turf Replacement (\$) Gilley's Field Planning (\$) Grass Field Replacement (\$) 												
Service Delivery Model	<ul style="list-style-type: none"> SD43 Master Joint Use Agreement Work with CFSA 	<ul style="list-style-type: none"> Increase delivery of introductory and recreational field sports 															
Programming	<ul style="list-style-type: none"> Parks Infrastructure Assessment Plan Implementation 	<ul style="list-style-type: none"> Town Centre Master Plan Implementation 															
Governance	<ul style="list-style-type: none"> Allocation Policy Review Park Infrastructure Assessment Town Centre Park Master Plan Artificial Turf User Fee/ Reserve 	<ul style="list-style-type: none"> New Allocation Procedures Mackin Park Planning Sport Services Review Irrigation & Drought Management Practices Review 	<ul style="list-style-type: none"> Parks Washroom Strategy Review Community Use Policy - Storage, Field Houses and Concessions 	<table border="1"> <thead> <tr> <th>Capital Plan</th> <th>Estimated Costs Dollars (millions)</th> </tr> </thead> <tbody> <tr> <td>2015 - 2019</td> <td>\$7</td> </tr> <tr> <td>2020 - 2024</td> <td>\$9.2</td> </tr> <tr> <td>2025 - 2029</td> <td>\$4.7</td> </tr> <tr> <td>2030+</td> <td>\$12.8</td> </tr> <tr> <td>Total</td> <td>\$33.7</td> </tr> </tbody> </table> <p><i>Capital figures are for new construction or major facility renovation only. Ongoing operating costs are funded separately.</i></p>	Capital Plan	Estimated Costs Dollars (millions)	2015 - 2019	\$7	2020 - 2024	\$9.2	2025 - 2029	\$4.7	2030+	\$12.8	Total	\$33.7	
Capital Plan	Estimated Costs Dollars (millions)																
2015 - 2019	\$7																
2020 - 2024	\$9.2																
2025 - 2029	\$4.7																
2030+	\$12.8																
Total	\$33.7																

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

8.4 Natural Green Spaces

Overview

The City has 26 areas classified as Ravines, Forests, and Greenways that comprise 805 hectares (1,988 acres) of natural green space. These areas provide significant ecological value along with a range of outdoor recreation opportunities that rely on nature as a component of the activity. Natural areas provide carbon sequestration, storm water management, wildlife habitat and urban temperature moderation, as well as visual appeal and an opportunity for the community to experience nature.

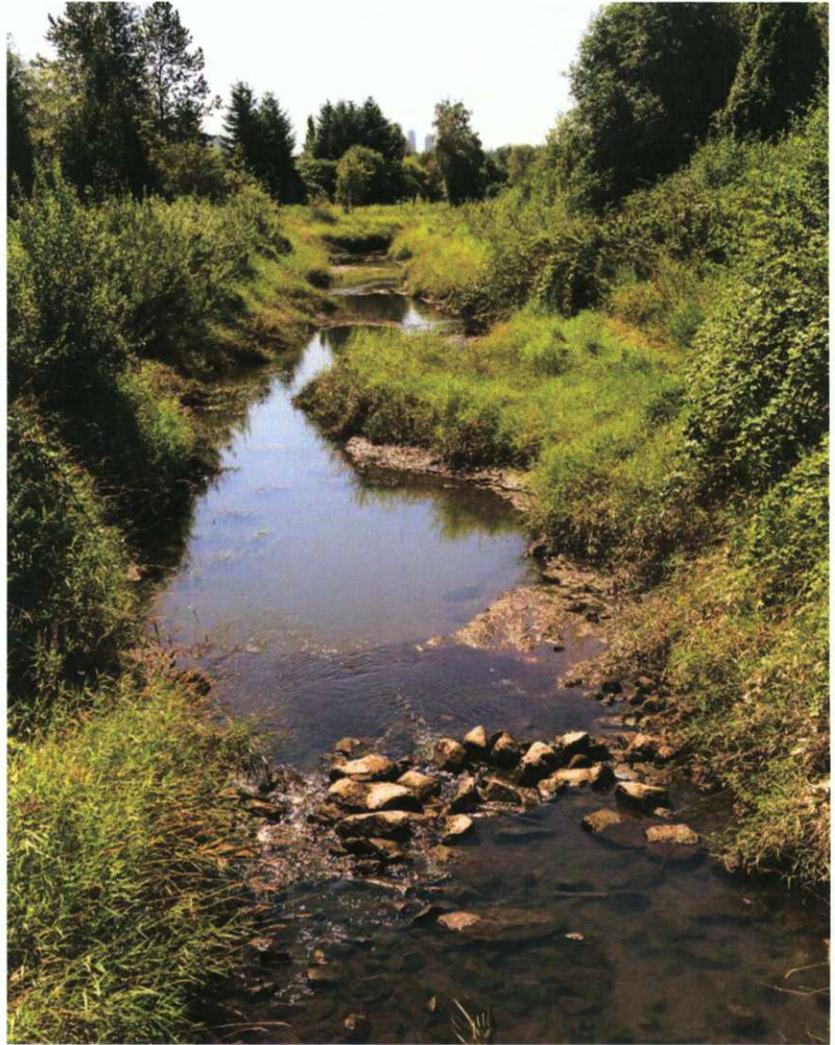
The inventory of natural, undeveloped parks and protected lands within Coquitlam includes significant parks with large intact forests such as Mundy Park and Coquitlam River Park. It also includes extensive green corridors within residential neighbourhoods such as the Hoy/Scott system that runs through the City Centre area and provides off-road linkages between neighbourhoods and schools.

The City borders on Provincial park and forest lands to the north and includes two Metro Vancouver Regional Parks - Colony Farms and Minnekada Park. In addition to managing the health of the natural ecosystems, attention should be paid to protecting and improving opportunities to connect with nature and to pursue outdoor recreation within or immediately adjacent to neighbourhoods. There is also an opportunity to protect and enhance access into the backcountry, especially for more demanding, wilderness-oriented recreation.

The Citizen Satisfaction Survey continues to show that the community values its parks, trails and other green space as it is consistently ranked with high importance by over 96% of the population. Those with children under the age of 18 living at home consistently attach greater importance to this service area.

OVERALL ASSESSMENT OF NATURAL GREEN SPACES - BASIC

The overall assessment of the Natural Green Spaces service area is that the City is currently providing a Basic level of service. While the quality of the natural green spaces is high, basic programming and no partnerships in delivery of services exist.



ASSETS – NATURAL GREEN SPACES

Quality: Enhanced

Dedicated urban forests and riparian corridor parks are of high quality. The existing trail system is also of high quality.

Quantity: Basic

Natural green spaces are distributed throughout the community.

Capacity: Basic

Continued acquisition and protection of natural green space is required to meet community needs. The trail system is heavily used but would benefit from way-finding and park identifier signage.

SERVICE DELIVERY – NATURAL GREEN SPACES

City Direct: Basic

The City provides public natural green spaces in the community.

Private Partner: N/A

No private partnerships exist.

Community Partner: Enhanced

Almost the entire inventory of trails is adopted by community volunteers who patrol, monitor and pick litter on a regular basis.

PROGRAMMING – NATURAL GREEN SPACES

Reach: Gap

There is no hub or nature centre to support volunteer engagement and public education.

Quality: Basic

Un-programmed, informal and self-directed nature experiences accessible to all.

Variety: Basic

A wide variety of free and accessible informal outdoor recreational opportunities is available including forest, waterfront and mountain experiences.

GOVERNANCE – NATURAL GREEN SPACES

Plans and Strategies: Basic

- Trail Master Plan - 2013 is a guiding document for the planning, design and construction of an integrated system of off-road trails in the City.
- Invasive Plant Management Strategy- 2007 is a plan to guide the City's management of invasive plants in publically-owned parks and natural areas and to facilitate the management of invasive plants on private property.
- Community Wildfire Protection Plan, Wild Fire Risk Assessment and Ridge Park Fuel Management Plan to mitigate risk of fires

Policies: Enhanced

Sections of Mundy Park, Riverview Forest, Robinson Memorial Cemetery and Walton Park are dedicated Urban Forests. **Agreements: N/A**

There are currently no agreements that relate to natural green spaces.

ISSUES, GOALS & ACTIONS

Key Issues – Natural Green Spaces

- Exposure to nature is in increasing demand and addresses societal and health concerns related to stress and mental health. This increased use highlights the need to manage natural areas proactively to preserve them for future generations.
- The balance needs to be struck between preservation of ecological features and public use and enjoyment.
- Trailheads and portals providing public access to back country outdoor recreation opportunities – especially in the Northeast area – are prime assets needing protection.

Goals & Objectives

- Preserve Coquitlam's ecological resources and community access to a range of natural activities and experiences.

Actions for Natural Green Spaces:

- Develop consistent management plans for key natural park areas.
- Build community support for the preservation and conservation of natural areas through education and volunteer engagement initiatives.
- Collaborate with community partners to enhance conservation/preservation education.
- Create loop trails and walking circuits, where possible.
- Update the Invasive Plant Strategy.
- Work in partnership with developers to achieve important natural trail and park connections through the development process.
- Identify back country trailhead opportunities and ensure that their protection is addressed in development approval processes.
- Complete the implementation of the Trails Master Plan to provide system-wide connectivity and improved access to Pitt and Fraser Rivers.
- Consider the creation of a nature centre or learning hub to support community engagement and education initiatives.
- Sustain and expand the reach of community engagement and park volunteer programs including Park Spark and Communities in Bloom.
- Develop a Park Host Program to engage volunteers in welcoming park visitors and delivering nature interpretation.
- Develop a tree risk management plan focused on new and established riparian areas.

Natural Green Spaces

Focus 2015-2020

To maintain the current basic service level and fill identified gaps with the implementation of the Volunteer Park Host **Programming**. Staff will focus on preserving Coquitlam's ecological resources and enhancing community access to a range of natural activities, experiences and nature education. Natural Park **Assets** such as trails will be added primarily in partnership with development.



2015



2020

SUPPORTING DOCUMENTS

> Invasive Plant Management Strategy (2008)	> Community Wildfire Protection Plan (2011)
> Ridge Park Fuel Management Plan (2012)	> Trail Master Plan (2013)
> Mundy Park Forest Management Plan (2014)	

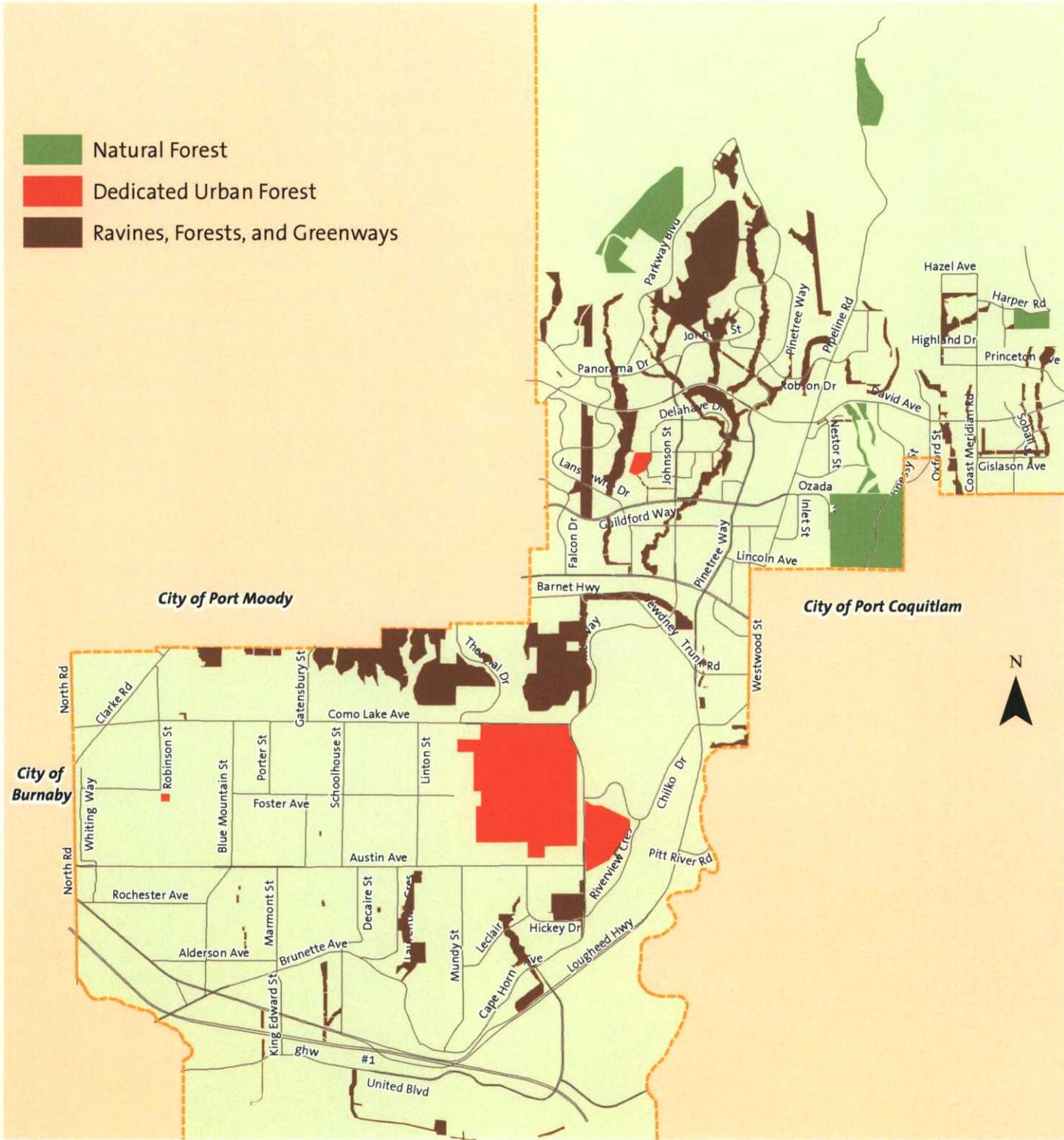
	2015 – 2019			2020 – 2024	2025 – 2029
Assets	Mundy Park Separated Dog Trails (\$)			Smiling Creek - Highland Natural Area (\$)	Pitt River Access (\$)
Service Delivery Model	Park Maintenance Swarming	Increase education and volunteer engagement initiatives	Work with developers to achieve natural trails and park connections	Harper Park Natural Area (\$)	Freemont Park Natural Area (\$)
Programming	Bad Seed Adopt-a-Trail	Volunteer Park Host Program Update	Parks Signage and Wayfinding Backcountry Trail Access Implementation	Ridge Park Forest Management Plan	Pinecone-Burke Trailhead & Park (\$)
Governance	Mundy Forest Management Plan	Coquitlam River Park Forest Management Plan	Nature Services Feasibility Study	Chines Forest Management Plan	Invasive Species Strategy Update
	Coquitlam River Park Master Plan	Park Washroom Strategy	City wide Urban Forest Management Plan	City-wide canopy cover strategy	
	Irrigation & Drought Management Practices Review	Invasive Species Management Strategy	Hoy/Scott Creek Forest Management Plan	Urban Forest Management Plan	
		Riparian Area Maintenance Guidelines	Updated Parks Construction Standards & Specifications	Miller Ravine Forest Management Plan	
				Master Trail Plan Update	
				Capital Plan	Estimated Costs Dollars (millions)
				2015 - 2019	\$0
				2020 - 2024	\$2
				2025 - 2029	\$5
				2030+	\$1
				Total	\$8

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

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

MAP OF 2015 FACILITIES AND AMENITIES – NATURAL GREEN SPACES

- Natural Ravines, Forests, Greenways: 805 ha
- Dedicated Urban Forests: 4



8.5 Outdoor Recreation

Overview

British Columbia is a centre for outdoor recreation, providing urban and rural opportunities for people to experience, interact with, and learn about the natural environment. Coquitlam is well positioned as a hub for outdoor recreation with its wealth of natural features and assets. Outdoor recreation relies on nature as a component of activity. Lakes, streams and rivers provide places to fish, canoe, or kayak, and mountains and hillsides provide opportunities for hiking, climbing, and mountain biking. Other natural features in our parks and surrounding environment ensure our enjoyment of hiking, camping, geo-caching, and bird watching. The need for interaction with nature will continue to grow and change as the community grows and changes.

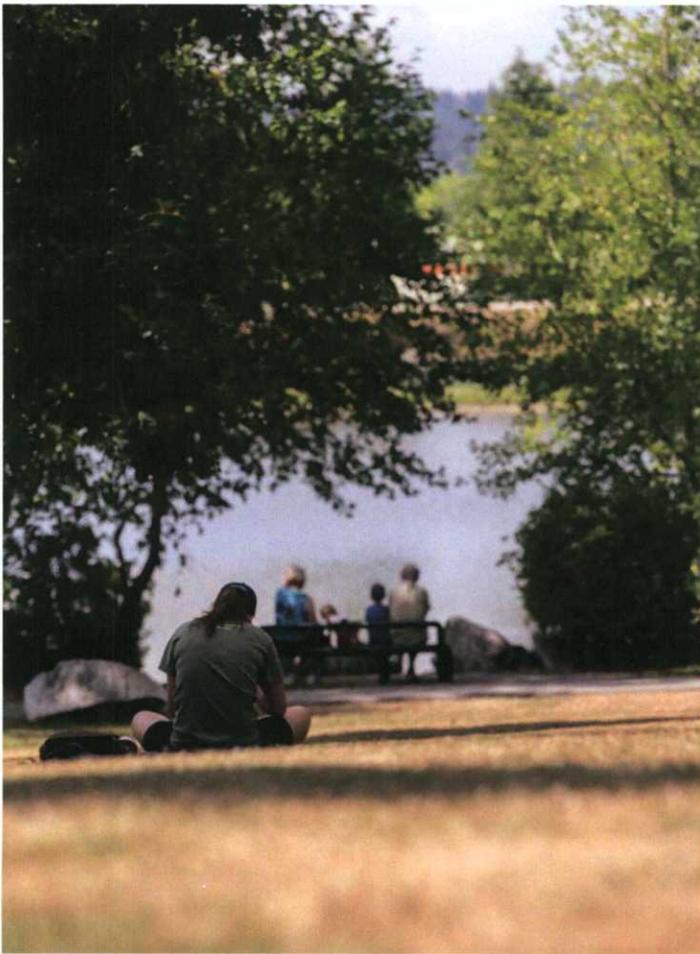
Outdoor recreation involves both programmed and self-directed activities that make use of natural spaces and focuses on the interactive relationship between the natural environment and humans in a recreational context. The general public place considerable value on outdoor recreation and City of Coquitlam's annual Citizen Satisfaction Survey supports this with 95 percent

of respondents indicating that park, trails and other green space is important. Coquitlam registration data also show the increasing trend of residents pursuing this type of programming.

There are many outdoor resources within and adjacent to City boundaries and the City has the potential for an abundance of outdoor recreation opportunities with its ample access to waterways, mountain trails and natural forests. The inventory of large parks and protected lands is distributed throughout the community and some areas are close to huge expanses of protected and other provincial lands. The implications of this are twofold: first that park planning and management has to be concerned with protecting and enhancing access into the backcountry, especially for more demanding, wilderness-oriented recreation; and second that attention should be paid to protecting and improving opportunities to pursue outdoor recreation within or immediately adjacent to neighbourhoods undersupplied with parks and open space.

OVERALL ASSESSMENT OF OUTDOOR RECREATION - BASIC

The overall assessment of the Outdoor Recreation service area is that the City is currently providing a Basic level of service. There are gaps in both the quantity and capacity of outdoor recreation amenities and currently no policies to support this service area.



Outdoor Recreation - Registered Programs

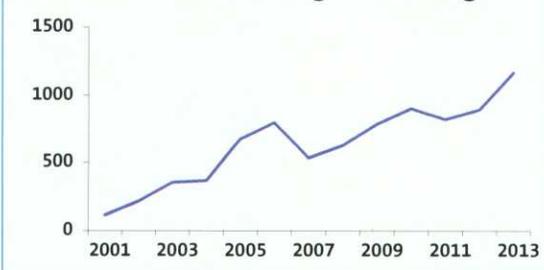


Figure 17: Registration Data for Outdoor Recreation Programs



ASSETS – OUTDOOR RECREATION

Quality: Basic

Access to the Fraser River at Maquabeak and Don Roberts Parks.

Quantity: Gap

There are no camping, hiking, kayaking or canoeing amenities or facilities. There are no backcountry trailheads and amenities.

Capacity: Gap

The boat launch at Maquabeak is at capacity and is the only public boating amenity on the Coquitlam.

SERVICE DELIVERY – OUTDOOR RECREATION

City Direct: Basic

A modest inventory of registered and informal outdoor recreation opportunities is offered and available.

Private Partner: Basic

Seasonal private partners are involved in the delivery of some outdoor recreation programs and services.

Community Partner: Basic

Community partners such as community naturalists are involved in outdoor recreation service delivery.

PROGRAMMING – OUTDOOR RECREATION

Reach: Gap

Profile and participation is limited. There is no hub or nature interpretive centre to support public education, introductory wilderness skills programs and engagement in preservation of the urban forest.

Quality: Basic

The City delivers some introductory programs on outdoor recreation activities, such as backcountry basics, introduction to camping and learn-to mountain bike for women.

Variety: Basic

A variety of structured programs in outdoor recreation is offered on a seasonal and interest basis. Informal opportunities are available in developed parks and urban forests.

GOVERNANCE – OUTDOOR RECREATION

Plans and Strategies: Basic

The 2008 Off-Road Cycling Strategy and the 2013 Master Trail Plan for design and construction of an integrated system of off-road trails in the City and identify potential mountain biking trailhead amenities to support use of provincial and crown trails. Celebrate Coquitlam highlights the importance of outdoor recreation assets.

Policies: Gap

Participation waivers are used; however, no current policies guide or support outdoor recreation in the City.

Agreements: Basic

Service agreements are in place with non-profit groups and companies to augment programs and services. There are no agreements in place with the province or Metro Vancouver to facilitate trailhead access to or collaborative use of crown lands, regional or provincial parks.



ISSUES, GOALS & ACTIONS

Key Issues – Outdoor Recreation

- Land development pressures are eroding opportunities to acquire and protect parkland.
- Demands for outdoor recreation opportunities and experiences will increase and need to cover the full spectrum of participation from passive to adventure.
- Coquitlam's geographic location and close access to large Provincial parks and Crown Lands provides both opportunities and challenges to develop, manage and profile natural assets and outdoor recreation experiences and adventures.
- Improved access, awareness, education and system wide coordination and connections are needed.
- Access to the Fraser River at Maquabeak and Don Roberts Parks could be linked with a riverfront greenway park to connect pedestrian and cycling access along the river.

Goals & Objectives

- Preserve and leverage Coquitlam's outdoor resources and exceptional potential for outdoor recreation experiences.
- Expand the range of outdoor recreation programming and opportunities.
- Profile and highlight the natural assets and features of Coquitlam and plan for expanded outdoor recreation and environmental initiatives.

Actions for Outdoor Recreation:

- As part of an Outdoor Recreation Strategy consider opportunities for high demand outdoor recreation activities such as picnicking, group picnic facilities, camping, outdoor swimming, beach activities, waterfront access, nature and wildlife viewing and outdoor events.
- Continue to expand off-road cycling opportunities in natural recreation areas and complete a City-wide Off-Road Cycling Strategy to deliver this service in an effective way in conjunction with local service groups.
- Position Coquitlam to maximize the potential of its natural assets and features to enhance community building and economic development including potential adventure/challenge and/or competitive destination events.
- Provide for high-demand outdoor recreation services and activities in the development of new parks and the redevelopment of existing parks.
- Promote outdoor recreation visitation to Coquitlam from other areas of Metro Vancouver.
- Collaborate with provincial agencies to facilitate recreational use of adjacent provincial parks and crown land and promote recreational opportunities in adjacent provincial parks and crown land by creation of trail head facilities.
- Establish Gilley's Trail partly as an outdoor recreation destination park offering a wide range of passive, active, educational and adventure experiences.
- Pursue opportunities on the upper Pitt River to expand access to natural assets and experiences and to provide connections with nature.
- Develop and provide portals and links for self-directed outdoor experiences.
- Continue to develop outdoor recreation programs such as nature appreciation, walking/hiking groups, low impact camping, backwoods safety, focusing on introductory level programs.
- Monitor outdoor recreation trends and support expansion of such opportunities in all areas of the City.
- Collaborate with community partners to enhance conservation, preservation and environmental education.
- Continue to build and profile Coquitlam's pathway and trail system as outlined in the Master Trail Plan that provides access to parks and natural areas and links with the regional network and wilderness to the north.

Outdoor Recreation

Focus 2015-2020

To improve the current basic service level and by filling identified gaps by adding or upgrading eight park **Assets**, strengthening **Governance** through a variety of plans and strategies, and implementing the Volunteer Park Host **Programming**. Staff will focus on leveraging Coquitlam's outdoor resources and exceptional potential for outdoor recreation experiences such as off-road cycling and hiking.



2015



2020

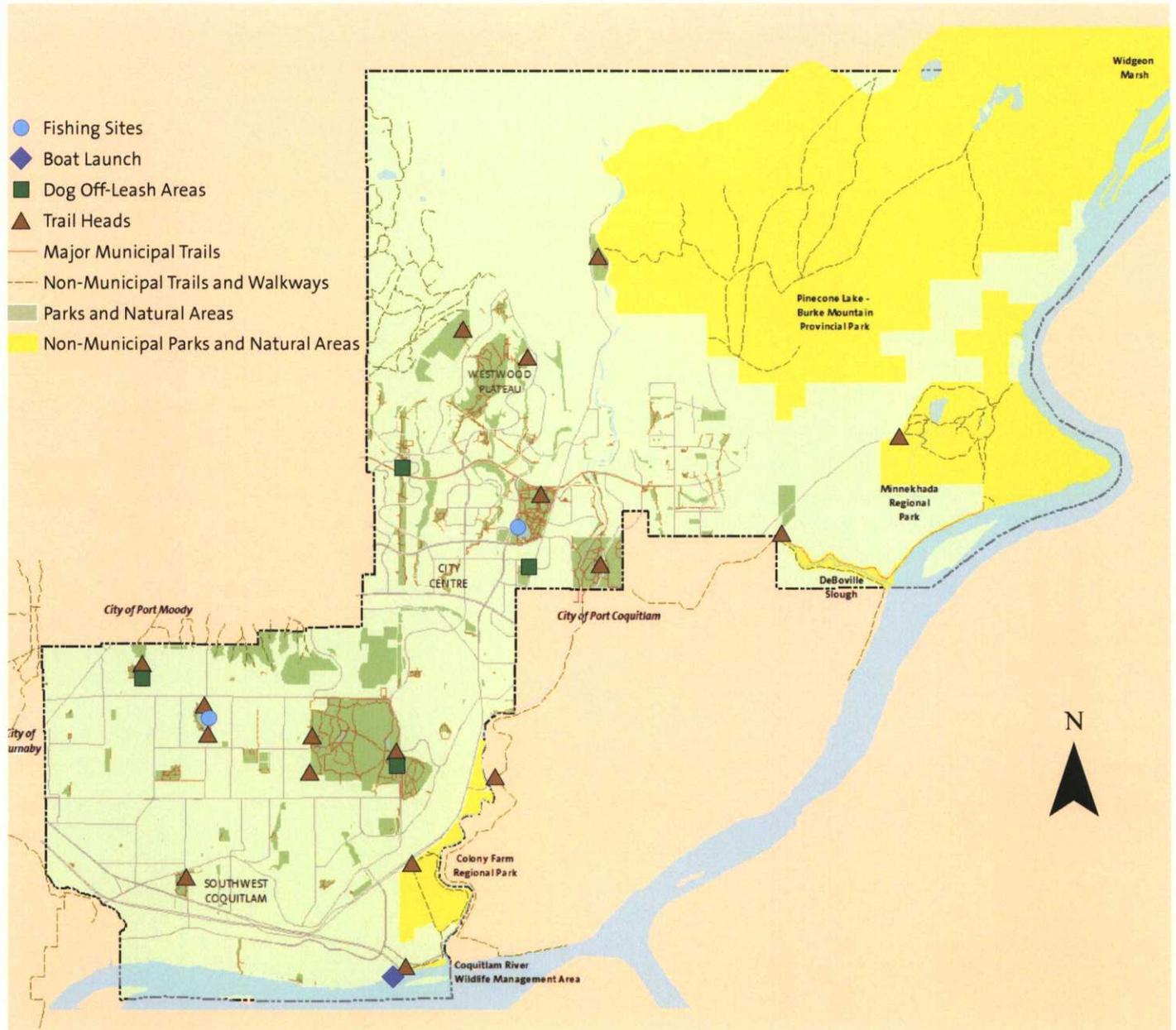
SUPPORTING DOCUMENTS

> Park Washroom Strategy (2006)	> Trails Master Plan (2013)
> Mundy Park Forest Management Plan (2014)	> Park Management Framework (2015)
> Parks Waste Management Strategy (2015)	

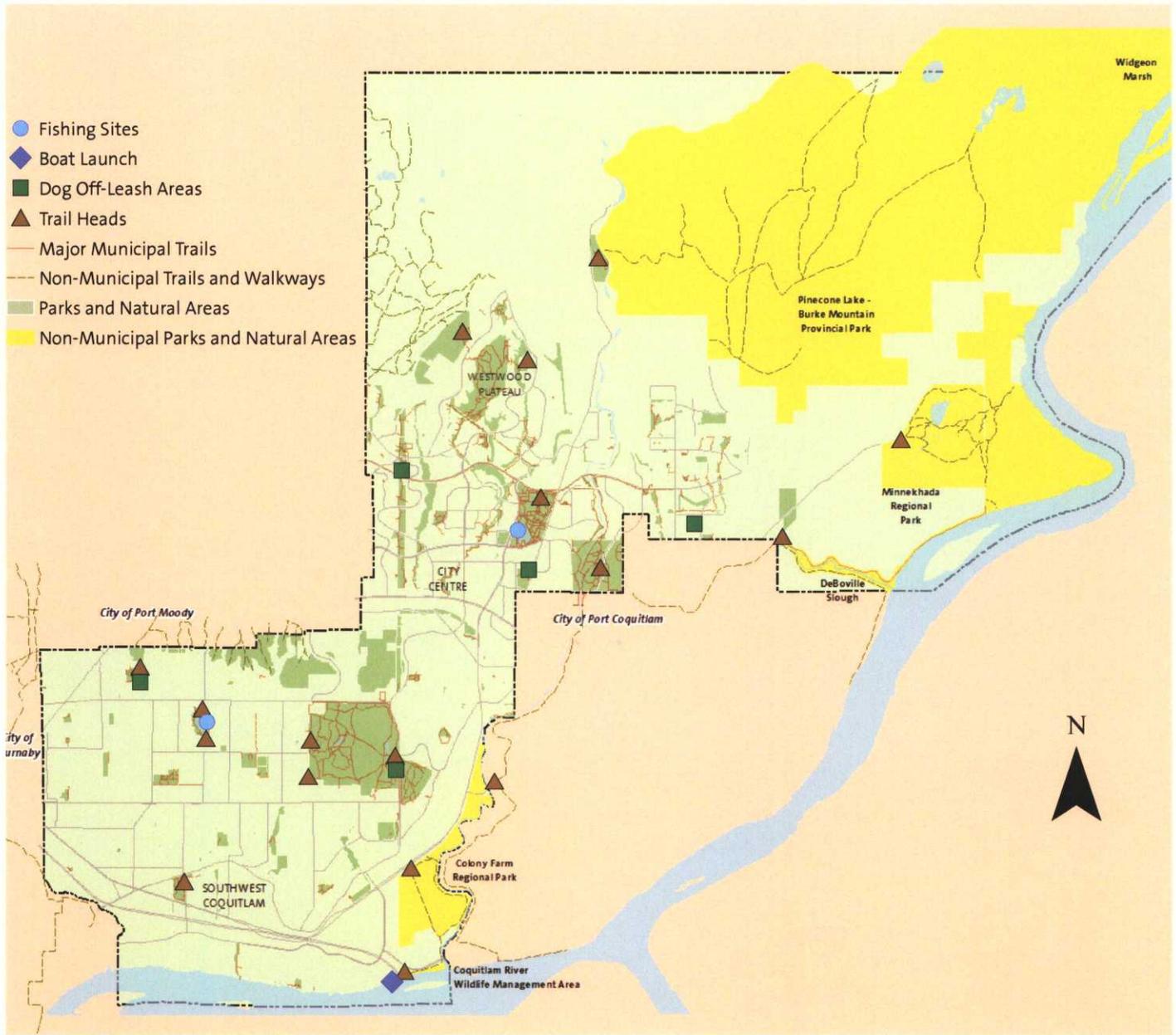
	2015 – 2019				2020 – 2024	2025 – 2029
Assets	Mundy Park Trails (\$) NE Trail Development (\$)	Leigh Park Off Road Cycling (\$) Riverview Forest Off Road Cycling Trails (\$)	Coquitlam Crunch Upgrades (\$) Pinnacle Ridge Trails (\$) Pedestrian Crossing of Upper Coquitlam River (\$)		Pitt River Access Implementation Upper Coquitlam River Park - Outdoor Recreation Hub Plan	Pitt River Access (\$) Gilley's Park and NE Trail Access (\$)
Service Delivery Model						
Programming	Adopt-a-Trail Volunteer Park Host Program Parks Infrastructure Assessment Plan	Parks Signage and Way-finding Implementation Parks Infrastructure Assessment Plan Implementation	NE Backcountry Trail Access Implementation			
Governance	Park Management Framework Mundy Forest Management Plan Park Signage and Wayfinding Strategy Coquitlam River Park Master Plan	Coquitlam Crunch Master Plan Parks Dog Strategy Coquitlam River Forest Management Plan Northeast Recreation Services Strategy	Parks Infrastructure Assessment Plan Implementation Coquitlam River Forest Management Plan Review and Update Off Road Cycling Strategy	Parks Washroom Strategy Outdoor Recreation Strategy Pitt and Fraser River Access Strategy Nature Services Feasibility Study	Capital Plan	Estimated Costs Dollars (millions)
				2015 - 2019	\$1.5	
				2020 - 2024	\$3	
				2025 - 2029	\$5.5	
				Total	\$10	
	<i>Capital figures are for new construction or major facility renovation only. Ongoing operating costs are funded separately.</i>					

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

MAP OF 2015 FACILITIES AND AMENITIES – OUTDOOR RECREATION



MAP OF 2020 FACILITIES AND AMENITIES – OUTDOOR RECREATION

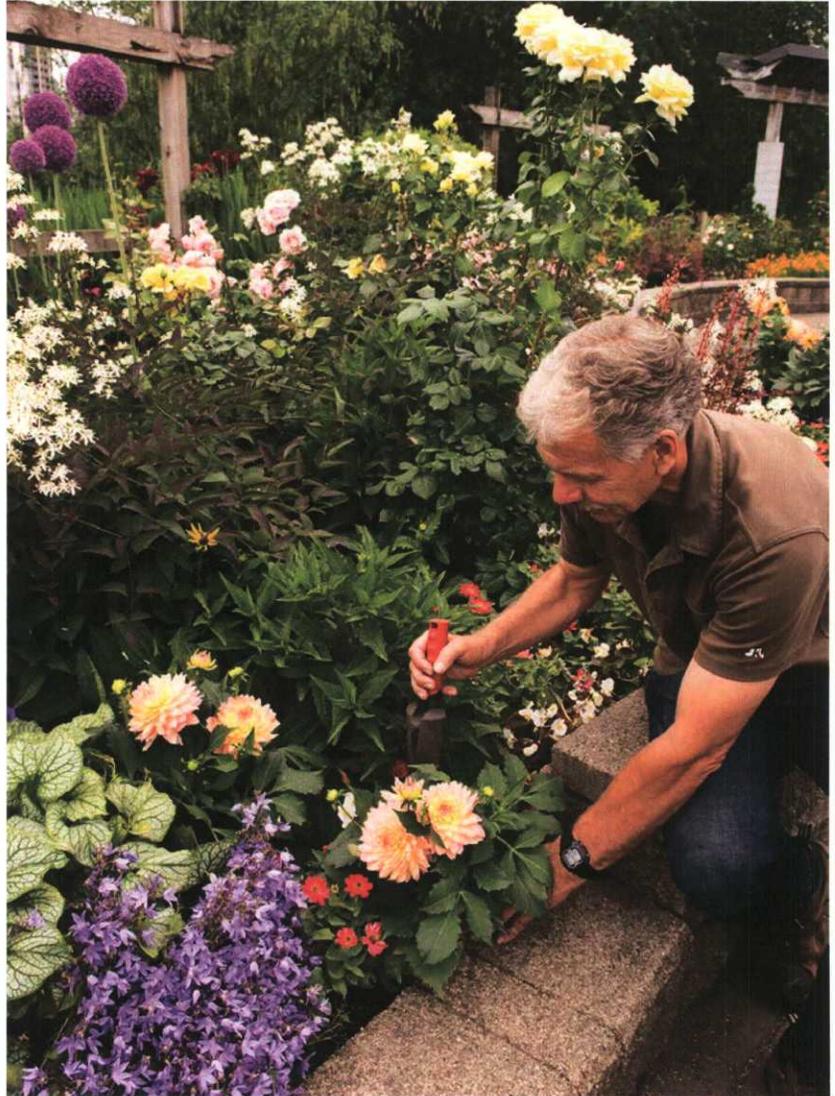


8.6 Community Beautification

Overview

Public realm landscape design and maintenance is a critical component of community identity, pride and vitality. Coquitlam's reputation as a desirable place to live and do business and its "brand identity" are supported by visually appealing and unique public realm landscape design. Urbanization is creating increased demand for natural retreats that hold visual and sensory appeal throughout the seasons.

The City has 12,500 specimen trees in parks and boulevards as well as 63,000 m² of horticulture plantings and 743,500 m² of lawn areas in parks, civic building landscapes, medians and boulevards. Street trees and specimen trees within parks bring nature into urban settings and provide visual relief in the midst of the increasingly dense urban setting. Destination gardens, arboretum and well-designed public landscapes support economic development and civic pride and diverse ethnic and cultural populations find common enjoyment of horticulture traditions. The City houses three community gardens – Burquitlam Community Garden, Dogwood Centennial Rose Garden, and Inspiration Garden at Town Centre Park. The Inspiration Garden provides gardening-based educational programming.



Recent surveys reveal a strong public interest in the creation of new garden areas in Coquitlam parks that can be enjoyed year around, will enhance the daily experience of local park users while providing a local experience for out of town visitors and tourists. As existing parks are renovated and new parks are designed across the city, opportunities for the creation of gardens will be considered a priority in order to deliver lush and beautiful park settings. All horticultural installations, including tree and shrub selections as well as annual and perennial plants, will be designed to maximise the visitor experience in all four seasons of the year.

OVERALL ASSESSMENT OF COMMUNITY BEAUTIFICATION - BASIC

The overall assessment of the Community Beautification service area is that the City is currently providing a Basic level of service. There are gaps in both assets and governance of this area.



ASSETS – COMMUNITY BEAUTIFICATION

Quality: Gap

Horticultural displays are in need of renovation and rejuvenation.

Quantity: Gap

There are no destination quality gardens or arboretum.

Capacity: Basic

There is limited capacity in existing community gardens.

SERVICE DELIVERY – COMMUNITY BEAUTIFICATION

City Direct: Basic

The City maintains gardens, trees and displays.

Private Partner: Gap

There are no private partners in this service area.

Community Partner: Enhanced

The City partners with Burquitlam Organic Community Garden Society and Fraser Pacific Rose Society.

PROGRAMMING – COMMUNITY BEAUTIFICATION

Reach: Basic

The City delivers introductory gardening skills programs. The Inspiration Garden engages volunteers and community partners in the delivery of learn-to-grow programs to youth and adults.

Quality: Basic

Aesthetically, the community beautification program is minimal.

Variety: Basic

Variety is limited.

GOVERNANCE – COMMUNITY BEAUTIFICATION

Plans and Strategies: Gap

There are no plans or strategies governing this area.

Policies: Gap

There are no policies governing this area.

Agreements: Basic

There are current operating agreements in place for both the Burquitlam Organic Community Garden and the Centennial Rose Garden. There are no overarching policies or strategies to provide direction for the planning, maintenance and future of this service area.

ISSUES, GOALS & ACTIONS

Key Issues – Community Beautification

- Coquitlam has no destination scale gardens or arboretum to provide community pride, economic development or tourism benefits.
- Sixty percent of the horticultural displays are within road rights-of-way, with only minor and dated displays within the parks themselves. The existing displays lack a design 'signature' that would support the Coquitlam brand identity.
- Trends are towards increasing interest in local food production and small space gardening for 24 -35 year olds but there is limited capacity in existing community gardens.
- Trees that were planted in city boulevards by homeowners have not been inventoried and are only maintained on a complaint-driven basis.

Goals & Objectives

- Consider opportunity for Community Beautification in the design of new park development and re-development
- Make use of civic horticultural design and destination gardens to support community pride, social inclusion and economic development/tourism and in support of the Coquitlam brand.
- Maintain a diverse tree collection in parks.

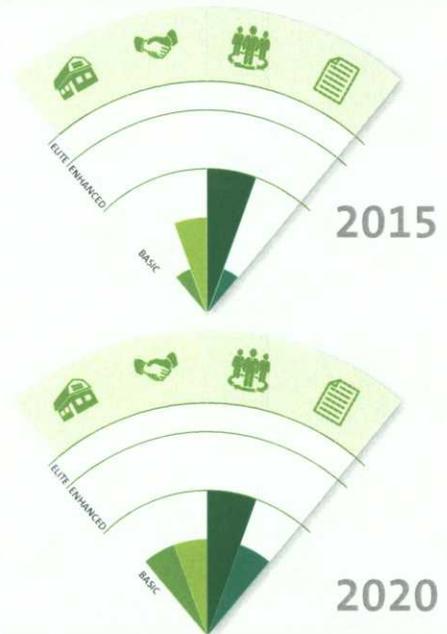
Actions for Community Beautification:

- Work with the development community to provide space for gardens and other public realm social spaces.
- Ensure that all horticultural elements are designed to deliver an enriched experience through the use of a diverse plant palette with 4 season appeal through colour, texture, fragrance, etc.
- Rejuvenate existing landscapes and design new ones to establish a unique Coquitlam design identity and enhance the experience of park visitors.
- Perform a landscape services review and establish and implement design guidelines for enhanced destination gardens.
- Inventory and create a management plan for “unplanned” trees within road allowances.
- Work with SD43 and other partners to promote the development and stewardship of community beautification, including ornamental gardens.
- Participate in the Communities in Bloom program to enhance community participation and civic pride.
- Identify high profile sites to be designated and developed as enhanced destination horticultural zones starting with the creation of a four season woodland garden around Lafarge Lake.
- Decommission low-value plantings in low-profile locations to redirect resources to higher priority sites.
- Explore opportunities to support the preservation of the Riverview Arboretum as a destination botanical garden open to the public.
- Develop a policy framework for the provision and management of community gardens within the City.
- Participate in Communities in Bloom
- Sustain and enhance the seasonal light display in Town Centre Park.
- Sustain and expand the reach of community engagement and park volunteer programs including Park Spark and Communities in Bloom.
- Develop a Park Host Program to engage volunteers in enhancing park experiences, delivering nature interpretation and strengthening a sense of community.

Community Beautification

Focus 2015-2020

To maintain the current basic service level and fill identified gaps by enhancing **Governance** through the completion of a variety of plans and strategies and improving **Assets** through the expansion of the Christmas light display at Lafarge Lake (as well as adding community beautification projects with new park development). These actions will make use of civic horticultural design, trees and destination gardens to support community pride, social inclusion and support the Coquitlam brand. The City will maintain **Programming** and community capacity through annual participation in Communities in Bloom, and delivery of the Park Spark program.



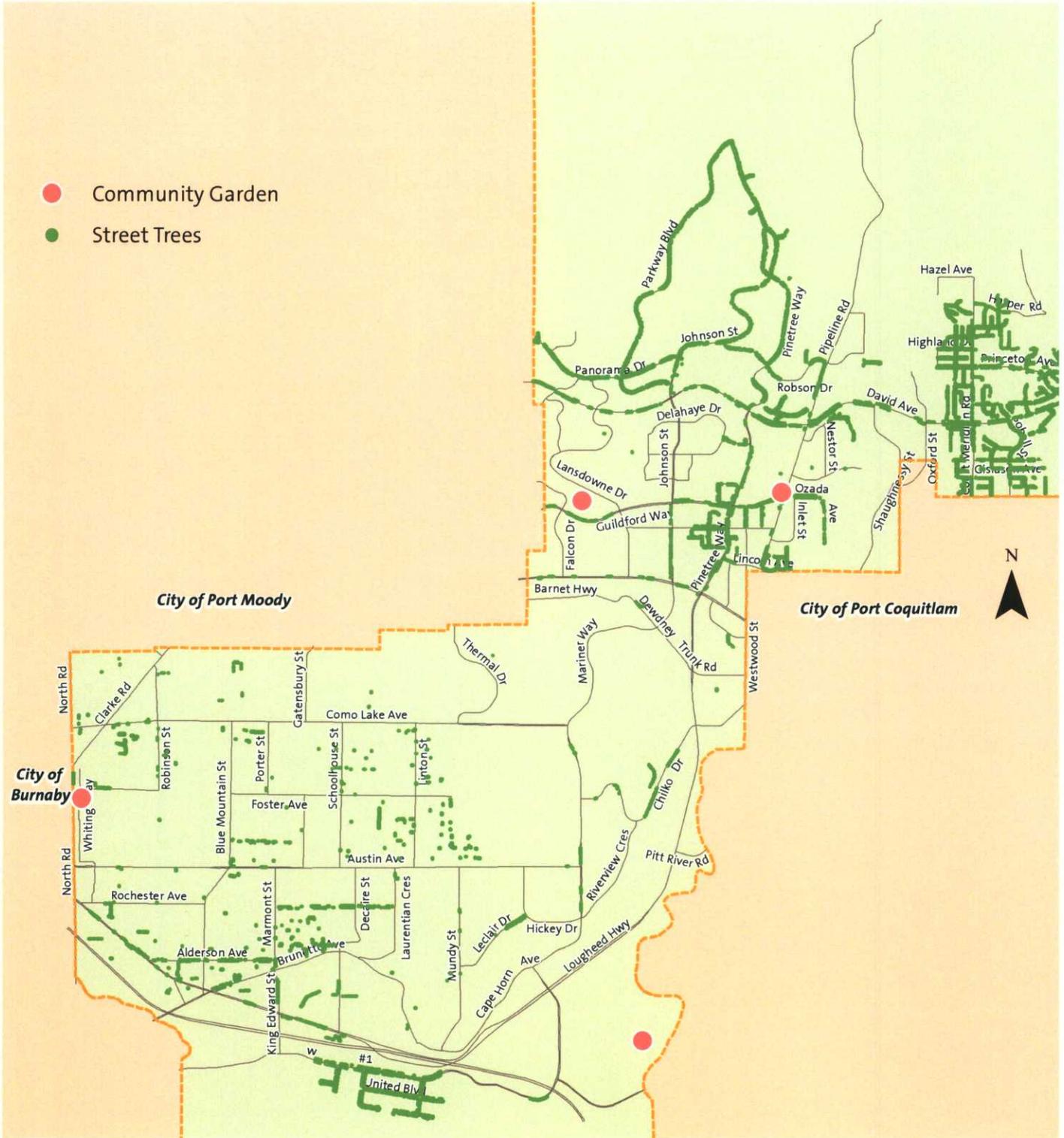
SUPPORTING DOCUMENTS

> Invasive Plant Management Strategy (2007)

	2015 – 2019			2020 – 2024	2025 – 2029
Assets	Expand Lafarge Lake Christmas light display (\$) New Park Development			Tree Canopy Cover Assessment and Strategy City-wide Urban Forest Management Plan	NE Recreation Complex and Urban Plaza (\$) Invasive Species Strategy Update
Service Delivery Model	Park Maintenance Swarming Implement new landscape operations Partner with developers to provide space for gardens	Plan for the future of Riverview Arboretum with Province			
Programming	Eagle Ridge Community Garden Participate in Communities in Bloom Park Spark Community Engagement	Bad Seed Program (ongoing) Park Gift Program Landscape Asset Condition Assessment Burke Mountain Community Garden	Burquitlam Community Garden Expansion		
Governance	Landscape Services Review Horticultural Brand/Design Irrigation & Drought Management Practices Review Activity Lawn/Passive Grass Maintenance Management Review	Develop Enhanced Horticultural Plan Develop advanced Horticultural Plan Inventory and Maintenance Plan for Road Allowance & Street Trees	Invasive Species Management Strategy Streetscape Maintenance Management Review Local Food Sustainability Policy - Community Gardens and Public Produce	Capital Plan	Estimated Costs Dollars (millions)
				2015 - 2019	\$0.3
				2020 - 2024	\$0.3
				2025 - 2029	\$0.3
				2030+	\$0.3
				Total	\$1.2
				<i>Capital figures are for new construction or major facility renovation only. Ongoing operating costs are funded separately.</i>	

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

MAP OF 2015 FACILITIES AND AMENITIES – COMMUNITY BEAUTIFICATION



8.7 Cemetery

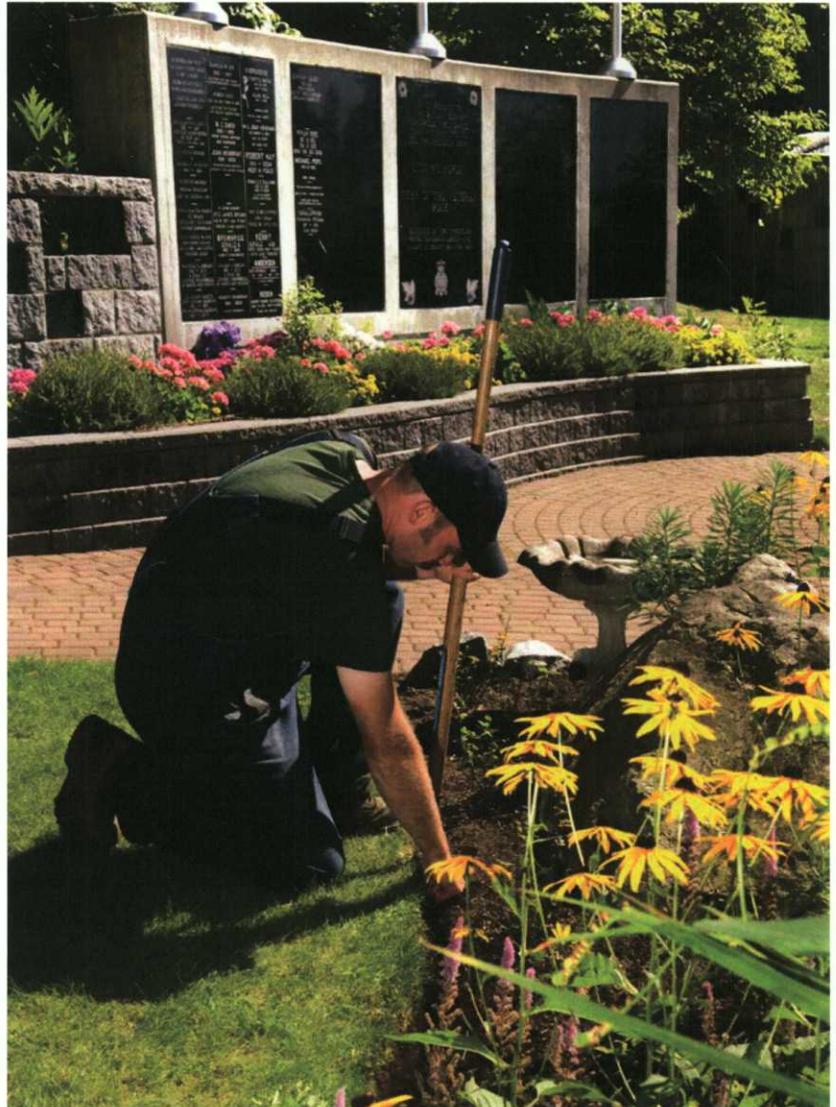
Overview

Robinson Memorial Park Cemetery is the only cemetery in Coquitlam that provides interment options for the general public. Within Metro Vancouver, there are 15 municipally operated cemeteries, 4 privately operated cemeteries, and 6 faith-based cemeteries.

Robinson Memorial Park Cemetery offers the following services:

- Full burial in traditional lawn plot.
- Full burial in the Cedar or Oak Gardens.
- Cremated remains interments in ground.
- Cremated remains interments in columbarium wall.
- Boulder memorial interment of cremated remains.
- Scattering of cremated remains.

The City has operated the Robinson Memorial Park Cemetery since 1935. The site is approximately 8.5 acres with 1.5 acres designated as a Memorial Forest. It operates on a cost-recovery basis and offers a range of services from full burial to the interment or scattering of cremated remains. The 1997 cemetery business plan provided direction for the maximization of the site, which is anticipated to run out of space for full burials in the next 10 to 15 years.



OVERALL ASSESSMENT OF CEMETERY - BASIC

The overall assessment of the Cemetery service area is that the City is currently providing a Basic level of service. While the City provides an enhanced level of variety in the types of burials and interments, the current cemetery is reaching capacity and requires some long-term planning.



ASSETS - CEMETERY

Quality: Basic

Robinson Memorial is a basic level municipal cemetery.

Quantity: Basic

One municipal cemetery is provided in the City.

Capacity: Gap

The 80-year-old Cemetery has limited remaining inventory and land base, particularly as it relates to full burials.

SERVICE DELIVERY - CEMETERY

City Direct: Basic

The City provides cemetery services.

Private Partner: N/A

There are no private partners in this service area.

Community Partner: N/A

There are no community partners in this service area.

PROGRAMMING - CEMETERY

Reach: Basic

Cemetery services are only offered to current or past Coquitlam residents. Interment fees at the Cemetery are comparable to other municipal cemeteries and considerably lower than private cemeteries.

Quality: Basic

The quality of the municipal cemetery services is consistent with other communities.

Variety: Enhanced

There are a full range of cemetery services offered including full burial and interment of cremated remains in-ground, in a columbarium wall or in the memorial garden.

GOVERNANCE - CEMETERY

Plans and Strategies: Basic

The City completed a Business Plan for the Cemetery in 1997 that led to the redevelopment of the site from a traditional lawn cemetery to one that now offers a broader range of interment offerings. The plan is due for an update.

Policies: Basic

The BC Cremation, Interment and Funeral Services Act (2004) and the Cemetery Services Bylaw 4188 (2011) guide this service area.

Agreements: N/A

There are no agreements in this service area.

ISSUES, GOALS & ACTIONS

Key Issues - Cemetery

- The Cemetery provides low-cost interment options but competes with the private sector.
- The ultimate inventory of full burial sites will be sold out in 10-15 years even with further expansion.

Goals & Objectives

- To provide a full range of cemetery services for Coquitlam residents, including full burials and cremated remains interment options.

Actions for Cemetery:

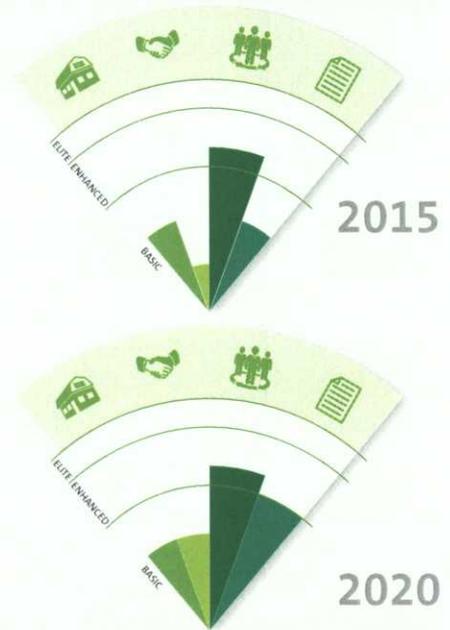
- Continue to provide Cemetery Services to Coquitlam residents.
- Develop a Cemetery Services Plan, including identification of an additional cemetery location and plan to develop it in time for interments in a 10-year time frame.
- Engage the Provincial Government to review a potential role for Coquitlam in the future of the Riverview Lands cemetery.



Cemetery

Focus 2015-2020

To improve the current basic service level and by filling identified gaps through the completion of **Governance** documents such as the Cemetery Plan, expansion of Cemetery **Assets** to keep pace with community growth, and develop a plan for the future **Service Delivery Model** including the Riverview Cemetery.



SUPPORTING DOCUMENTS

> Cemetery Strategy (2002)

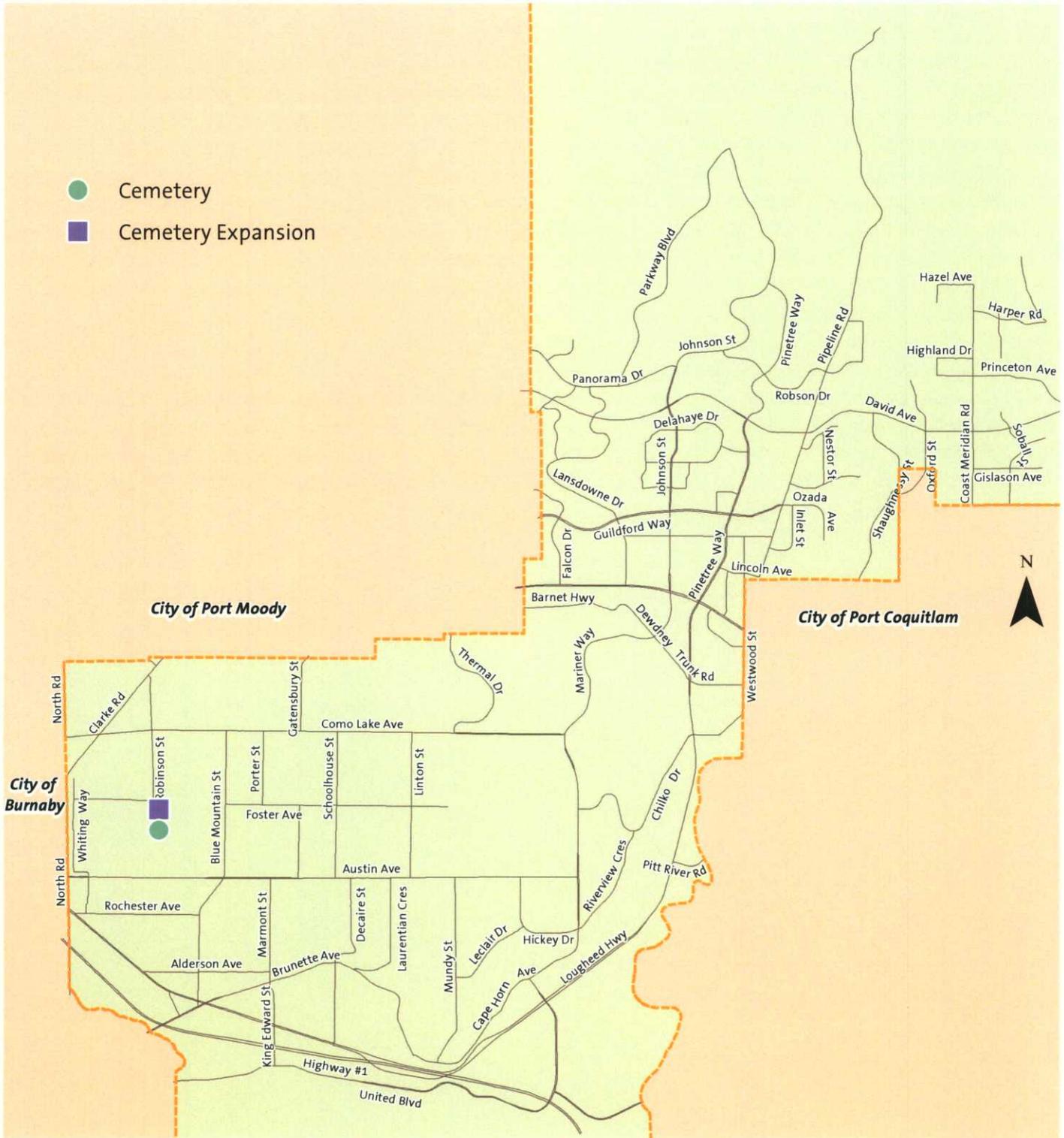
> Provincial Cremation, Interment and Funeral Services Act

	2015 – 2019	2020 – 2024	2025 – 2029
Assets	Robinson Park Cemetery Expansion/Optimization (\$)	New Cemetery (\$)	
Service Delivery Model	Plan for the Future of Riverview Cemetery with Province		
Programming	Parks Infrastructure Assessment Plan Implementation		
Governance	New Inventory and Accounting System Cemetery Strategic Plan Update	Park Infrastructure Assessment Cemetery Strategic Plan Update Cemetery Services Operational Review	Irrigation & Drought Management Practices Review
		Capital Plan 2015 - 2019 2020 - 2024 2025 - 2029 Total	Estimated Costs Dollars (millions) \$2.5 \$5 \$0 \$7.5

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

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

MAP OF 2020 FACILITIES AND AMENITIES - CEMETERY



9 Arts & Culture Service Areas

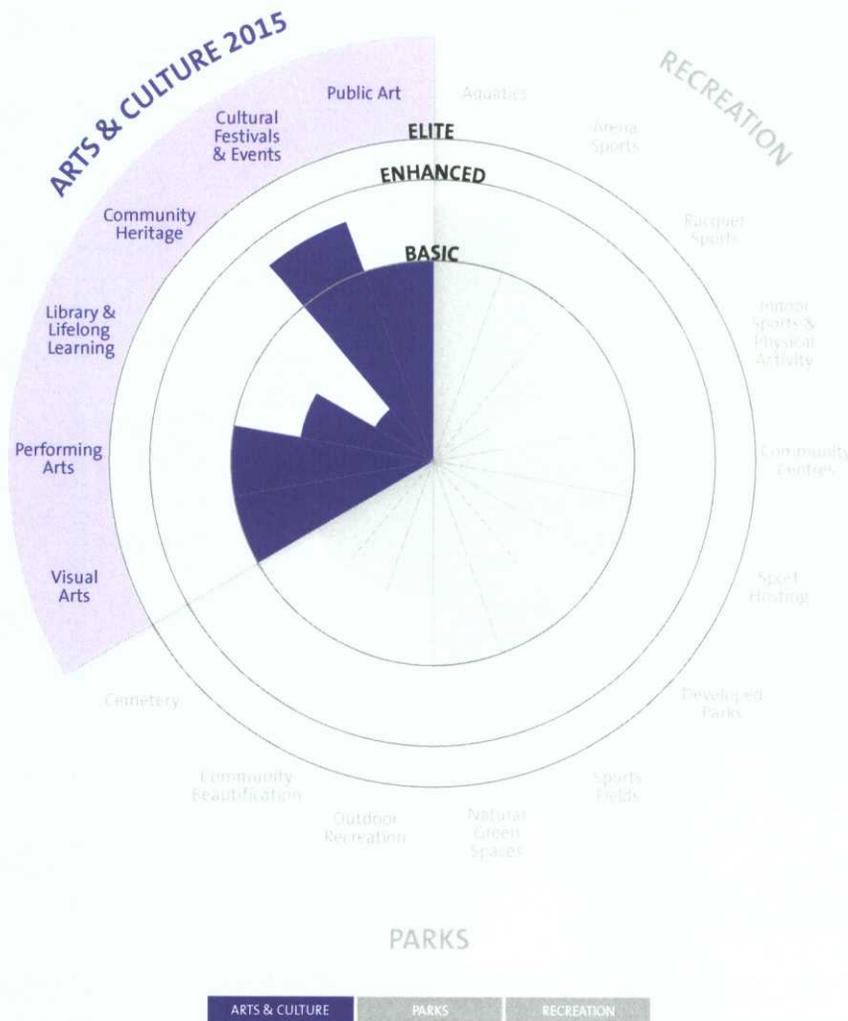
9.1 Introduction

For the purposes of this document, the arts, culture and heritage service areas include facility assets and programs in visual arts, performing arts, literacy and learning, community heritage, cultural festivals and events and public art.

Evergreen Cultural Centre and Place des Arts are the primary facilities that offer space for formal and informal exhibition/display space, education and creation spaces, with limited areas for storage and collections.

Currently, the City delivers arts, culture and heritage programs in two ways. In one instance, the City acts as a direct provider and offers a small number of introductory level skill development programs (i.e. learn to paint, ballroom dance, theatre, choir, etc.) through its community centres and Pavilions. In the second, the City operates as a "Patron," giving direct funding to not-for-profit agencies to deliver service, with limited control or input into programming (i.e. Place des Arts, Evergreen Cultural Centre, Mackin House and libraries).

The Arts, Culture and Heritage Strategic Plan, will provide a single overarching plan to fully define and coordinate all arts, culture and community heritage goals, initiatives.



9.2 Visual Arts

Overview

Visual Arts spaces include art galleries, art collections, art storage, program and educational areas and art display spaces. (It does not include display of heritage collections as these are included in the service area "Community Heritage".) Evergreen Cultural Centre and Place des Arts provide the majority of visual arts services, with introductory and recreational level visual arts programs also offered in City run community centres and pavilions to both adults and children.

Evergreen Cultural Centre houses a formal exhibition space for all media. Mandated as a Class A Gallery, it presents an average of eight exhibitions per year. Shows range from works by international and regional to local artists, as well as a visual art collection to loan for education purposes. The centre has limited storage capacity to accept donations or build collections.

Educational programming specific to the galleries and creative labs in a variety of media are offered in an extensive school program. Public programming includes free family day events in the gallery, art camps during spring break and summer and a few visual arts programs for children and adults.



Place des Arts facility includes three informal gallery spaces and an artisan shop. Offering approximately 650 square feet of space for 2D and 3D works and featuring the work of emerging artists, the centre presents up to 25 solo and group exhibitions each year and an annual student exhibition. The facility also has several dedicated and multi-purpose spaces used for an array of visual arts programs including pottery, fibre arts, drawing, painting, mixed media, cartooning, animation and digital photography, for ages ranging from 3 years to adult and from introductory to advanced levels. Place des Arts has no capacity to accept donations or collections.

Art displays are also in civic buildings including City Hall, community centres and libraries, as well as schools, colleges and private venues such as Hard Rock Casino and Coquitlam Centre Mall. A new computer lab is located at City Centre library and woodworking and craft workshop spaces are housed in the Dogwood and Glen Pine Pavilions.

To better understand the community needs in the areas of Arts, Culture and Heritage, an in depth study has now been performed and a long-term strategy that identifies opportunities for improvement and a plan for the future provision of this service area is being implemented.

OVERALL ASSESSMENT OF VISUAL ARTS - BASIC

The overall assessment of the Visual Arts service area is that the City is currently providing a Basic level of service. While the quality of the facilities and programming are enhanced, there are gaps in service delivery, notably introductory or 'learn-to' programming for all ages. Moreover, there is lack of coordination across the service providers.



ASSETS – VISUAL ARTS

Quality: Enhanced

Evergreen Cultural Centre has a Class “A” gallery and Place Des Arts includes three informal gallery spaces. Art displays are also in civic buildings including City Hall, community centres and libraries, as well as schools, colleges and private venues such as Hard Rock Casino and Coquitlam Centre Mall.

Quantity: Basic

The quantity of assets allocated to arts and culture programming is enhanced.

Capacity: Basic

There is limited space for local artists to produce and exhibit. While Evergreen Cultural Centre Arts Gallery has a mandate as a Class A Gallery, it holds local exhibits for school students once per year. Place des Arts has limited space to provide opportunities for emerging artists. Facilities for traditional photography, film, new media arts and storage space are limited.

SERVICE DELIVERY – VISUAL ARTS

City Direct: Gap

There are minimal direct city services.

Private Partner: Gap

There are no private partners.

Community Partner: Basic

Primary service delivery is through Evergreen Cultural Centre and Place des Arts.

PROGRAMMING – VISUAL ARTS

Reach: Basic

Planning and delivery of visual arts is not coordinated city-wide. Community centres have limited arts programs as recreational opportunities and display space is available in both Pavilions. Gaps exist in provision of creative recreational or introductory arts programming through the municipality.

Quality: Enhanced

Coquitlam offers high quality programming compared to municipalities of the same size. Through Evergreen and Place des Arts, the ability to provide programs and services in the area of visual arts is enhanced.

Variety: Enhanced

Coquitlam offers a good variety of programming for a city of its size.

GOVERNANCE – VISUAL ARTS

Plans and Strategies: Gap

The ACHSP and its associated goals and actions will provide a clearer direction for the City to support this service area.

Policies: Basic

The updated Allocation Policy clarifies the role of the City to provide programming to meet the needs of the broader community.

Agreements: Gap

The non-profit organizations lease and operate civic facilities, but no service agreements are in place for meeting city priorities and community needs.

ISSUES, GOALS & ACTIONS

Key Issues – Visual Arts

- No coordination of programs and service across the service delivery model.
- Demand and need has not yet been identified for services and supporting infrastructure.
- Facilitation in the areas of arts and culture requires support and leadership from the City and needs to identify and build on existing strengths.

Goals & Objectives

- Develop the City's Leadership Role
 - Stronger Coordination, Collaboration and Communication
 - Focus on Marketing and Promotion of Cultural Resources
 - Integrate Cultural Resources across a Wide Range of Planning and Policy Priorities
- Build Community Capacity
 - Respond to the Cultural Aspirations of Diverse Communities
 - Meet the needs of Youth
 - Strengthen Neighbourhood Cultural Development
- Leverage Culture for Economic and Community Benefit
 - Support Local and Regional Economic Development
 - Develop a Critical Mass of Cultural Facilities and Programs in the City Centre
- Plan Major Cultural Facility Needs
 - Optimize City-Owned Buildings and Spaces
 - Plan for the Future Facility Requirements of Place Des Arts

Actions for Visual Arts:

See Actions identified in the Arts, Culture and Heritage Strategic Plan (2017) including the following "Short Term" Actions:

- Annual Cultural Summit – Convene an Annual Cultural Summit to support communication and collaboration across the cultural sector.
- Service Agreements – Establish Service Agreements with the City's major service delivery partners to ensure alignment of these organizations' programs and services with City plans and priorities.
- Cultural Programming Coordination – Improve awareness and understanding of the range of cultural programs and activities, and their relationship to evolving community needs.
- Tri-City Collaboration – Strengthen collaboration in cultural development across the Tri-City area.
- Diversity and Interculturalism – Increase diversity and interculturalism in programming delivered by the City and its major service delivery partners.
- Visual Arts Display Space – The lack of visual arts display space should be addressed through increasing display space in civic facilities such as community centres.
- Facilities Assessment – Prior to decisions regarding new cultural facilities, undertake a thorough assessment of physical spaces, building condition and equipment for all City-owned cultural buildings.
- Innovation Centre – Engage a specialized consultant to do a feasibility analysis of the Innovation Centre.

In addition to the action items in the Arts, Culture and Heritage Strategic Plan, the following actions are applicable to this service area:

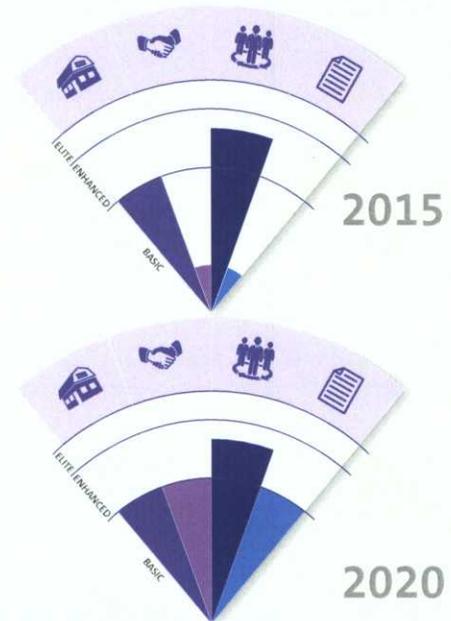
- Explore funding opportunities from other levels of government to support the renovation and expansion of program and exhibit space.
- Start planning for infrastructure and facility needs to address the long-term requirements of both the City delivered services and those delivered through cultural organizations. Planning should be initiated to determine the long-range cultural programming demand and the facilities required to support those services.
- Strive to integrate culture into all planning processes, including land use planning, economic development, tourism, and planning for new civic facilities.
- Evaluate the potential to establish communal work spaces/facilities and live/work spaces to attract individuals working in the creative cultural sector
- Improve the recruitment and retention of volunteers



Visual Arts

Focus 2015-2020

To maintain the current basic service level, fill identified gaps, and plan and build for the future through the implementation of the Arts, Culture and Heritage Strategic Plan, Cultural Facilities Assessment & Service Agreements, the Innovation Centre Feasibility Study, adding visual arts display space to current civic facilities, and the new Annual Cultural Summit. These initiatives will enhance the **Governance, Programming** and **Service Delivery Model** in this service area.



SUPPORTING DOCUMENTS

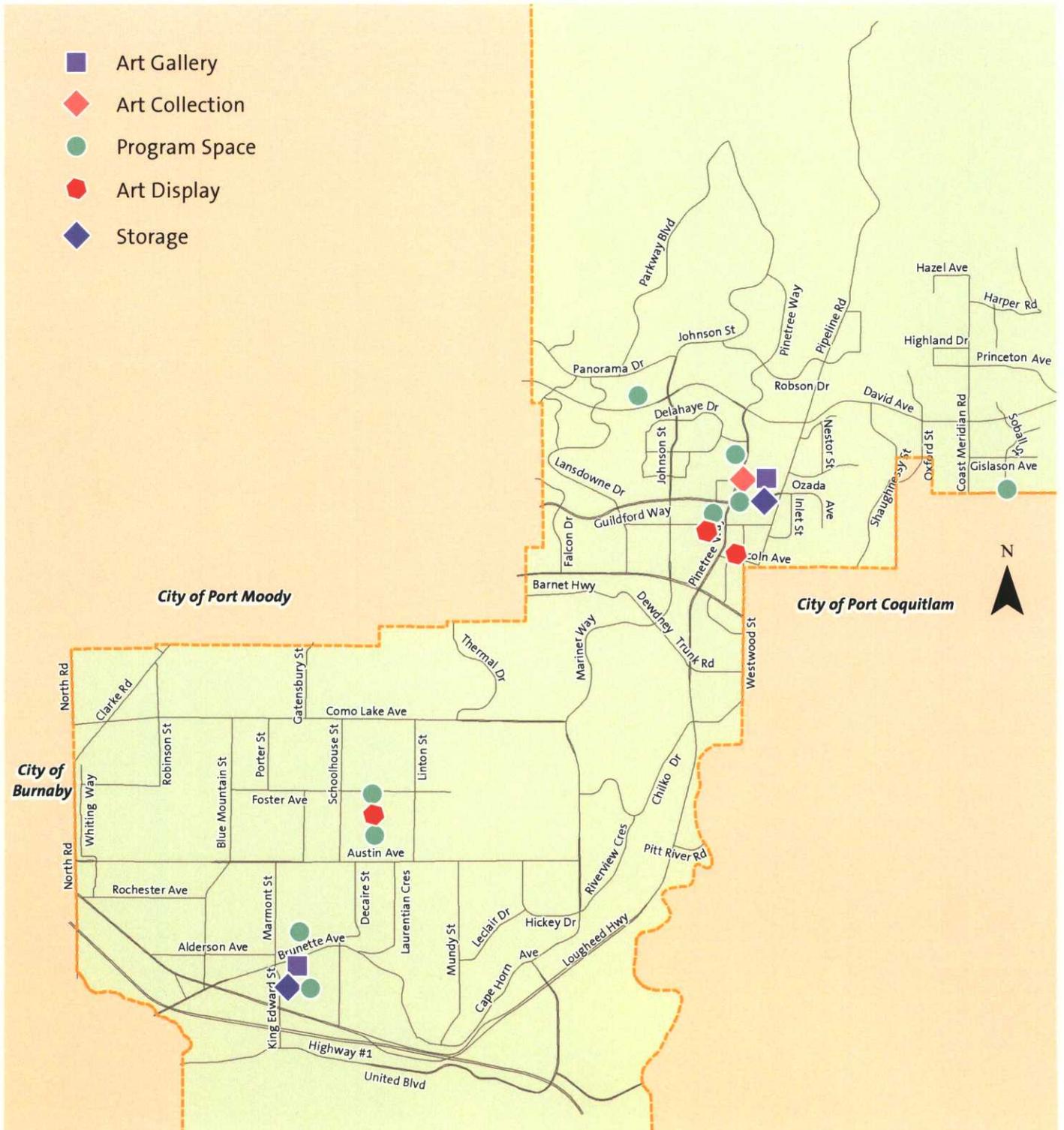
- > Arts, Culture and Heritage Strategic Plan (2015)
- > Facilities Lifecycle Report (2012+2013)

	2015 – 2019			2020 – 2024	2025 – 2029										
Assets	New Maillardville Community Centre (\$)			Potential Cultural Facility Renovation/Development (\$)	NE Recreation Complex (\$)										
Service Delivery Model	Develop Cultural Service Provider Agreements SD43 Master Joint Use Agreement	Cultural Facilities Assessment Maillardville Recreation Service Provider Agreement	City-wide Cultural Facilities Plan Cultural Service Provider Agreement Implementation	Annual Cultural Summit NE Recreation Complex Planning	Annual Cultural Summit Evergreen Cultural Centre Facility Assessment Arts, Culture And Heritage Strategic Plan Review										
Programming	Coquitlam 125 Kaleidoscope Arts Festival	Recreation Program Departmental Policy Implementation Annual Cultural Summit	Cultural Facility Visual Arts Display Assessment												
Governance	Arts, Culture And Heritage Strategic Plan Allocation Policy Review Recreation Program Departmental Policy Maillardville Recreation Service Provider Agreement Place Des Arts Facility Assessment	Innovation Centre Facility Assessment Explore Opportunities For Visual Arts Display Spaces Maillardville Recreation Facility Planning Tri-Cities Youth Strategy Explore Live/Work Artists Studio Spaces	Explore Communal Working Spaces Tri-Cities Youth Strategy NE Recreation Complex Planning Poirier West Master Plan Review												
					<table border="1"> <thead> <tr> <th>Capital Plan</th> <th>Estimated Costs Dollars (millions)</th> </tr> </thead> <tbody> <tr> <td>2015 - 2019</td> <td>\$1.35</td> </tr> <tr> <td>2020 - 2024</td> <td>\$12.5</td> </tr> <tr> <td>2025 - 2029</td> <td>\$1</td> </tr> <tr> <td>Total</td> <td>\$14.85*</td> </tr> </tbody> </table>	Capital Plan	Estimated Costs Dollars (millions)	2015 - 2019	\$1.35	2020 - 2024	\$12.5	2025 - 2029	\$1	Total	\$14.85*
Capital Plan	Estimated Costs Dollars (millions)														
2015 - 2019	\$1.35														
2020 - 2024	\$12.5														
2025 - 2029	\$1														
Total	\$14.85*														
* Visual & Performing Arts Capital and operating amounts are combined. Value shown is 1/2 of total.															
Evergreen Cultural Centre + Place des Arts Operating Grant															
					\$813,683										
					\$857,835										
					\$824,492										
					\$836,859										
					\$849,412										
Capital figures are for new construction or major facility renovation only. Ongoing operating costs are funded separately.															
* 2017-2019 Operating figures are projections															

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

MAP OF 2015 FACILITIES AND AMENITIES – VISUAL ARTS

- Art Gallery
- ◆ Art Collection
- Program Space
- Art Display
- ◆ Storage



9.3 Performing Arts

Overview

The City provides base funding for performing arts program offered at Evergreen Cultural Centre and Place des Arts. Performing arts programming is also offered at community centres and the pavilions, and data shows an increasing trend in registrations for this type of programming.

Evergreen Cultural Centre houses a flexible black box theatre with multiple configurations, including cabaret style suitable for theatrical or musical productions or seminar. Evergreen presents a full season of professional live performances packaged in a variety of series including theatre, comedy/variety, dance, music, indie and family. The theatre is available to rent to businesses, non-profits and amateur performance groups. Maximum capacity ranges from 180 to 257. The facility also includes a large rehearsal studio equipped with dance barres and a sprung floor and is rented out year round by over 15 local groups for rehearsal or public programs including music, dance and theatre. Evergreen also offers some of its own theatre arts programming for schools and public.



- Place des Arts has a large multi-purpose room, the Leonore Peyton Salon (LPS), equipped with lighting and sound systems, which can accommodate up to 100 seats. Place des Arts presents an annual faculty performance series, an artist talk series and a variety of events and performances throughout the year. When space is available it is rented out to community groups and businesses.
- Performance stages and seating for 240 (indoor) and 360 (outdoor) are located at the Dogwood and Glen Pine Pavilions and are often underutilized.
- Performances (choir, drama, dance, workshops) are offered throughout the year at community centres and the pavilions.
- Hard Rock Theatre is a privately owned multi-purpose gala theatre-seating venue with a capacity of over 1,000 seats and dining, casino, and facility rentals. It provides professional musical, comedy acts, and fundraising events.
- Other assets not owned by the City that are available to the community include theatres in churches and schools.

OVERALL ASSESSMENT OF PERFORMING ARTS – BASIC

The overall assessment of the Performing Arts service area is that the City is currently providing a Basic level of service. While the quality of the facilities is enhanced, there are gaps in capacity, programming reach and overall coordination of programming and service delivery.

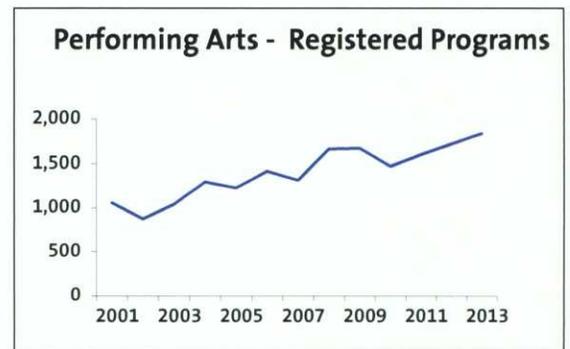


Figure 18: Registration Data for Performing Arts Programs



ASSETS – PERFORMING ARTS

Quality: Enhanced

Evergreen Cultural Centre houses a flexible black box theatre. Place des Arts has a large multi-purpose room, the Leonore Peyton Salon (LPS). Performance stages and seating for 240 (indoor) and 360 (outdoor) are located at the Dogwood and Glen Pine Pavilions and are often underutilized. Performances may also be held throughout the year at community centres and the Pavilions.

Quantity: Basic

No space for entry-level participation or emerging artists/art groups. Inadequate storage space.

Capacity: Gap

Minimal basic venues with limited seating capacity for larger events. Place des Arts lacks the proper performance facilities to accommodate student performances and productions and rents space at Evergreen Cultural Centre, Terry Fox and Millside Centre to accommodate its growing dance and theatre programs. Venues in Pavilions and other facilities not fully utilized.

SERVICE DELIVERY – PERFORMING ARTS

City Direct: Gap

Gaps in provision of introductory performance arts programming by the municipality.

Private Partner: n/a

Community Partner: Enhanced

Primary service delivery is through Evergreen Cultural Centre and Place Des Arts.

PROGRAMMING – PERFORMING ARTS

Reach: Gap

Planning and delivery of performing arts is not coordinated city-wide. Performing artists do not have regular or affordable opportunities to practice and perform. Limited availability of inexpensive places to rehearse, teach or perform. Lack of operational support for small arts organizations.

Quality: Enhanced

High quality programs are ensured through the City's High Five standards and the level of instruction accessed through partnerships.

Variety: Enhanced

Gaps in provision of creative recreational or introductory arts programming that are accessible and affordable. Pavilions have some arts programs as recreational opportunities.

GOVERNANCE – PERFORMING ARTS

Plans and Strategies: Gap

The ACHSP and its associated goals and actions will provide a clearer direction for the City to support this service area.

Policies: Basic

The updated Allocation Policy extends priority to the City to provide programming in City facilities to meet the needs of the broader community.

Agreements: Gap

Non-profit organizations lease and operate civic facilities but no service agreements are in place.

ISSUES, GOALS & ACTIONS

Key Issues – Performing Arts

- No coordination of programs and service across the service delivery model.
- Demand and need has not yet been identified for services and supporting infrastructure.
- Performance and dedicated practice space for emerging artists does not meet the demand.
- Facilitation in the areas of arts and culture requires support and leadership from the City and needs to identify and build on existing strengths.

Goals & Objectives

- Develop the City's Leadership Role
 - Stronger Coordination, Collaboration and Communication
 - Focus on Marketing and Promotion of Cultural Resources
 - Integrate Cultural Resources across a Wide Range of Planning and Policy Priorities
- Build Community Capacity
 - Respond to the Cultural Aspirations of Diverse Communities
 - Meet the needs of Youth
 - Strengthen Neighbourhood Cultural Development
- Leverage Culture for Economic and Community Benefit
 - Support Local and Regional Economic Development
 - Develop a Critical Mass of Cultural Facilities and Programs in the City Centre
- Plan Major Cultural Facility Needs
 - Optimize City-Owned Buildings and Spaces
 - Plan for the Future Facility Requirements of Place Des Arts
 - Review the Long-Term Need for a Larger Theatre

Actions for Performing Arts:

See Actions identified in the Arts, Culture and Heritage Strategic Plan (2017) including the following "Short Term" Actions:

- Annual Cultural Summit – Convene an Annual Cultural Summit to support communication and collaboration across the cultural sector.
- Service Agreements – Establish Service Agreements with the City's major service delivery partners to ensure alignment of these organizations' programs and services with City plans and priorities.
- Cultural Programming Coordination – Improve awareness and understanding of the range of cultural programs and activities, and their relationship to evolving community needs.
- Tri-City Collaboration – Strengthen collaboration in cultural development across the Tri-City area.
- Diversity and Interculturalism – Increase diversity and interculturalism in programming delivered by the City and its major service delivery partners.
- Facilities Assessment – Prior to decisions regarding new cultural facilities, undertake a thorough assessment of physical spaces, building condition and equipment for all City-owned cultural buildings.
- Innovation Centre – Engage a specialized consultant to do a feasibility analysis of the Innovation Centre.

In addition to the action items in the Arts, Culture and Heritage Strategic Plan, the following actions are applicable to this service area:

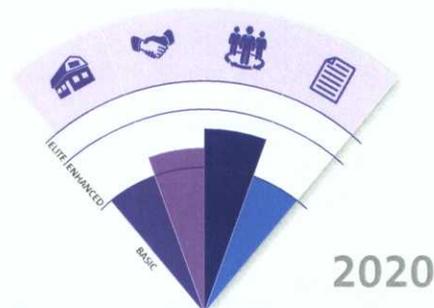
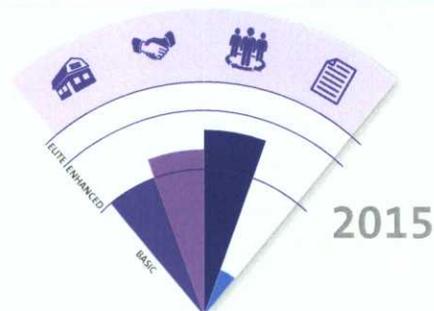
- Determine the policies and plans needed to expand the arts presentation, production and rental use of the facilities at community centres to support community and professional arts events.
- Consider the implementation of a once a month opportunity to profile cultural and entertainment experiences and amenities.
- Explore opportunities and arrangements with School District 43 and Douglas College to access school theatre space for service delivery.
- Confirm the need for and prioritize the performance/recital additions at Place des Arts and expansion of Evergreen Centre in the arts, culture and heritage facility strategy and engage the Boards of Directors to seek support and funding opportunities from other levels of government.
- Start planning for infrastructure and facility needs to address the long-term requirements of both the City delivered services and those delivered through cultural organizations. Planning should be initiated to determine the long-range cultural programming demand and the facilities required to support those services.
- Celebrate local artists by identifying new funding for feature performances such as potential sponsorships.
- Include arts program consideration in all new facility planning particularly in the Northeast area.
- Strive to integrate culture into all planning processes, including land use planning, economic development, tourism, and planning for new civic facilities.
- Evaluate the potential to establish facilities and spaces to attract individuals working in the creative cultural sector
- Improve the recruitment and retention of volunteers



Performing Arts

Focus 2015-2020

To maintain the current basic service level, fill identified gaps, and plan and build for the future by strengthening **Governance** through the implementation of the Arts, Culture and Heritage Strategic Plan, Cultural Facility Assessment & Service Agreements, and the new Annual Cultural Summit. Completion of the performance plaza at Lafarge Lake will add a much needed outdoor performance **Asset** which will support this service area as well as Festivals and Events in meeting current community demand in **Programming**.



SUPPORTING DOCUMENTS

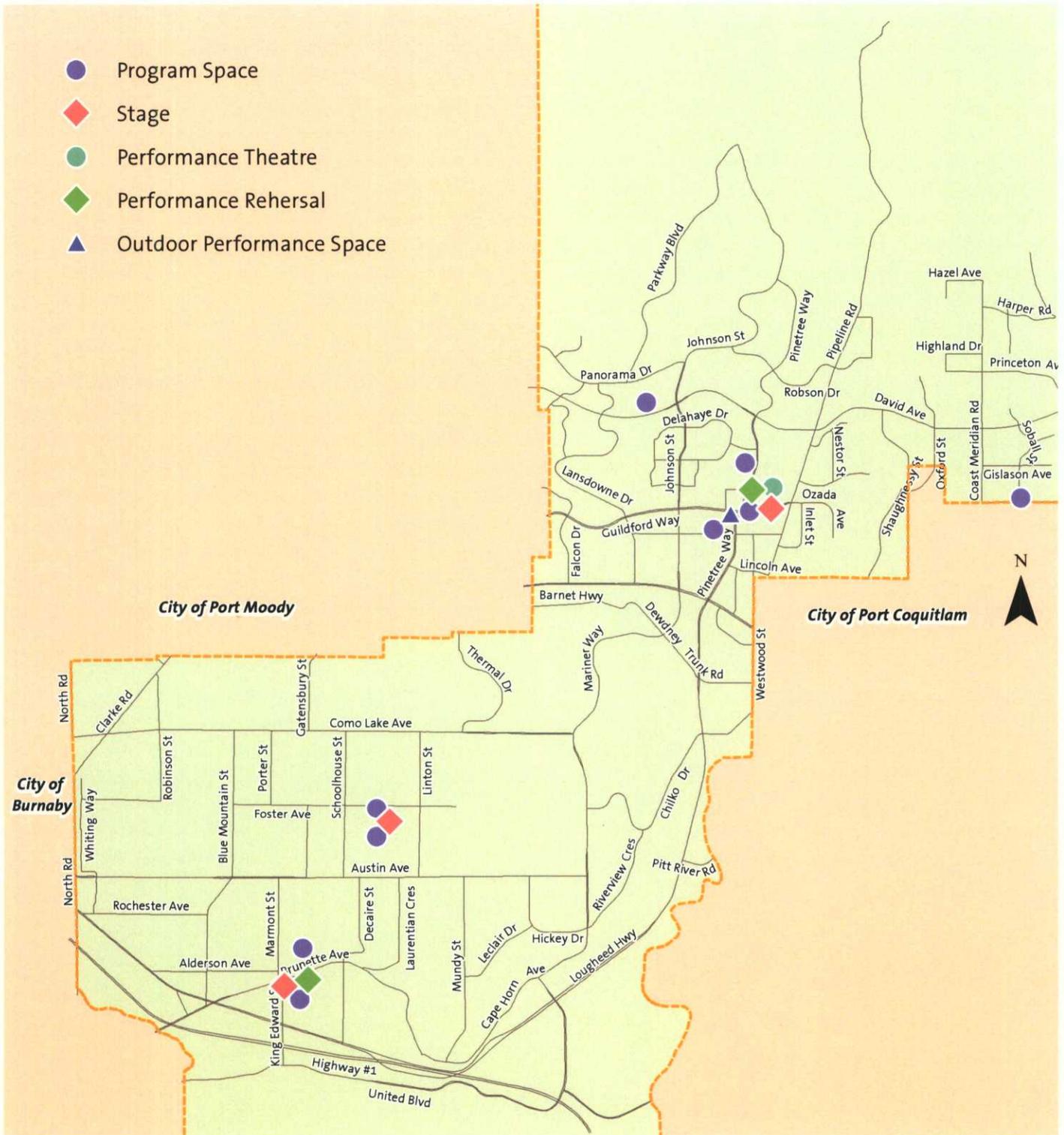
> Cultural Services Plan (2010)

> Arts, Culture and Heritage Strategic Plan (2015)

	2015 – 2019			2020 – 2024	2025 – 2029
Assets	Town Centre Park Plaza	New Maillardville Community Centre (\$)		<ul style="list-style-type: none"> Potential Cultural Facility Renovation/ Development (\$) Annual Cultural Summit NE Recreation Complex Planning 	<ul style="list-style-type: none"> NE Recreation Complex (\$) Annual Cultural Summit Arts, Culture and Heritage Strategic Plan Review Evergreen Cultural Centre Facility Assessment
Service Delivery Model	SD43 Master Joint Use Agreement Cultural Facilities Assessment	Cultural Service Provider Agreement Development City-wide Cultural Facilities Plan	Cultural Service Provider Agreement Implementation 		
Programming	Coquitlam 125 Kaleidoscope Arts Festival	Recreation Program Policy Implementation	Annual Cultural Summit 		
Governance	Allocation Policy Review Arts, Culture and Heritage Strategic Plan Recreation Program Departmental Policy New Allocation Procedures Place des Arts Facility Assessment	Innovation Centre Facility Assessment Maillardville Recreation Facility Planning Tri-Cities Youth Strategy NE Recreation Complex Planning	Poirier West Master Plan Review 		
				Capital Plan	Estimated Costs Dollars (millions)
				2015 - 2019	\$1.35
				2020 - 2024	\$12.5
				2025 - 2029	\$1
				Total	\$14.85*
* Visual & Performing Arts Capital and operating amounts are combined. Value shown is 1/2 of total.					
Evergreen Cultural Centre + Place des Arts Operating Grant					
				2015	\$813,683
				2016	\$857,835
				2017	\$824,492
				492	\$836,859
				2019	\$849,412
Capital figures are for new construction or major facility renovation only. Ongoing operating costs are funded separately.					
* 2017-2019 Operating figures are projections					

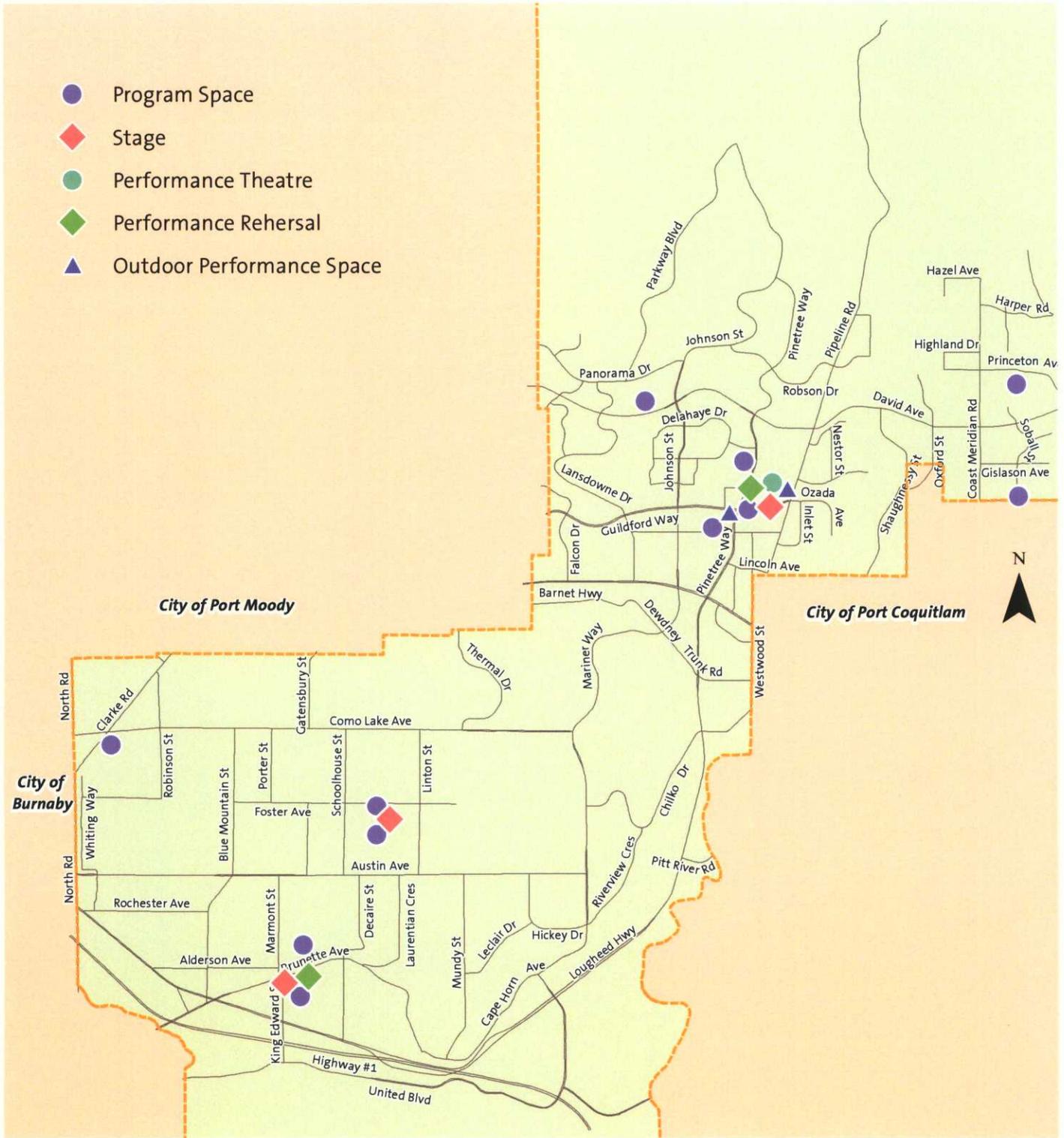
These proposed activities will be phased and included in the annual business plan presented to Council for feedback and approval.

MAP OF 2015 FACILITIES AND AMENITIES – PERFORMING ARTS



MAP OF 2020 FACILITIES AND AMENITIES – PERFORMING ARTS

- Program Space
- ◆ Stage
- Performance Theatre
- ◆ Performance Rehearsal
- ▲ Outdoor Performance Space



9.4 Library and Lifelong Learning



Overview

Life-long learning including: literacy; adult learning; and educational services are generally provided in partnership with the public library. Services are also offered by School District 43, Douglas College and the City Pavilions and community centres. Non-traditional formats of literacy include creative writing, poetry, and spoken word performances.

With the increased integration and utilization of technology in services, libraries are experiencing greater demand for eBooks, online services, digital reference services, and other technological innovations. Increasing demand for technology has not led to a decrease in demand for books and other library formats; as measured by borrowing rates, demand for library collections increases steadily year after year. These resources have become an added level of service, rather than a replacement for print material. As a result, the

continuing need for space for collections, along with the increasing need for space for public technology services, means that overall library space needs have increased. The integrated technology also permits that now many users can search the library catalogue, check out materials, and place holds without assistance. Staff is freed up from the reference and circulation desk to focus on additional tasks or programming.

OVERALL ASSESSMENT OF LIBRARY AND LIFELONG LEARNING – BASIC

The overall assessment of the Library and Lifelong Learning service area is that the City is currently providing a Basic level of service. While the City Centre Library branch is an enhanced facility, lack of service agreements and coordinated programming among service providers are key gaps.

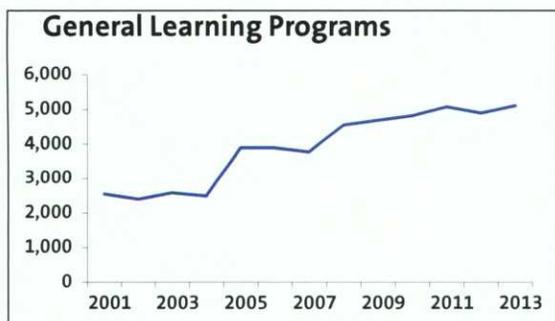


Figure 19: Registration Data for General Learning Programs



ASSETS – LIBRARY AND LIFELONG LEARNING

Quality: Basic

The City Centre branch is a new state of the art facility. Community centres vary in quality.

Quantity: Basic

Coquitlam Public Library has two main branches –one at City Centre and one in the Poirier Precinct. Place Maillardville, which also provides lifelong learning programs, is currently on the capital plan for improvement.

Capacity: Gap

Awareness of library and its learning services and access to programs is limited.

SERVICE DELIVERY – LIBRARY AND LIFELONG LEARNING

City Direct: Gap

The City provides minimal literacy and learning programs directly when compared with other municipalities this size.

Private Partner: Gap

The City has no private partners involved in literacy and learning programs.

Community Partner: Basic

Coquitlam Public Library provides primary literacy services for the community. The library, other city facilities and community agencies also provide learning opportunities.

PROGRAMMING – LIBRARY AND LIFELONG LEARNING

Reach: Gap

Programs and services are not coordinated. Technical services at the library need to be improved to reach and engage the community.

Quality: Enhanced

Programs that are offered are enhanced.

Variety: Basic

Pavilions offer some programming. Traditional programs and services are offered at the library. Programs are offered through the School District 43 and Douglas College.

GOVERNANCE – LIBRARY AND LIFELONG LEARNING

Plans and Strategies: Basic

The library has a strategic plan that will be reviewed and revised in 2015.

Policies: Gap

Libraries operate under separate legislation under an appointed Board of Directors with Council representation. Place Maillardville is a society-operated partnership.

Agreements: Gap

No service agreement is in place with Place Maillardville.

ISSUES, GOALS & ACTIONS

Key Issues – Library & Lifelong Learning

- Lack of coordination and community awareness of literacy and learning opportunities.
- Lack of plans for integration of literacy and learning into current and new facilities.

Goals & Objectives - Library and Lifelong Learning

- Develop the City's Leadership Role
 - Stronger Coordination, Collaboration and Communication
 - Focus on Marketing and Promotion of Cultural Resources
 - Integrate Cultural Resources across a Wide Range of Planning and Policy Priorities
- Build Community Capacity
 - Respond to the Cultural Aspirations of Diverse Communities
 - Meet the needs of Youth
 - Strengthen Neighbourhood Cultural Development
- Leverage Culture for Economic and Community Benefit
 - Support Local and Regional Economic Development
 - Develop a Critical Mass of Cultural Facilities and Programs in the City Centre
- Plan Major Cultural Facility Needs
 - Optimize City-Owned Buildings and Spaces

Actions for Library & Lifelong Learning:

See Actions identified in the Arts, Culture and Heritage Strategic Plan (2017) including the following "Short Term" Actions:

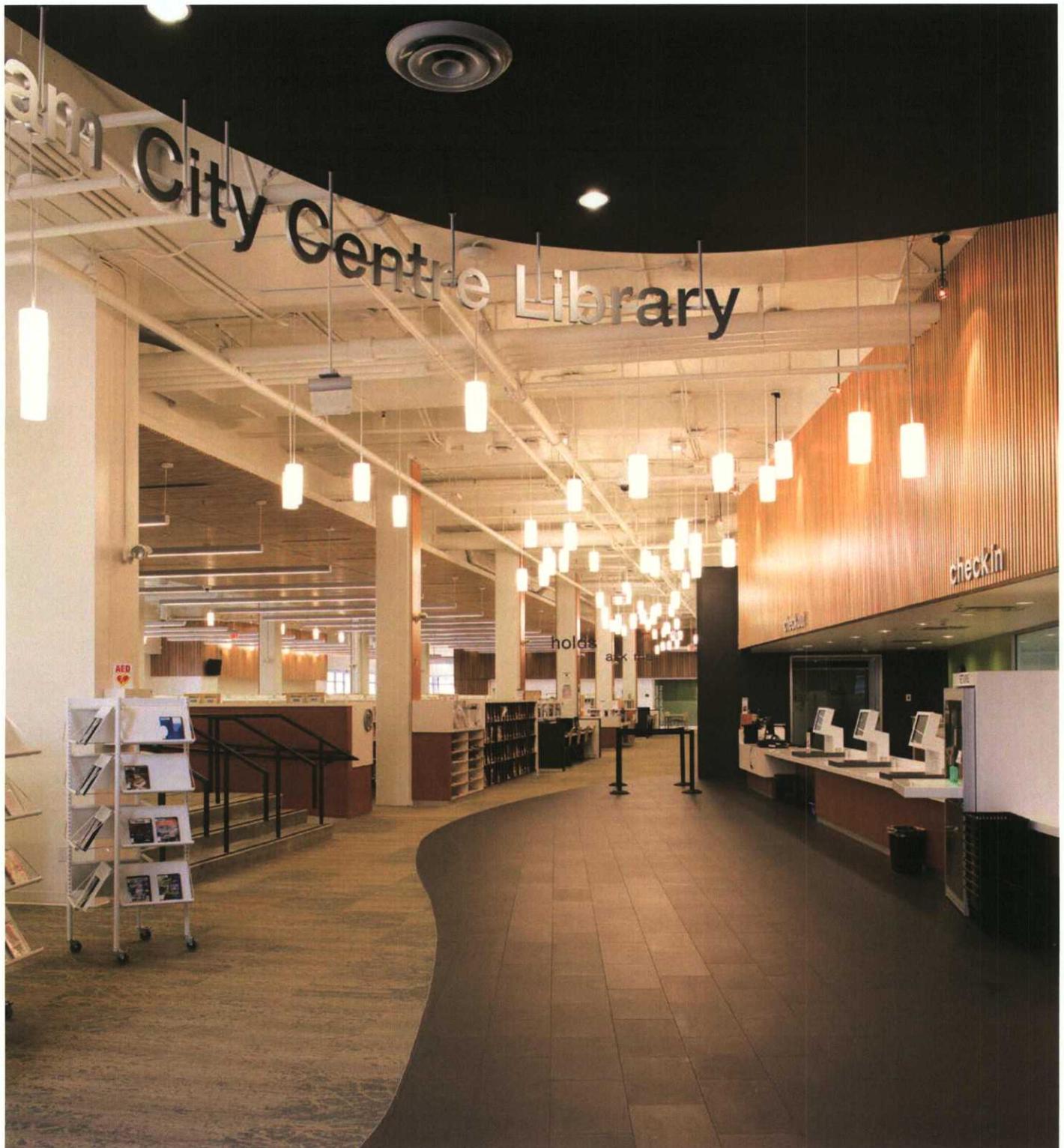
- Annual Cultural Summit – Convene an Annual Cultural Summit to support communication and collaboration across the cultural sector.
- Service Agreements – Establish Service Agreements with the City's major service delivery partners to ensure alignment of these organizations' programs and services with City plans and priorities.
- Cultural Programming Coordination – Improve awareness and understanding of the range of cultural programs and activities, and their relationship to evolving community needs.
- Tri-City Collaboration – Strengthen collaboration in cultural development across the Tri-City area.
- Diversity and Interculturalism – Increase diversity and interculturalism in programming delivered by the City and its major service delivery partners.
- Facilities Assessment – Prior to decisions regarding new cultural facilities, undertake a thorough assessment of physical spaces, building condition and equipment for all City-owned cultural buildings.

In addition to the action items in the Arts, Culture and Heritage Strategic Plan, the following actions are applicable to this service area:

- Collaborate and coordinate programming and services at the library and community centres.
- Work with partners to develop "Service Agreements" which ensure proper governance and coordination of programming is in place to provide a balanced approach to services.
- Consider satellite library services in all new major facility planning, particularly in the Northeast Sector and Burquitlam.
- Work with partners, School District 43 and Douglas College, to identify opportunities for

future programs and services.

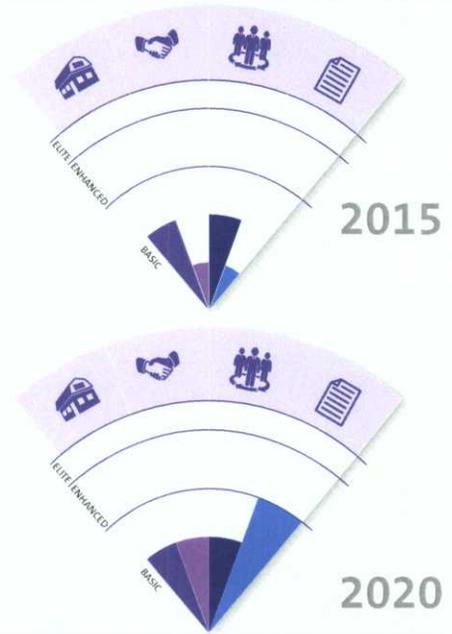
- Maximize the use of technology to reach and engage the community and develop and promote a virtual library.
- Start planning for infrastructure and facility needs to address the long-term requirements of both the City delivered services and those delivered through cultural organizations. Planning should be initiated to determine the long-range cultural programming demand and the facilities required to support those services.
- Strive to integrate culture into all planning processes, including land use planning, economic development, tourism, and planning for new civic facilities.



Library & Life Long Learning

Focus 2015-2020

To maintain the current basic service level and fill identified gaps in **Assets**, **Service Delivery Model**, and **Programming**, efforts will be on continuing to build a strong partnership with the Coquitlam Public Library, the implementation of the Arts, Culture and Heritage Strategic Plan, the development of a Service Agreement with the Library, and the implementation of an Annual Cultural Summit.



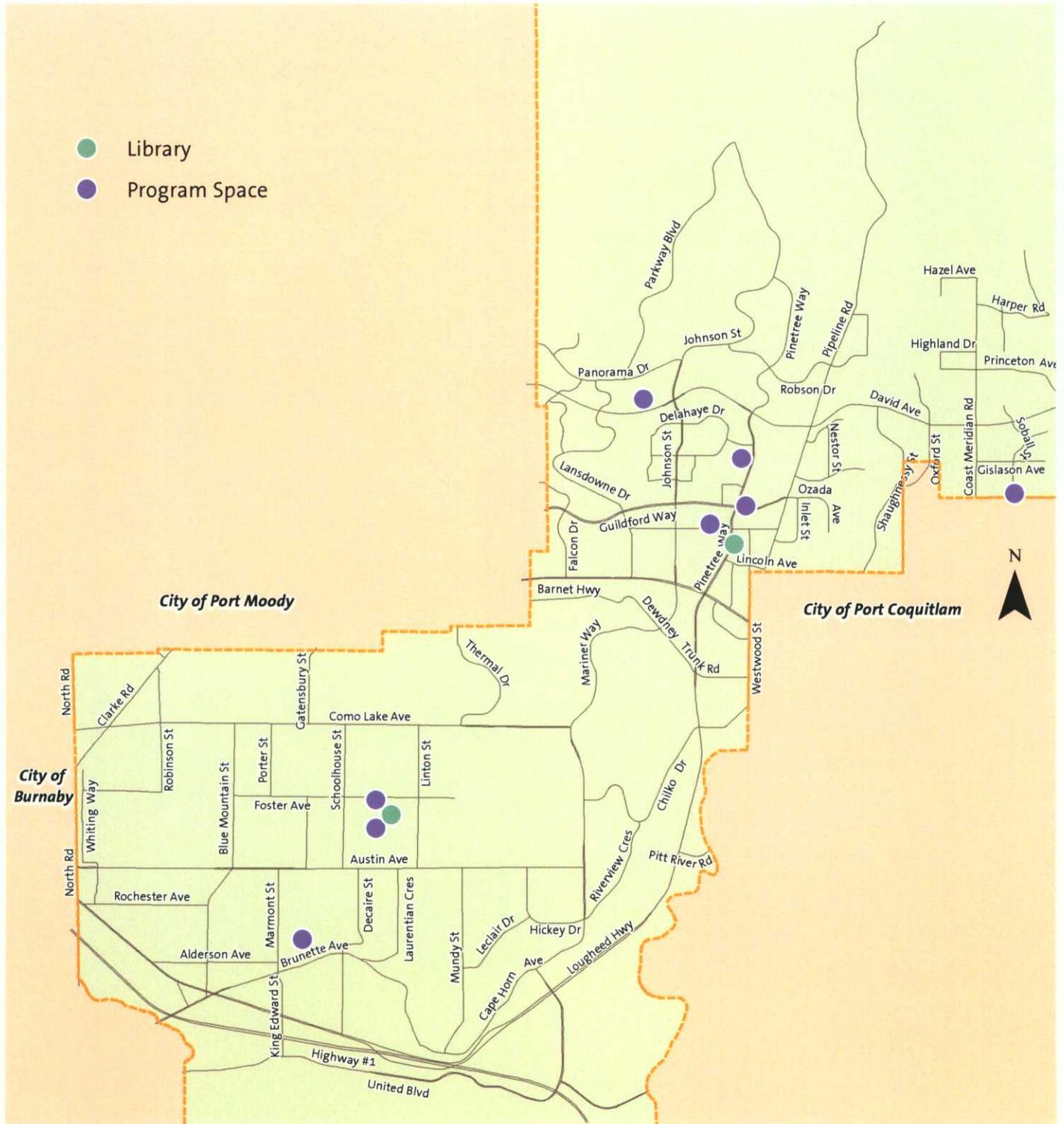
SUPPORTING DOCUMENTS

> Facilities Lifecycle Report (2012+2013)

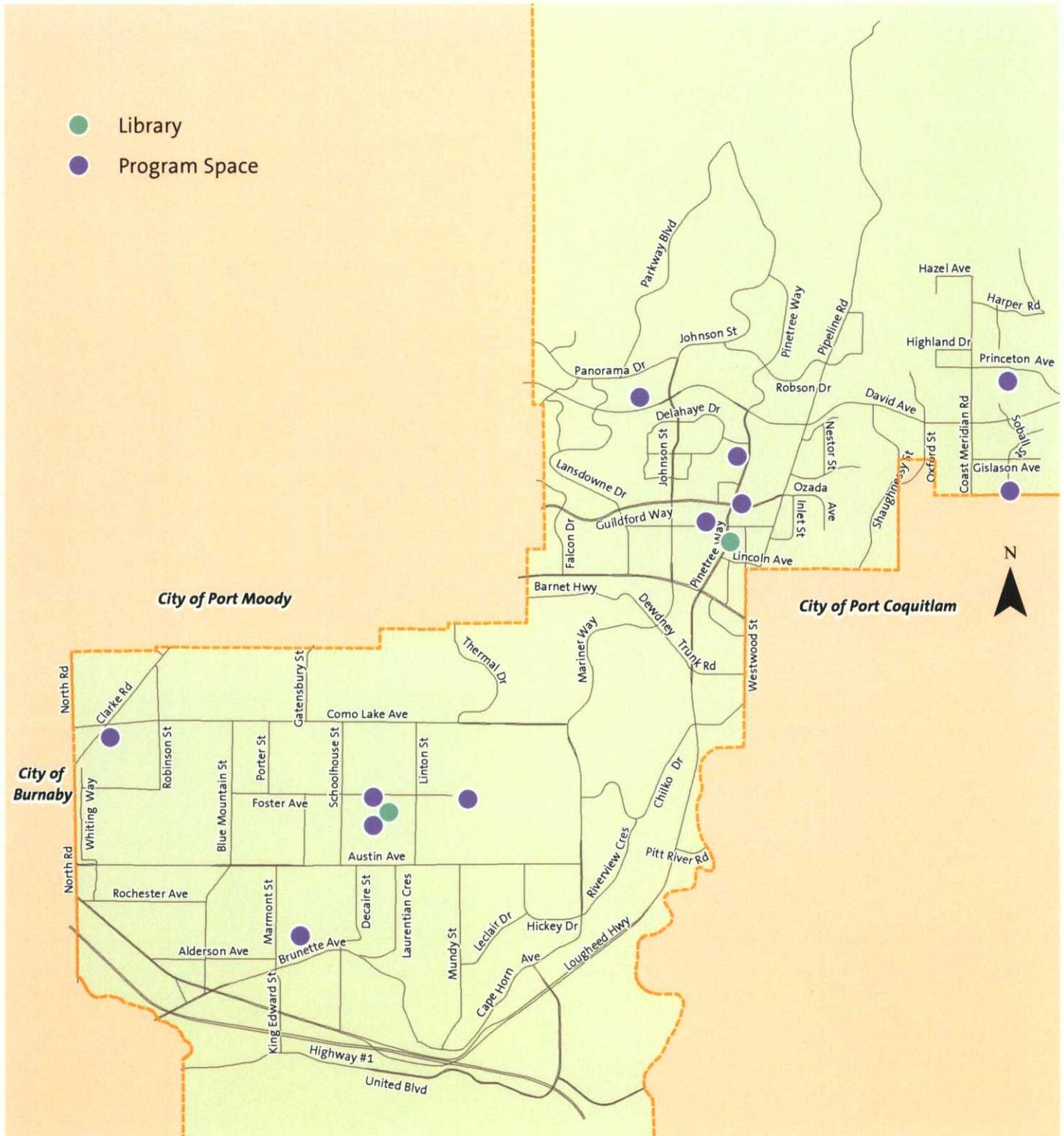
	2015 – 2019			2020 – 2024	2025 – 2029
Assets	New Maillardville Community Centre (\$)			YMCA Opening (\$) Annual Cultural Summit NE Recreation Complex Planning	NE Recreation Complex with Library (\$) Annual Cultural Summit Arts, Culture and Heritage Strategic Plan Review
Service Delivery Model	Collaboration with Library SD43 Master Joint Use Agreement	Develop Cultural Service Provider Agreements City-Wide Cultural Facilities Plan	Cultural Service Provider Agreement Implementation		
Programming	Coquitlam 125 Annual Cultural Summit				
Governance	Arts, Culture and Heritage Strategic Plan Allocation Policy	Recreation Program Departmental Policy YMCA Planning Tri-Cities Youth Strategy Maillardville Recreation Facility Planning	NE Recreation Complex Planning Poirier West Master Plan Review		
				Capital Plan	Estimated Costs Dollars (millions)
				2015 - 2019	\$0
				2020 - 2024	\$0
				2025 - 2029	\$5
				Total	\$5
				<i>* Visual & Performing Arts Capital and operating amounts are combined. Value shown is 1/2 of total.</i>	
				Operating Grant	
				2015	\$4,884,113
				2016	\$4,792,460
				2017	\$4,873,932
				2018	\$4,947,041
				2019	\$5,021,247
				<i>* 2017-2019 Operating figures are projections</i>	

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

MAP OF 2015 FACILITIES AND AMENITIES – LIBRARY & LIFELONG LEARNING



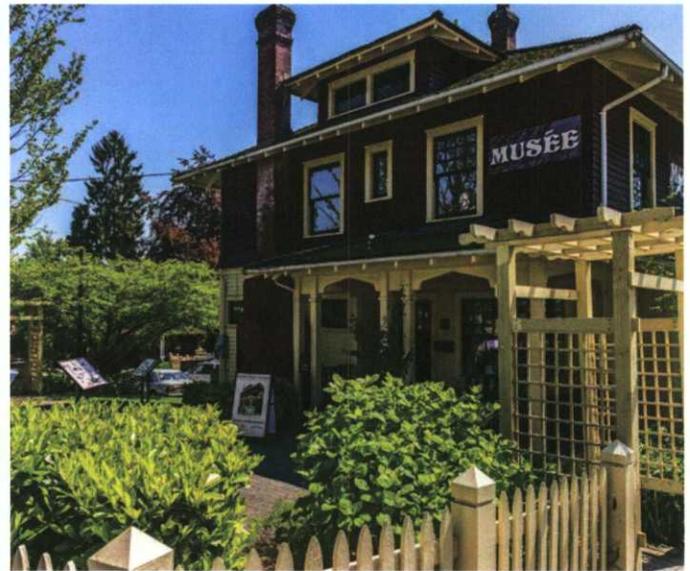
MAP OF 2020 FACILITIES AND AMENITIES – LIBRARY & LIFELONG LEARNING



9.5 Community Heritage

Overview

Community Heritage includes the protection of and public access to community historic collections, stories, records and artifacts that have historical significance to the community and this service is provided through various channels. The City provides funding to the non-profit Coquitlam Heritage Society which operates the Mackin House Museum and served for many years as the City's repository for archival and artefact materials prior to the establishment of the City Archives. Public access includes programs, events, educational outreach, and volunteer engagement.



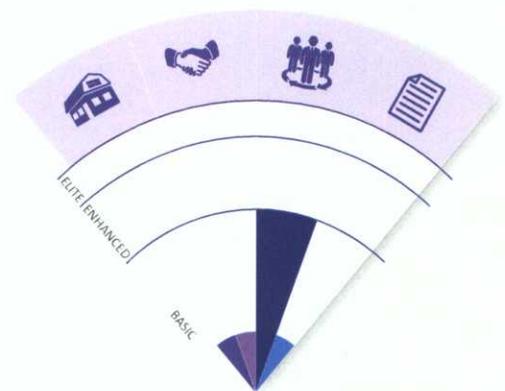
In 2013, the City established the City of Coquitlam Archives under the City Clerks office, which preserves and makes accessible the records of enduring value of the City of Coquitlam as well as the records of businesses, organizations, and private individuals that are of significance to the municipality and deemed worthy of long-term preservation. The Archives is currently in a soft-launch phase and provides limited public access and outreach.

The City's current asset inventory includes:

- The City of Coquitlam Archives houses approximately 100 meters of documentary heritage, including textual records, thousands of photographs, and a limited number of audio-visual records, from the city's administration and the community. The majority of the documentary heritage previously held by the Coquitlam Heritage Society has been transferred to the City of Coquitlam Archives, thereby bringing historical material together to promote access and preservation.
- Historic Mackin House has been restored to reflect Maillardville and Coquitlam's history between 1909 and 1914. The house museum has staged period appropriate artifacts and is representative of an Edwardian family home. A significant toy collection is also housed at Mackin House. The house was constructed in 1909 as a residence for Fraser Mills' managers. The facility is operated by the Coquitlam Heritage Society.
- Gare de Fraser Mills Station Museum is part of the train station constructed in 1910 to serve the growing mill community. The building was moved to Heritage Square, has been designated as a Heritage Building, and operated by the Pacific West Coast Railway Association.
- Booth House recently acquired by the City currently displays a Heritage Plaque from the Coquitlam Heritage Society.
- Riverview Hospital collection of artifacts and archival records are now owned by the City and in storage. The archival records will be transferred to the City of Coquitlam Archives for preservation and access.

OVERALL ASSESSMENT OF COMMUNITY HERITAGE – BASIC (LOW)

The overall assessment of the Community Heritage service area is that the City is currently providing a low level of Basic service. There are gaps in heritage assets, service delivery, programming and overall governance.



2015

ASSETS – COMMUNITY HERITAGE

Quality: Gap

There is no ability to display the recently acquired Riverview Hospital Collection nor to study and curate it however the archival records have been transferred to the City Archives which will make them accessible to the public.

Quantity: Gap

Due to current space limitations, there is currently little to no ability to expand the City Archives and accept large donations of archival material. There are some longer term options being explored.

Capacity: Basic

Due to space limitations, there is currently no ability to expand the collection of artifacts and the storage of the Riverview Hospital artifacts is inadequate and is at risk for damage. In addition, the City Archives is nearly at capacity, which is preventing the solicitation and acceptance of large donations of archival material.

SERVICE DELIVERY – COMMUNITY HERITAGE

City Direct: Gap

There is a professional Archivist who provides the delivery of services related to documentary heritage assets; however, there is currently no staff dedicated to the preservation and curation of historical artifacts.

Private Partner: n/a

Community Partner: Basic

The City provides funding for the City Archives, however, there is limited support for other forms of heritage through Coquitlam Heritage Society and the Pacific West Coast Railway Association.

PROGRAMMING – COMMUNITY HERITAGE

Reach: Gap

Limited resources affect programming reach.

Quality: Basic

Inadequate ability to provide interpretive exhibits of Coquitlam's history.

Variety: Enhanced

Wide varieties of programs are offered for all ages and abilities.

GOVERNANCE – COMMUNITY HERITAGE

Plans and Strategies: Basic

The ACHSP and its associated goals and actions will provide a clearer direction for the City to support this service area. The foundational policies for the City Archives have been approved by Council and are in place; however, there are no coordinated planning procedures for the preservation of three-dimensional heritage assets (artifacts).

Policies: Gap

A Heritage Management Strategy is being developed by Community Planning.

Agreements: Gap

Need to formalize a "Service Agreement" with the non-profit organization that leases facility space from the City and assumes responsibility for heritage collection and museum operation.

ISSUES, GOALS & ACTIONS

Key Issues – Community Heritage

- Limited appropriate facility capacity and space for heritage collection storage and display.
- Aging infrastructure at Mackin House.
- Demand and need has not yet been identified for services and supporting infrastructure, such as a museum.
- Increasing pressure for preservation and sharing of community heritage and archives.
- Pressure arising from new opportunities such as Riverview Hospital Collection.
- The new City Archives has been established but the current space allocated to the program (307 square feet at City Hall) is at capacity and a permanent space for the City Archives will be required to enable preservation of archival materials, expansion of services, and open access to the public.

Goals & Objectives

- Develop the City's Leadership Role
 - Stronger Coordination, Collaboration and Communication
 - Focus on Marketing and Promotion of Cultural Resources
 - Integrate Cultural Resources across a Wide Range of Planning and Policy Priorities
- Build Community Capacity
 - Respond to the Cultural Aspirations of Diverse Communities
 - Meet the needs of Youth
 - Strengthen Neighbourhood Cultural Development
- Conserve and Promote Community Heritage
 - Address Collections' Storage Needs
 - Increase the Exhibition and Interpretation of Community Heritage
 - Include the Rich Heritage and Culture of Aboriginal Peoples
- Leverage Culture for Economic and Community Benefit
 - Support Local and Regional Economic Development
 - Develop a Critical Mass of Cultural Facilities and Programs in the City Centre
- Plan Major Cultural Facility Needs
 - Optimize City-Owned Buildings and Spaces
 - Access Long-Term Heritage Facility Requirements
- Assist in meeting the City Archives Vision Statement as follows:
Residents of Coquitlam feel a strong sense of community and are aware of their city's rich history and promising future. Residents and City staff are confident that the corporate history of the municipal government and the historical memory of businesses, other organizations, and residents are safeguarded for future generations. Facilitate experiences that foster interaction, connection and a sense of belonging to neighbours and communities.

Actions for Community Heritage:

See Actions identified in the Arts, Culture and Heritage Strategic Plan (2017) including the following "Short Term" Actions:

- Annual Cultural Summit – Convene an Annual Cultural Summit to support communication and collaboration across the cultural sector.
- Service Agreements – Establish Service Agreements with the City's major service delivery partners to ensure alignment of these organizations' programs and services with City plans and priorities.
- Cultural Programming Coordination – Improve awareness and understanding of the range of cultural programs and activities, and their relationship to evolving community needs.

- Tri-City Collaboration – Strengthen collaboration in cultural development across the Tri-City area.
- Diversity and Interculturalism – Increase diversity and interculturalism in programming delivered by the City and its major service delivery partners.
- Riverview Artifacts, Archival Records, and other Heritage Collections – Develop a long-term strategy to acquire, preserve and make accessible important community heritage collections.
- Facilities Assessment – Prior to decisions regarding new cultural facilities, undertake a thorough assessment of physical spaces, building condition and equipment for all City-owned cultural buildings.
- Innovation Centre – Engage a specialized consultant to do a feasibility analysis of the Innovation Centre.

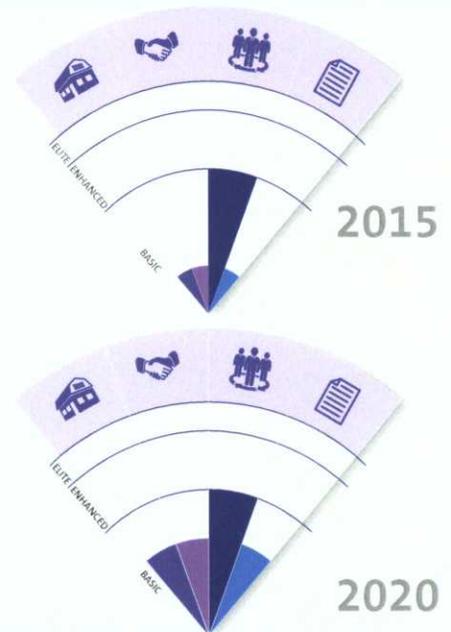
In addition to the action items in the Arts, Culture and Heritage Strategic Plan, the following actions are applicable to this service area:

- As part of the City’s Heritage Management Strategy, support planning and development in working with developers to secure private protection for heritage properties.
- Start planning for infrastructure and facility needs to address the long-term requirements of both the City delivered services and those delivered through cultural organizations. Planning should be initiated to determine the long-range cultural programming demand and the facilities required to support those services.
- Explore the long-term potential for a civic museum or community heritage site.
- Ensure that land use-based community heritage opportunities are considered for City acquisition only if they provide appropriate options for long-term community use and programming and fall within a Council approved strategy.
- Identify potential locations in existing civic facilities for the short-term heritage displays.
- Identify economic development opportunities with respect to City-owned heritage properties.
- Optimize use of City-owned heritage properties and diversification of their use.
- Continue to liaise with the Province regarding future Riverview heritage artifacts.
- Implement a long-term strategy for Booth Farm.
- Strive to integrate culture into all planning processes, including land use planning, economic development, tourism, and planning for new civic facilities.
- Improve the recruitment and retention of volunteers
- Ensure the inclusion of natural heritage in Coquitlam’s heritage agenda
- Embrace and promote a contemporary and progressive vision of heritage in the community

Community Heritage

Focus 2015-2020

To fill identified gaps and improve the base level of service in **Assets**, **Service Delivery Model**, and **Governance**, efforts will be focused on the implementation of the Arts, Culture and Heritage Strategic Plan and Cultural Facility Assessment & Service Agreements with Coquitlam Heritage Society (Mackin House), the new Annual Cultural Summit, and a long-term feasibility study for a heritage centre.



SUPPORTING DOCUMENTS

> Facilities Lifecycle Report (2012+2013)

> Arts, Culture and Heritage Strategic Plan (2015)

	2015 – 2019			2020 – 2024	2025 – 2029												
Assets	New Place Maillardville (\$)	City Archives Expansion (\$)		Heritage Facility (\$) Annual Cultural Summit NE Recreation Complex Planning	Heritage Facility (\$) Annual Cultural Summit Arts, Culture and Heritage Strategic Plan Review												
Service Delivery Model	Cultural Facilities Assessment	Develop Cultural Service Provider Agreement with Coquitlam Heritage Society	Cultural Service Provider Agreement Implementation Coquitlam Sports Hall of Fame Agreement 														
Programming	Coquitlam 125 Kaleidoscope Arts Festival Annual Cultural Summit Canada's 150th Birthday	Explore Opportunities for Heritage Display Spaces Riverview Artifacts Inventory & Management Plan															
Governance	Arts, Culture and Heritage Strategic Plan City Archives & Artifact Storage Plan	City-Wide Cultural Facilities Plan Booth Farm Strategy Riverview Arboretum & Cemetery Strategy	City-Wide Cultural Facilities Plan NE Recreation Complex Planning Poirier West Master Plan Review 														
				<table border="1"> <thead> <tr> <th>Capital Plan</th> <th>Estimated Costs Dollars (millions)</th> </tr> </thead> <tbody> <tr> <td>2015 - 2019</td> <td>\$0</td> </tr> <tr> <td>2020 - 2024</td> <td>\$2</td> </tr> <tr> <td>2025 - 2029</td> <td>\$10</td> </tr> <tr> <td>Total</td> <td>\$12</td> </tr> </tbody> </table>	Capital Plan	Estimated Costs Dollars (millions)	2015 - 2019	\$0	2020 - 2024	\$2	2025 - 2029	\$10	Total	\$12			
Capital Plan	Estimated Costs Dollars (millions)																
2015 - 2019	\$0																
2020 - 2024	\$2																
2025 - 2029	\$10																
Total	\$12																
				* Visual & Performing Arts Capital and operating amounts are combined. Value shown is 1/2 of total.													
				<table border="1"> <thead> <tr> <th colspan="2">Coquitlam Heritage Society Operating Grant</th> </tr> </thead> <tbody> <tr> <td>2015</td> <td>\$228,318</td> </tr> <tr> <td>2016</td> <td>\$244,507</td> </tr> <tr> <td>2017</td> <td>\$234,521</td> </tr> <tr> <td>2018</td> <td>\$238,039</td> </tr> <tr> <td>2019</td> <td>\$241,610</td> </tr> </tbody> </table>		Coquitlam Heritage Society Operating Grant		2015	\$228,318	2016	\$244,507	2017	\$234,521	2018	\$238,039	2019	\$241,610
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These proposed activities will be phased and included in the annual business plan presented to Council for feedback and approval.

9.6 Cultural Festivals & Events



Overview

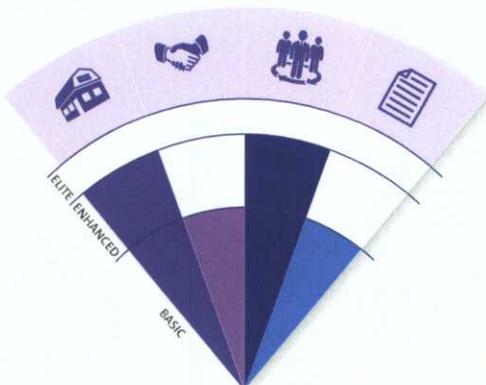
The City provides a variety of festivals and events directly and indirectly through community organizations each year. Coquitlam Celebrates Canada Day is the largest event and takes place in and around the newly completed in Town Centre Park Plaza, which is the only venue capable of accommodating an event of this magnitude. Mackin, Blue Mountain and Glen Parks have hosted small and medium-sized community festivals such as Festival DuBois, which celebrates Coquitlam's French heritage and culture, the Nowruz (Norooz) Festival, which celebrates the Persian New Year and the Blue Mountain Music Festival. A variety of festival venues will continue to be required to suit the range and diversity of the City's current and emerging festival needs.

Citizens actively participate in festivals and events that highlight the City's unique community identity and build community spirit. They are a catalyst for economic development, attract visitors to the community and provide a vehicle to showcase local artists and performers.

The City uses a variety of its parks and facilities to host and support organizations in their coordination and production of community based festivals and events. Spirit Square, Mackin, Blue Mountain and Town Centre Parks have enhanced electrical infrastructure to support events.

OVERALL ASSESSMENT OF CULTURAL FESTIVALS AND EVENTS – ENHANCED

The overall assessment of the Cultural Festivals and Events service area is that the City is currently providing an Enhanced level of service. Council has prioritized the delivery of festivals and events through the Celebrate Coquitlam strategy and investment has been made in the infrastructure and programming in this area.



2015

ASSETS – CULTURAL FESTIVALS & EVENTS

Quality: Enhanced

Poirier Sport and Leisure Complex, Town Centre Park Plaza, and other park sites offer great potential for local and lower mainland events.

Quantity: Enhanced

Town Centre Park Plaza and Blue Mountain Parks are the key sites for non-sport festivals and events. Glen Park (Persian events) and Mackin Park (Festival du Bois) are also highly valued.

Capacity: Enhanced

Current practice limits availability of Percy Perry Stadium and Poirier Sport and Leisure Complex for festivals and events.

SERVICE DELIVERY – CULTURAL FESTIVALS & EVENTS

City Direct: Basic

The Events Office supports organizations planning to host festivals and events. The pressure to provide more events and festivals is beyond the capacity of current staffing levels.

Private Partner: Basic

The City facilitates some events and festivals in partnership with the private sector.

Community Partner: Basic

The City facilitates events and festivals in partnership with community cultural organizations.

PROGRAMMING – CULTURAL FESTIVALS & EVENTS

Reach: Enhanced

Festivals and events are hosted in a variety of locations to attract diverse audiences and participants.

Quality: Enhanced

Coquitlam Celebrates Canada Day is the largest outdoor event. Other annual festivals and events with over 5,000 participants include Festival du Bois, Teddy Bear Picnic and Parade, and BC Highland Games. Blue Mountain Music Festival and the Korean Festival recently relocated to other municipalities.

Variety: Enhanced

Festivals and events vary from small to large-scale appealing to a broad range of interests.

GOVERNANCE – CULTURAL FESTIVALS & EVENTS

Plans and Strategies: Basic

The 2004 Community Festivals Strategy established the Community Festivals umbrella organization. Celebrate Coquitlam Strategy (2012) outlines the City's opportunities to position itself as a sport and cultural event-hosting centre. The Celebrate Coquitlam Advisory panel was established in 2012. An implementation plan is needed to move the strategy ahead. The completion of the Arts, Culture and Heritage Strategic Plan will move this area to an Enhanced service level.

Policies: Basic

The Cultural Policy and Plan approved 1997 and the Cultural Services Plan 2010-2020 support Coquitlam as a city of Celebrations where citizens have access to vibrant cultural experiences supported through strong communications and leadership. The Fees and Charges bylaw needs to be reviewed. The Festival and Events Policy is being updated in 2017.

Agreements: Basic

The Events Office, Festival Planners Network and facility use agreements support festivals and events.

ISSUES, GOALS & ACTIONS

Key Issues – Cultural Festivals & Events

- The increasingly diverse cultural community places more demand for venues to host large family and cultural gatherings and celebrations. Growing Chinese, Persian and Korean populations in Coquitlam cannot currently host or present their events due to size limitations of facilities. Future population growth is expected to increase demand.
- Evergreen Line sky train completion will increase desirability and demand of Town Centre Park for festivals and events.
- Balancing the needs of regular users with events.
- Limited hotels in the City are a significant barrier to hosting large-scale multi-day community events.

Goals & Objectives

- Develop the City's Leadership Role
 - Stronger Coordination, Collaboration and Communication
 - Focus on Marketing and Promotion of Cultural Resources
 - Integrate Cultural Resources across a Wide Range of Planning and Policy Priorities
- Build Community Capacity
 - Respond to the Cultural Aspirations of Diverse Communities
 - Meet the needs of Youth
 - Strengthen Neighbourhood Cultural Development
- Conserve and Promote Community Heritage
 - Increase the Exhibition and Interpretation of Community Heritage
 - Include the Rich Heritage and Culture of Aboriginal Peoples
- Leverage Culture for Economic and Community Benefit
 - Support Local and Regional Economic Development
 - Develop a Critical Mass of Cultural Facilities and Programs in the City Centre
- Plan Major Cultural Facility Needs
 - Optimize City-Owned Buildings and Spaces

Actions for Cultural Festivals & Events:

See Actions identified in the Arts, Culture and Heritage Strategic Plan (2017) including the following "Short Term" Actions:

- Annual Cultural Summit – Convene an Annual Cultural Summit to support communication and collaboration across the cultural sector.
- Service Agreements – Establish Service Agreements with the City's major service delivery partners to ensure alignment of these organizations' programs and services with City plans and priorities.
- Cultural Programming Coordination – Improve awareness and understanding of the range of cultural programs and activities, and their relationship to evolving community needs.
- Tri-City Collaboration – Strengthen collaboration in cultural development across the Tri-City area.
- Diversity and Interculturalism – Increase diversity and interculturalism in programming delivered by the City and its major service delivery partners.
- First Fridays – Consider establishing First Fridays in Coquitlam.
- Facilities Assessment – Prior to decisions regarding new cultural facilities, undertake a thorough assessment of physical spaces, building condition and equipment for all City-owned cultural buildings.

In addition to the action items in the Arts, Culture and Heritage Strategic Plan, the following actions are applicable to this service area:

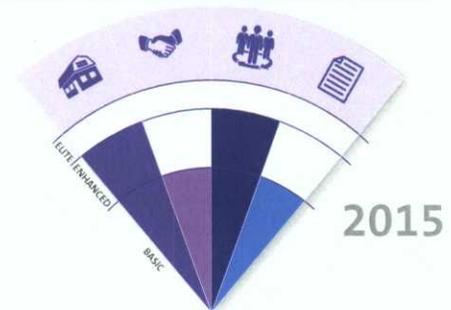
- Identify and profile indoor and outdoor destination venues as event centres that can support appropriate cultural festival and event activities.
- Support the development of a critical mass of evening cultural activities in the City Centre
- Work with local businesses, community groups and non-government agencies to make Coquitlam events more successful.
- Build on current festival successes to add cultural festivals/elements to other events if complementary, and explore consolidating different cultural festivals in one month.
- Provide leadership and model excellence and sustainability in hosting and facilitating events by developing systems and staff support that make it easy and attractive to host events and actively promote and market events and opportunities.
- Develop central and purpose built site(s) to offer large-scale event hosting amenities.
- Define the City's role in non-City led festivals/ events/ programs.
- Define the appropriate level of festivals and events to attract to the City.
- Continue to explore sponsorship opportunities to support festivals and events.
- Strive to integrate culture into all planning processes, including land use planning, economic development, tourism, and planning for new civic facilities.
- Improve the recruitment and retention of volunteers.
- Address festival infrastructure needs.



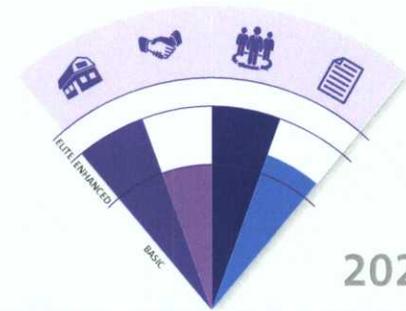
Cultural Festivals & Events

Focus 2015-2020

To maintain the current enhanced service levels and plan and build for the future, a priority for this area is to continue offering sustainable and responsive Festivals and Events through the implementation of the Arts, Culture and Heritage Strategic Plan, the new Annual Cultural Summit, and the updated Events Policy **Governance** documents. Completion of the performance plaza at Lafarge Lake will add an **Asset** which will support this service area, as well as Performing Arts, in meeting current community demand for **Programming**.



2015



2020

SUPPORTING DOCUMENTS

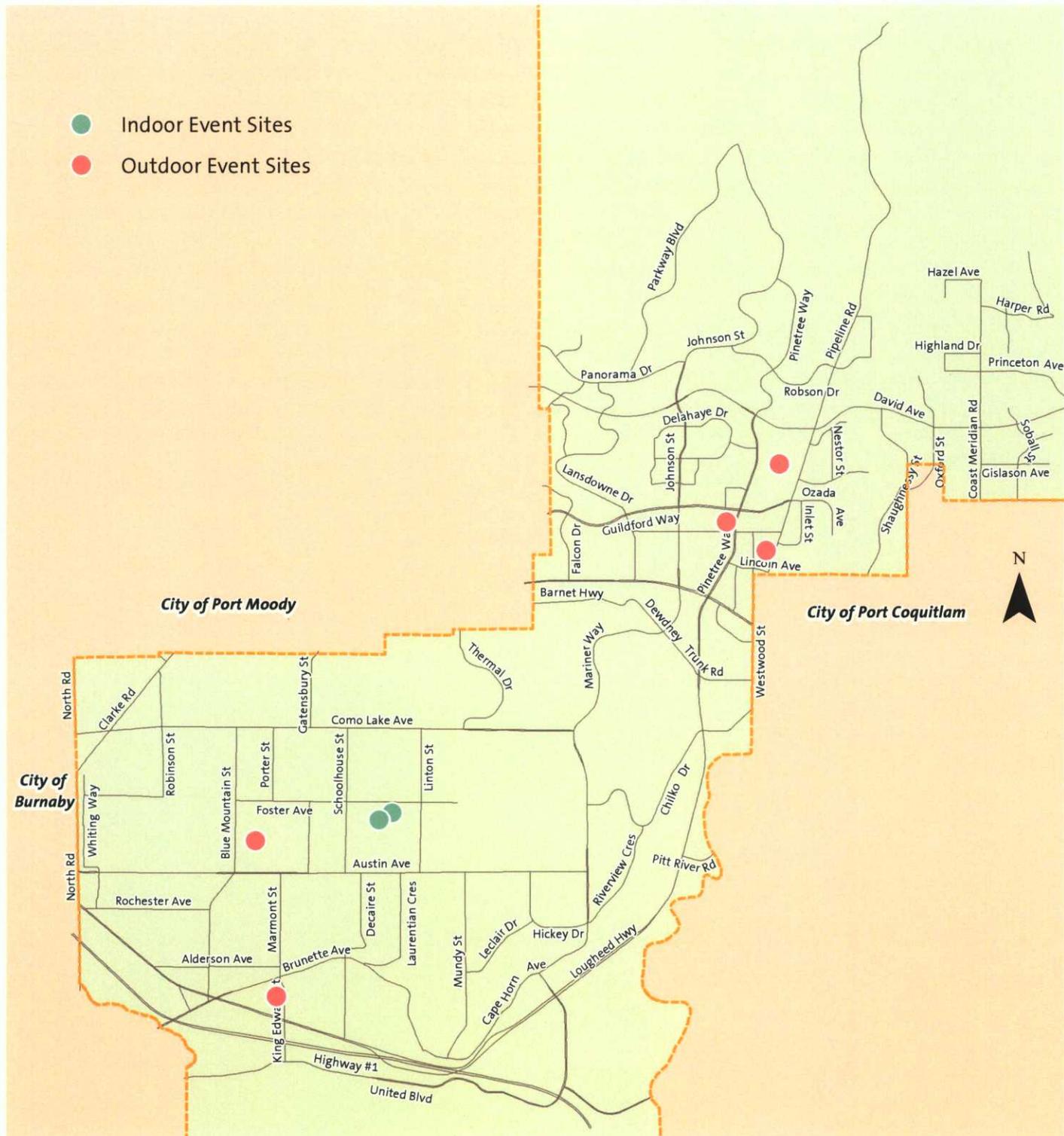
> Celebrate Coquitlam (2011)

> Arts, Culture and Heritage Strategic Plan (2015)

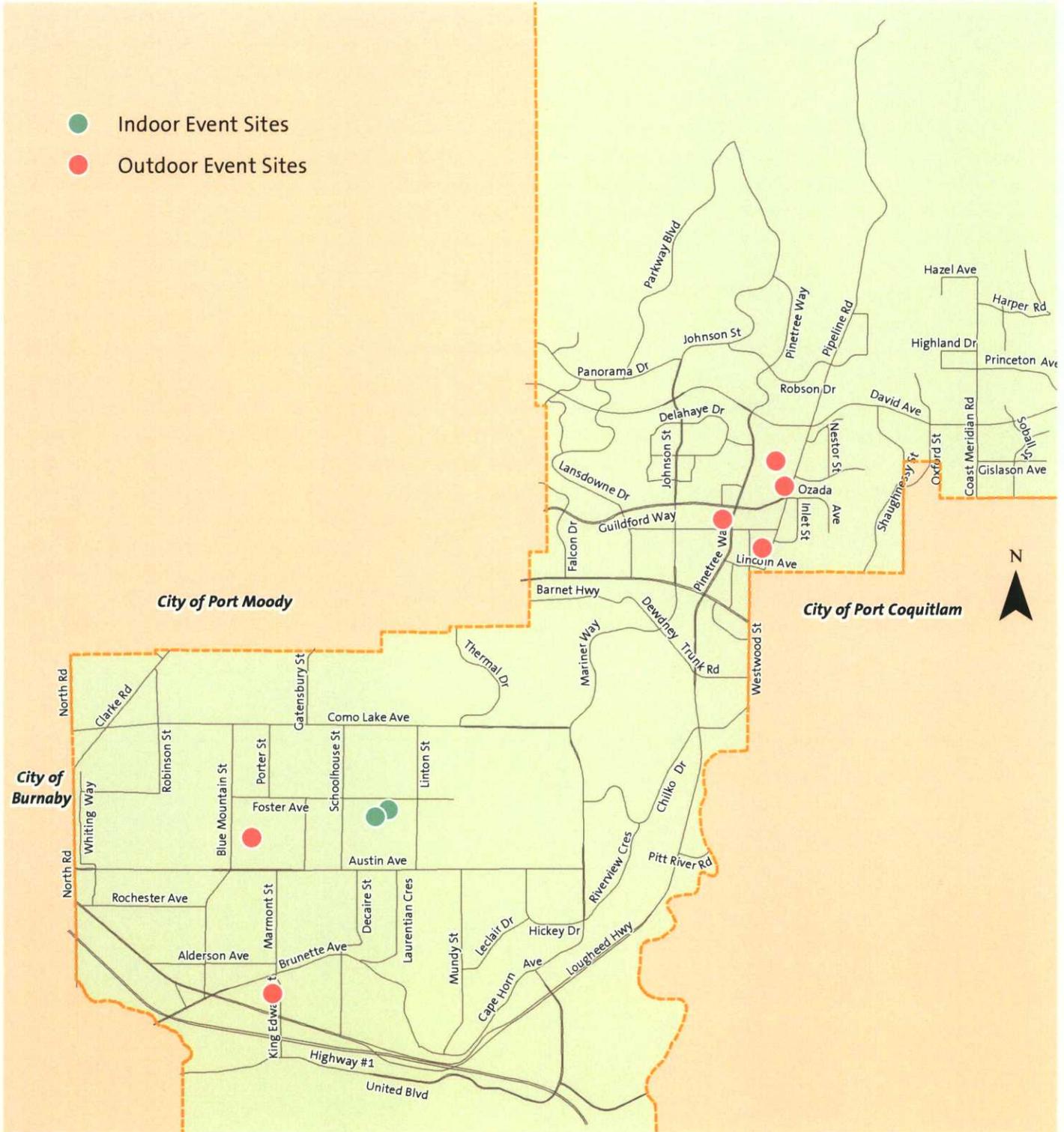
	2015 – 2019			2020 – 2024	2025 – 2029
Assets	Town Centre Park Plaza (\$) Town Centre Park Event Site Infrastructure Enhancement (\$)	New Maillardville Community Centre (\$)	Review & Plan Blue Mountain Park Amenity (\$)	Annual Cultural Summit NE Recreation Complex Planning	NE Recreation Complex (\$) Annual Cultural Summit Arts, Culture and Heritage Strategic Plan Review Update
Service Delivery Model	Work with Community Organizations City-Wide Cultural Facilities Plan	Develop Cultural Service Provider Agreements	Cultural Service Provider Agreement Implementation		
Programming	Coquitlam 125 Expand Programming & Measurement Process	Kaleidoscope Arts Festival Recreation Programming Departmental Policy Implementation	Annual Cultural Summit Canada's 150th Birthday		
Governance	Recreation Programming Departmental Policy Allocation Policy Review Seniors Strategy Maillardville Recreation Service Provider Agreement Events Policy Development	Town Centre Park Master Plan Tri-Cities Youth Strategy Volunteer Policy & Program Update Maillardville Facility Planning	NE Recreation Services Study NE Recreation Complex Planning Poirier West Master Plan		
				Capital Plan	Estimated Costs Dollars (millions)
				2015 - 2019	\$1
				2020 - 2024	\$0
				2025 - 2029	\$0
				Total	\$1
<p><i>Capital figures are for new construction or major facility renovation only. Ongoing operating costs are funded separately.</i></p>					

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

MAP OF CURRENT FACILITIES AND AMENITIES – CULTURAL FESTIVALS & EVENTS



MAP OF 2020 FACILITIES AND AMENITIES – CULTURAL FESTIVALS AND EVENTS



9.7 Public Art

Overview

Public art has two principal components: Commissioned Public Art and Community Public Art. Commissioned Public Art is defined as “works of art in any media, for temporary or permanent placement, in a prominent indoor or outdoor setting, aimed to enrich the community.” Community Public Art often involves some empowerment of the community members who come together to create art work(s) with artists.” Public Art throughout the City has been commissioned over the years by the City on an ad-hoc basis as well as in partnership with community organizations or developers.

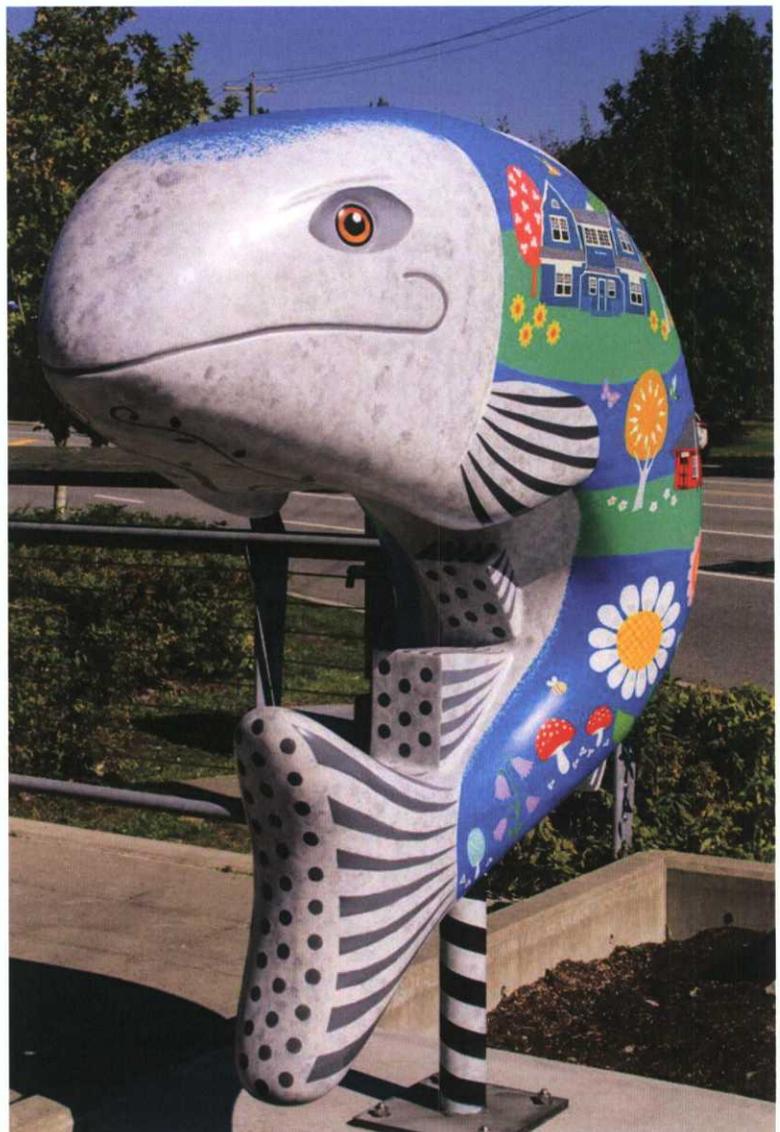
In 2009, Council directed staff to develop a Public Art Policy. The intent of the policy was to create a statement acknowledging that public art helps to establish a ‘vibrant cultural scene’ within Coquitlam that aids in creating opportunities for cultural tourism and business development. For the purpose of the policy statement and program plan, the City decided to focus on art, created by artists, with the intent of creating public art unique to Coquitlam and with art created by the artist’s own accord, commissioned art or in collaboration with the community.

Funding requests for Public Art opportunities are considered as part of the annual budget process. Currently there is no requirement for developers to provide or fund public art. The Public Art and Policy Program Plan identifies that financial assistance for Community Public Art projects may be funded through the Artist in Residence Program, however, no funding source other than the annual budget process has been identified to support this recommendation. In 2016, the Coquitlam 125 celebrations resulted in significant additions to the City’s Public Art inventory, including the Town Centre Park Plaza’s inscriptions and salmon, the 12 salmon sculptures, and 11 artworks in the Sky train’s Evergreen Extension stations and plazas.

Some progress has been made creating an inventory of the current Public Art collection and more work is required to document the details, history, and agreements of each piece. Additional work promoting the collection is also required.

CURRENT ASSESSMENT OF PUBLIC ART – BASIC

The overall assessment of the Public Art service area is that the City is currently providing a Basic level of service. The largest gap is in the service delivery model with lack of overall direction for the public art program.



ASSETS – PUBLIC ART

Quality: Enhanced

The quality of the City's public art pieces are professional and high quality.

Quantity: Gap

Lack of distribution across the City and very few high-profile public art pieces.

Capacity: Enhanced

There are many opportunity to increase public art across the City.

SERVICE DELIVERY – PUBLIC ART

City Direct: Gap

Lack of mandate, leadership and resources to manage the public art program include lack of plans for maintenance and ensuring that the public art policy is enforced.

Private Partner: Basic

Private developers voluntarily build public art as part of development.

Community Partner: Basic

The City partners with community organizations and schools as opportunities arise.

PROGRAMMING – PUBLIC ART

Reach: Basic

Education and outreach of our public art program is limited. The City's website provides some information about public art.

Quality: Basic

Lack of aggressive or proactive education, marketing or procurement plan.

Variety: Basic

Lack of aggressive or proactive education, marketing or procurement plan.

GOVERNANCE – PUBLIC ART

Plans and Strategies: Basic

Cultural Services Strategic Plan, which addressed public art, was adopted in 2010. A specific Public Art Program Plan was approved in 2011 that provides guidelines to create and manage the City's public art collection.

Policies: Basic

The Public Art Policy was adopted in June 2010 to aid in creating opportunities for cultural tourism and business development.

Agreements: Basic

There is a lack of consistent agreements with artists. Many have undefined maintenance and decommissioning processes.

ISSUES, GOALS & ACTIONS

Key Issues – Public Art

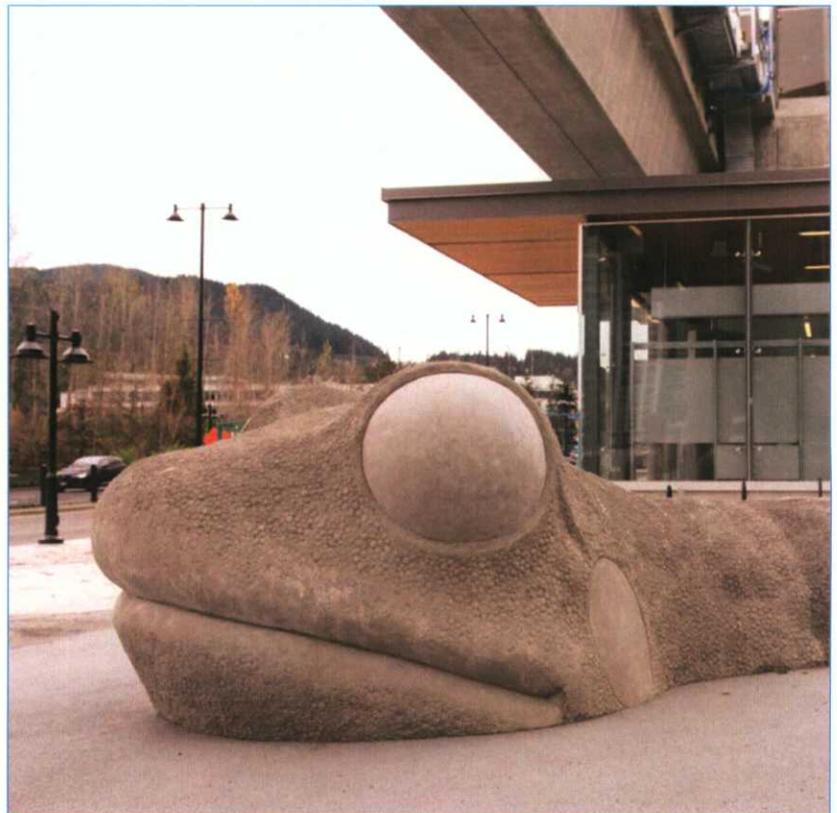
- The Program Plan was approved in 2011 but has had limited financial support for implementation.
- Limited ongoing leadership and investment in Public Art.
- Lack of resources to support the implementation of the Public Art Policy and Program.

Goals & Objectives

- Facilitate cultural experiences that foster interaction, connection and a sense of belonging to neighbours and the community.
- Engage all citizens to enhance creativity and cultural experiences through programs and experiences.
- Enhance public spaces through the inclusion of public art.

Actions for Public Art:

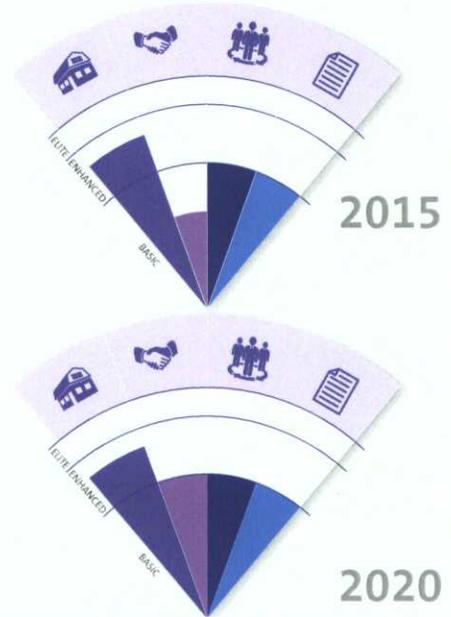
- Explore opportunities to incorporate and commission public art for new facilities.
- Promote and profile the public art program.
- Explore City leadership opportunities in funding public art.
- Identify staff resources to lead and monitor the implementation of the Public Art Program.
- Actively encourage voluntary public art contributions by developers.
- Provide incentives and recognition for public art contributions.
- Work with sponsors/partners on public art opportunities.
- Review/revise amenity contribution requirements to support public art opportunities.
- Complete inventory and condition assessment of all current assets.
- Strive to integrate culture into all planning processes, including land use planning, economic development, tourism, and planning for new civic facilities.
- Create attractive and memorable outdoor spaces in the City Centre



Public Art

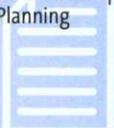
Focus 2015-2020

To maintain the current basic service level, and plan and build for the future through the completion of a review of the Public Art Policy and the implementation of a Public Art Maintenance Plan **Governance** documents which will position the City to continue offering a sustainable **Service Delivery Model**. These initiatives will be supported by the addition of the Evergreen Line Public Art and Coquitlam 125 Legacy Project **Assets**. Partnerships for Public Art will continue to be explored.



SUPPORTING DOCUMENTS

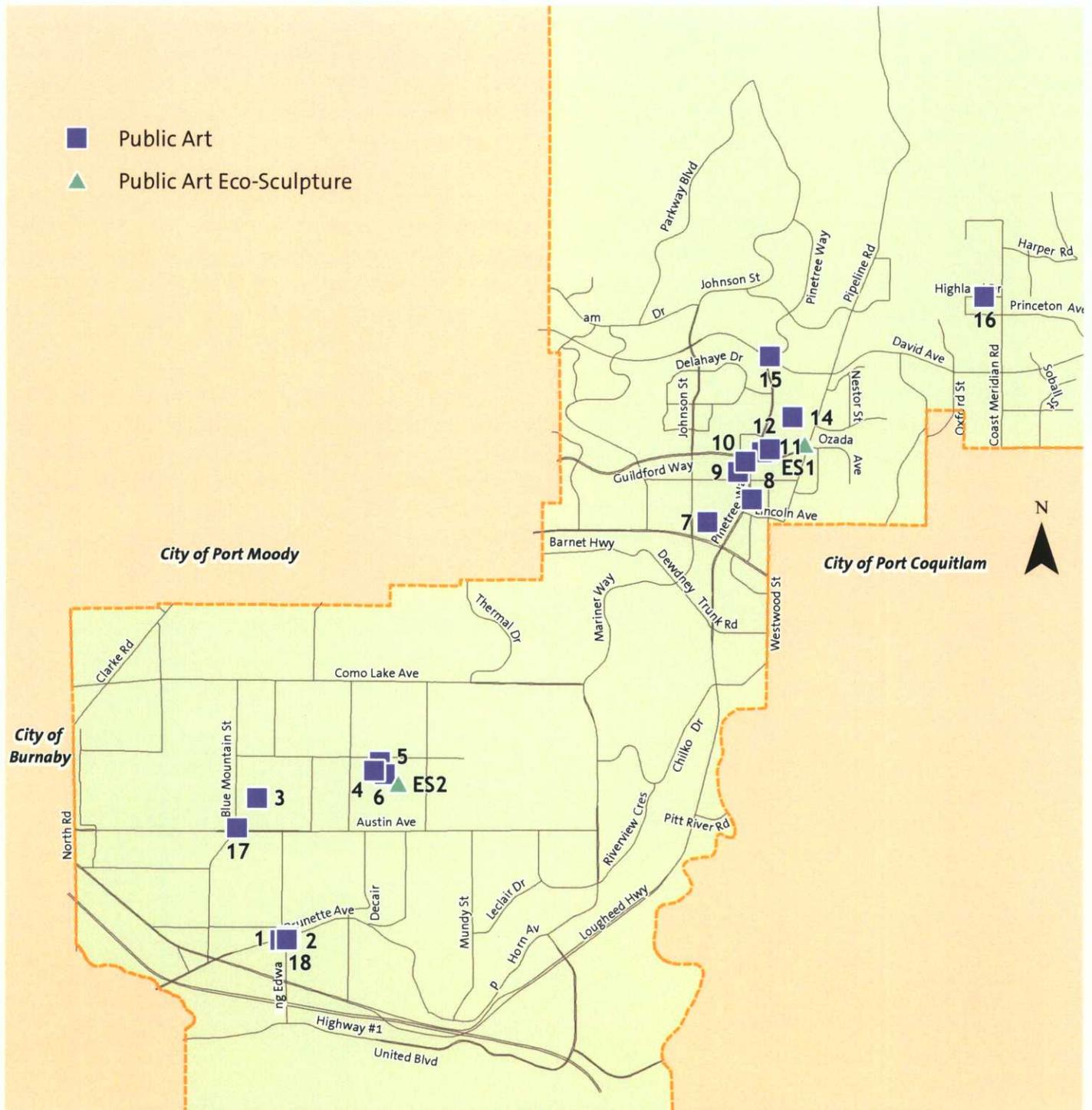
> Public Art Policy (2011)

	2015 – 2019			2020 – 2024	2025 – 2029										
Assets	Coquitlam 125 Legacy Projects (\$) Evergreen Line Public Art Opening (\$)	New Public Art in Partnership with Development (\$)	Maillardville Community Centre Public Art (\$) 	 YMCA Public Art (\$)  NE Recreation Complex Planning	 NE Recreation Complex Public Art (\$)										
Service Delivery Model															
Programming	Coquitlam 125 Public Art Maintenance Recommendation Implementation	Public Art Policy Update Implementation													
Governance	Town Centre Master Plan Public Art Inventory Maintenance Review	Evergreen Line Public Art Planning/Development	Public Art Policy Review NE Recreation Complex Plaza Planning 	<table border="1"> <thead> <tr> <th>Capital Plan</th> <th>Estimated Costs Dollars (millions)</th> </tr> </thead> <tbody> <tr> <td>2015 - 2019</td> <td>\$0.2</td> </tr> <tr> <td>2020 - 2024</td> <td>\$0.2</td> </tr> <tr> <td>2025 - 2029</td> <td>\$0.2</td> </tr> <tr> <td>Total</td> <td>\$0.6</td> </tr> </tbody> </table>	Capital Plan	Estimated Costs Dollars (millions)	2015 - 2019	\$0.2	2020 - 2024	\$0.2	2025 - 2029	\$0.2	Total	\$0.6	
Capital Plan	Estimated Costs Dollars (millions)														
2015 - 2019	\$0.2														
2020 - 2024	\$0.2														
2025 - 2029	\$0.2														
Total	\$0.6														

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

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

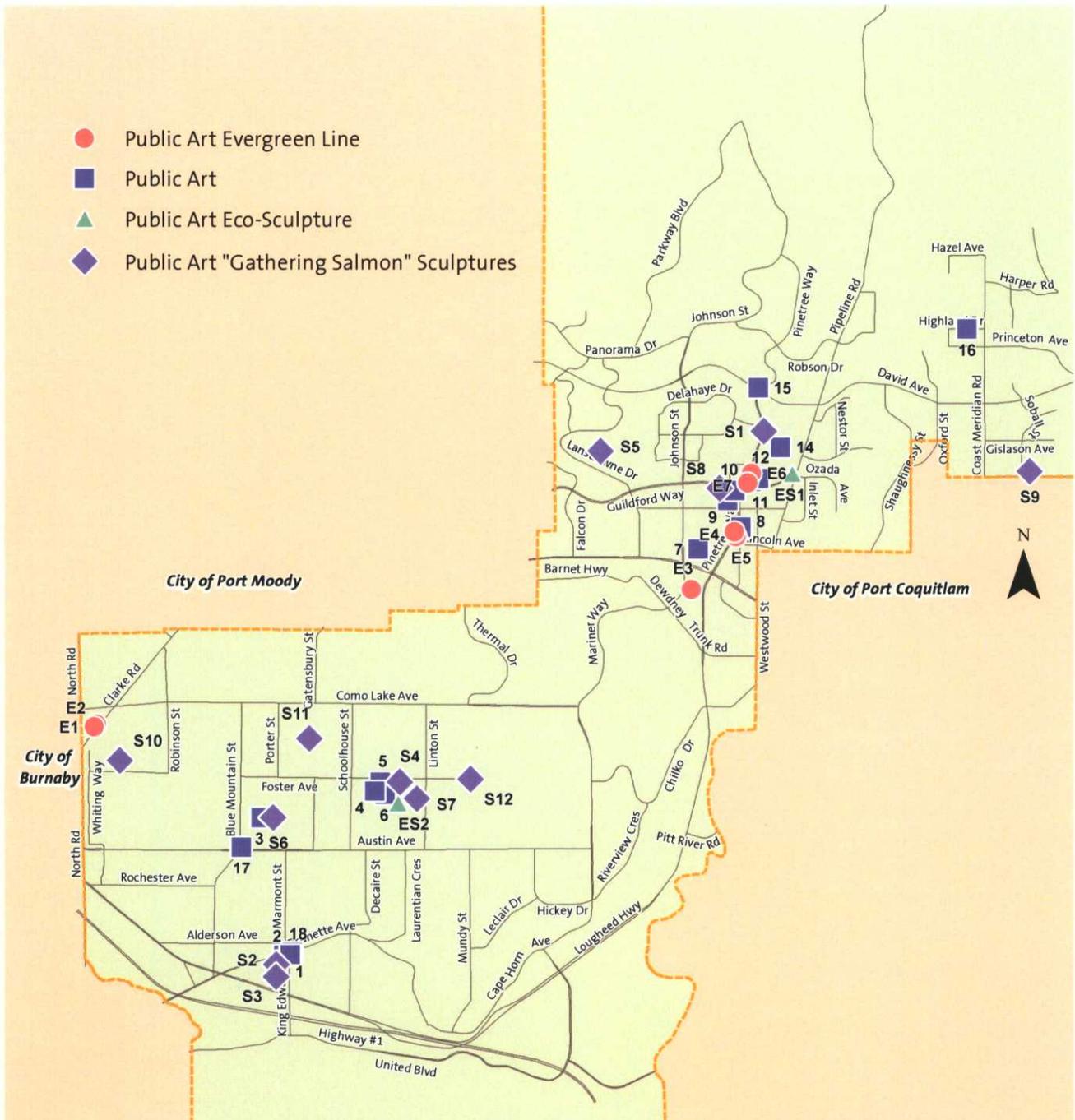
MAP OF 2015 – PUBLIC ART



- Public Art
- ▲ Public Art Eco-Sculpture

Public Art	
1	Pioneer Spirit - Maillardville
2	Sto:lo Bear: Place Des Arts
3	Stone Sculpture Symposium
4	Picket Fence Poirier
5	Untitled Work by Tony Bisig
6	Coquitlam Columbian Centennial Totem
7	Coquitlam Centre Art
8	Migration
9	Return of the Sockeye - Spirit Square
10	Coquitlam Synthesis
11	Community Tiles - Evergreen Cultural Centre
12	Millenium Stairs
14	Boarder Bench (3)
15	Silver Springs Salmon
16	Highland Green Street Frog
17	The Austin Hydrangea
18	Celebrating Place - Place des Arts
Eco-Sculpture	
ES1	Bee and Echinacea Flower
ES2	Book @ Poirier Library

MAP OF 2020 – PUBLIC ART



- Public Art Evergreen Line
- Public Art
- ▲ Public Art Eco-Sculpture
- ◆ Public Art "Gathering Salmon" Sculptures

Public Art		"Gathering Salmon" Sculptures	
1	Pioneer Spirit - Maillardville	10	Coquitlam Synthesis
2	Sto:lo Bear: Place Des Arts	11	Community Tiles - Evergreen Cultural Centre
3	Stone Sculpture Symposium	12	Millenium Stairs
4	Picket Fence Poirier	14	Boarder Bench (3)
5	Untitled Work by Tony Bisig	15	Silver Springs Salmon
6	Coquitlam Columbian Centennial Totem	16	Highland Green Street Frog
7	Coquitlam Centre Art	17	The Austin Hydrangea
8	Migration	18	Celebrating Place - Place des Arts
9	Return of the Sockeye - Spirit Square		
Evergreen Line Public Art		Eco-Sculpture	
E1	They Travelled These Roads (Burquitlam - exterior)	ES1	Bee and Echinacea Flower
E2	Burquitlam Between and Beyond (Burquitlam - interior)	ES2	Book @ Poirier Library
E3	Unity Cedar (Coquitlam Centre)		
E4	Branching Out (Lincoln - interior)		
E5	Pillow Station (Lincoln - exterior)		
E6	Translake (Lafarge - exterior)		
E7	Archival Wall (Lafarge - interior)		
S1	Artist Maria Centola - Lafarge Lake	S2	Artist Wilfrido Limvalencia - Mackin Park
S2	Artist Wilfrido Limvalencia - Mackin Park	S3	Artist Jolayne Devente - Mackin Park
S3	Artist Jolayne Devente - Mackin Park	S4	Artist Elvira DS - Poirier Sport & Leisure Complex
S4	Artist Elvira DS - Poirier Sport & Leisure Complex	S5	Artist Jenna Mortemore - Coquitlam Crunch
S5	Artist Jenna Mortemore - Coquitlam Crunch	S6	Artist Dennis Creighton - Blue Mountain Park
S6	Artist Dennis Creighton - Blue Mountain Park	S7	Artist Iman Baradaran Hashemi - Poirier Public Library
S7	Artist Iman Baradaran Hashemi - Poirier Public Library	S8	Artist Shohre Shirazi - City Hall
S8	Artist Shohre Shirazi - City Hall	S9	Artist Cory Douglas - Victoria Park
S9	Artist Cory Douglas - Victoria Park	S10	Artist Elham Sarvi - Cottonwood Park
S10	Artist Elham Sarvi - Cottonwood Park	S11	Artist Flavia Chan - Como Lake Park
S11	Artist Flavia Chan - Como Lake Park	S12	Artist April Lacheur - Mundy Park
S12	Artist April Lacheur - Mundy Park		

10 Performance Measurement

Performance measurement is critical to sustaining the high standards of service excellence that Parks, Recreation and Culture Services aspire to and performance measures are essential to communicating our accomplishments. We will engage all levels of the Department in matching our outcomes, goals, objectives and actions to performance measures that will measure progress toward supporting the corporate Strategic Goals. The measures will be updated annually and reported as part of the City's Annual Report.

- **Strengthen Neighbourhoods** – PRCS will contribute to this Strategic Goal through the delivery of initiatives such as “Neighbourhood Nights,” “Block Parties,” “Park Spark,” “Communities in Bloom” and other programs which bring the community together to build a sense of *Belonging and Connection* for residents. This will lead to an **Increase in the % of residents which report agreement that the City is strengthening neighbourhoods and community connection through the “Provision of opportunities and support for Parks, Recreation and Culture in Coquitlam” as collected through an annual survey of the Viewpoint Online Engagement Panel.**
- **Expand Local Jobs, Local Prosperity** – PRCS will contribute to this Strategic Goal through hosting and supporting a variety of community festivals and events, as well as working in partnership with businesses and agencies to support the delivery of PRCS initiatives and services which will build on the Vibrancy and Growth of the community. This will be measured through **An increase in the number of external businesses, partners and agencies that support the delivery or PRCS programs and services.**
- **Increase Active Participation and Creativity** – PRCS will contribute to this Strategic Goal through the delivery of easily accessed programs and facilities which provide Active, Balanced, and Accessible opportunities for the community to participate in ways which best meet their own individual needs and interests. This focus will lead to an **Increase in the % of residents who report that they are “Actively participating in Coquitlam parks, facilities, programs, cultural activities, and/or festivals and events” as collected through an annual survey of Viewpoint Online Engagement Panel.**
- **Enhance Sustainability of City Services and Infrastructure** – PRCS will contribute to this Strategic Goal by Innovating through Opportunities which will contribute to the optimization of use of facilities and amenities, as well as capitalize on contributions which support park or facility renewal and or development. This will lead to an **Increase in the optimization of park and facility use which can be measured in part by people counter traffic measures from parks and facilities, # of residents in the City's registration database, reported attendance at programs, parks, facilities and events, and the distribution of parks and facilities.**
- **Achieve Excellence in City Governance** – PRCS will contribute to this Strategic Goal through the delivery of Exceptional Practices and Services which lead to a community which feels connected to and satisfied by PRCS programs, events, parks and facilities. This will lead to **residents who report “ ‘Satisfaction with Recreation and Cultural Opportunities,’ as well as ‘Parks, Trails and Green Spaces’ ”** on the annual Resident Satisfaction Survey. PRC will also measure **Staff health and wellbeing through a comparison of PRC Staff number of sick days in comparison to other departments,** and will **Utilize ‘Yardstick Benchmarking’ to measure year over year performance in the delivery of Parks facilities and services.**

11 Glossary

Recreation – as definition in the National Framework for Recreation in Canada is: The experience that results from freely chosen participation in physical, social, intellectual, creative and spiritual pursuits that enhance individual and community wellbeing. cpra.ca

Canadian Sport for Life – Canadian Sport for Life (CS4L) is a movement to improve the quality of sport and physical activity in Canada. CS4L links sport, education, recreation and health and aligns community, provincial, and national programming. canadiansportforlife.ca

Community Amenity Contributions (CAC) – is a funding initiative established by the City to support the development of improved or new community amenities to create attractive, livable neighbourhoods. They may include amenities such as community centres, arts centres, pools, rinks, libraries, museums as well as outdoor facilities such as artificial fields, spray parks, sport court, tennis courts, paved parking lot, lighting systems, skate parks, etc. that cannot be funded by typical growth financing options, such as Development Cost Charges (DCCs). CACs provide an acceptable alternative to help address the funding gap between growth costs and revenues to pay the costs of required growth-related City amenities.

Development Cost Charges (DCC) – are monies collected from land developers by the City to offset some of the infrastructure costs associated with the needs of new development and are contingent and dependent on ongoing growth. They may fund park land acquisition and the construction of basic park elements such as landscaping, grass sports fields, playgrounds and trees. Note Construction of parking lots or access roads, building such as dugouts, bleachers or field houses, tennis or basketball courts, baseball diamonds, tracks or the installation of lighting systems are excluded from DCC funding.

Physical Literacy – means having the fundamental movement skills, fundamental sports skills and motivation that enable an individual to read their environment and make appropriate decisions while moving confidently and with control in a wide range of physical activities in both indoor and outdoor movements. physicalliteracy.ca

Programming (parks) refers to the amenities and features of a park, i.e. benches, playground equipment, etc.

Programming (outdoor and indoor recreation and culture) refers to intentionally planned activities for which people may or may not register and they may take place indoors or outdoors in or at any of the parks, recreation and culture facilities and amenities.

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