

Play. Grow. Create.

November 2021

Pitt Meadows
Parks, Recreation and Culture

M a s t e r P L A n

The City of Pitt Meadows acknowledges that we are located on the traditional territory of the Katzie First Nation



Project Documents

The City of Pitt Meadows Parks, Recreation and Culture Master Plan consists of three project documents.

**“Current State”
Research Report**

**“What We Heard”
Engagement Summary
Report**

**Parks, Recreation and
Culture Master Plan**

Executive Summary

Master Plan Purpose and Context

The City of Pitt Meadows undertook its first ever Parks, Recreation and Culture Master Plan to provide a strategic roadmap that will guide service delivery and investment in these value services over the next 15+ years. More specifically, the Master Plan will inform decisions pertaining to facility investment, programming, partnerships, and service delivery.

The Master Plan Process



Community Input into the Master Plan

Parks, recreation and culture services are provided for the benefit of residents to optimize quality of life, wellness and create a sense of community. As such, it was critical for the Master Plan process to thoroughly engage the community. Summarized as follows is an overview of the project engagement.

- 889 responses to a **Resident Questionnaire** (representing 2,268 residents)
- 120 **Youth Survey** responses
- 19 organizations completed a **Community Group Questionnaire**
- 13 **Stakeholder Discussions** were facilitated with representatives from 24 groups / community interests

In addition to the engagement inputs, the project team conducted numerous other forms of research, including:

- Review of previous planning and existing policies
- Review and analysis of current service delivery practices
- Analysis of community characteristics (population, demographics, health and wellness indicators, etc.)
- Benchmarking comparison to other municipalities
- Review of pertinent trends and leading practices
- Inventory of current parks, recreation and culture infrastructure assets
- Functional assessments of key indoor and outdoor spaces

To review the detailed engagement and research findings please refer to the "What We Heard" Engagement Summary Report and "Current State" Research Report.

Foundations for Parks, Recreation and Culture Services in Pitt Meadows

The ongoing investment in parks, recreation and culture needs to be rooted in and based upon some commonly accepted philosophical pillars. The Master Plan identifies a Vision and seven Service Delivery Objectives for parks, recreation and culture services in Pitt Meadows. **Please refer to Section 4 for additional detail on the Vision and Service Delivery Objectives.**

Vision

Parks, recreation and culture services in Pitt Meadows reflect the unique character of the community and contribute to prosperity, community spirit, and wellbeing.

Service Delivery Objectives



Service Delivery Strategies

The Master Plan identifies 10 Service Delivery Strategies. These Strategies are intended to optimize how the City delivers parks, recreation and culture services while also further re-embedding practices that currently work well. Under each Strategy are a series of Recommended Actions (39 in total) which outline tactical approaches to achieving each Strategy. The following chart identifies each Strategy, Recommended Action and anticipated implementation timing and resource requirement (where applicable).

Legend:

Magnitude of Resource Requirements (Incremental to Current)

\$ - minimal
 \$\$ - moderate
 \$\$\$ - significant

Timing

Anticipated to be implemented during a set period of time (Short, Mid or Long Term)

The Action should be ongoing and occur all of the time as an embedded practice

Recommended Actions	Short Term (<5 Years)	Medium Term (5 – 10 Years)	Long-Term (>10 Years)	Magnitude of Resource Requirements (Incremental to Current)
Service Delivery Strategy #1: Continue to use a combination of direct and indirect approaches to deliver recreation and culture opportunities.				
A. Utilize the suggested tool (Activity Evaluation Framework) provided in Section 7 as a starting point (initial filter) for determining whether direct or indirect provision is the best method to deliver an activity.				N/A
B. Develop and implement a standardized performance measurement process for contracted and fee for service agreements. This process can help evaluate existing agreements and provide a basis for developing new ones.				N/A
C. Identify opportunities to more clearly and regularly communicate the rationale behind service delivery approaches to the public and stakeholders.				N/A
D. Establish a Parks, Recreation and Culture Advisory Committee.				\$ (Some staff time and resources required to support the Committee)

Recommended Actions	Short Term (<5 Years)	Medium Term (5 – 10 Years)	Long-Term (>10 Years)	Magnitude of Resource Requirements (Incremental to Current)
Service Delivery Strategy #2: Focus on increasing the cultural capacity of the community.				
A. Allocate additional staffing resources to arts and cultural capacity development, implementation of arts and cultural initiatives, and ensuring the potential of the suggested arts and cultural hub facility is optimized.				\$\$ (Additional staff resources required)
B. Facilitate increased dialogue and knowledge transfer between arts and cultural organizations and individuals in Pitt Meadows (and the broader region).				N/A
C. Identify opportunities to further support and integrate Indigenous arts and culture into the community.				N/A
D. Continue to place an emphasis on growing public art assets in the city. These efforts should include identifying unique opportunities and places to feature public art across an array of parks, recreation facilities and other civic infrastructure (e.g. city hall, new emergency services facilities, etc.).				N/A
E. Help organizations build upon the resiliency shown during the COVID-19 pandemic, which included shifts to online learning and other adapted programming and activities.				N/A
F. Continue to support filming in Pitt Meadows with a sensitivity to hot spot designations (including community engagement to identify and mitigate potential issues). <i>*An update of the Filming Policy is currently ongoing.</i>				N/A
Service Delivery Strategy #3: Target areas of the city where opportunities exist to increase the benefits provided by parks, recreation and culture participation.				
A. Increase the promotion of the Program and Admission Fee Subsidization program with a focus on areas of the community with the highest levels of residents facing financial barriers to participation.				N/A
B. Engage local and regional service providers to conduct a review of the Program and Admission Fee Subsidization program. This review should engage partners such as School District 42, Ridge Meadows MCDF, new immigrant partnerships and seniors networks; identifying opportunities to better promote the program and remove any barriers or factors that may limit access.				N/A

Recommended Actions	Short Term (<5 Years)	Medium Term (5 – 10 Years)	Long-Term (>10 Years)	Magnitude of Resource Requirements (Incremental to Current)
C. Enhance the promotion of third party support programs like KidSport and JumpStart.				N/A
D. If funding can be secured through provincial or federal summer jobs programs, pilot staffing parks and Playboxes in selected neighbourhoods during peak summer hours with a focus on communities that have a higher proportion of residents facing financial barriers to recreation participation.				\$ (assumes majority of staff time covered by grant funding)
E. Self-audit City recreation and culture programming on an ongoing basis to ensure there is a sufficient mix of no and low cost opportunities.				N/A
F. Consider accessibility, inclusion and access when evaluating grant and funding requests from community organizations and potential facility operations agreements.				N/A
Service Delivery Strategy #4: Enhance data collection and management.				
A. Identify methods and protocols to collect utilization data for spontaneous use of outdoor parks and recreation spaces.				\$ (May require additional staff time or an incremental investment in other resources to support data collection)
B. Invest in staff training and resources to ensure that data is properly collected and analyzed.				\$
C. Investigate data analytics software (or expanded use of existing software capability) that can provide new insights into community needs, demands and trends using data collected through the City's bookings software and other available sources.				\$\$ (Will require an investment in data analytics software)
D. Review accounting practices and identify approaches that can enable City staff to more conveniently organize revenues and expenditures by amenity and function.				N/A
Service Delivery Strategy #5: Strengthen regional collaborations and ensure that major facility planning occurs using a regional lens.				
A. Continue to participate in ongoing tripartite dialogue, planning and space allocation with School District 42 and the City of Maple Ridge.				N/A

Recommended Actions	Short Term (<5 Years)	Medium Term (5 – 10 Years)	Long-Term (>10 Years)	Magnitude of Resource Requirements (Incremental to Current)
B. Continue to participate as a key stakeholder in strategic planning undertaken by Metro Vancouver Regional Parks and BC Parks.				N/A
C. Establish more frequent dialogue with Katzie First Nation on topics specific to parks, recreation and culture.				N/A
D. Ensure that capital planning for major parks, recreation and culture projects includes sufficient dialogue with the City of Maple Ridge and other municipalities in the region as required. Doing so will help avoid duplication, make the best use of available capital funds, and best position future projects for development and operational success.				N/A
Service Delivery Strategy #6: Develop a new comprehensive facility allocation policy.				
A. Develop a single, comprehensive new Facility Allocation Policy that encompasses all bookable spaces owned by the City (including rental halls, multi-purpose indoor spaces, sports fields and arenas).				\$ (May require additional staff time or contracted resources)
B. Given the connection between allocations and user fees, the City should also look to refresh the Fees and Charges Policy.				\$ (May require additional staff time or contracted resources)
C. Based on the new allocation policy directions, it is suggested that the City review historical use agreements.				N/A
Service Delivery Strategy #7: Continue to support and work with outdoor advocacy and stewardship organizations.				
A. Continue to support existing and new projects and initiatives brought forth by local and regional not for profit advocacy and stewardship groups.				\$\$ (As per existing City grant protocols and mechanisms)
B. Leverage the expertise of local and regional not for profit advocacy and stewardship groups as required to help develop solutions and ideas for key management topics.				N/A

Recommended Actions	Short Term (<5 Years)	Medium Term (5 – 10 Years)	Long-Term (>10 Years)	Magnitude of Resource Requirements (Incremental to Current)
Service Delivery Strategy #8: Undertake a community parks, recreation and culture needs assessment every 5 years and use this information to update the Master Plan.				
A. Conduct a Parks, Recreation and Culture Needs Assessment every 5 years and use this information to update the Master Plan and other planning and policies as required.				\$\$ (May require additional staff or contracted resources)
Service Delivery Strategy #9: Enhance public communications and awareness of parks, recreation and culture opportunities and the factors that influence service delivery.				
A. Continue to leverage internal expertise to develop creative marketing and promotions initiatives and refresh department and facility branding.				N/A
B. Ensure promotions and marketing leverages current and past successes as well as those parks, recreation and culture assets that make the community unique.				N/A
C. Target promotions and marketing to individuals that are underrepresented in current programs and activities.				N/A
D. Develop a regular communique that provides information to the general public on parks, recreation and culture activities, projects, successes and factors that influence service delivery.				N/A

Recommended Actions	Short Term (<5 Years)	Medium Term (5 – 10 Years)	Long-Term (>10 Years)	Magnitude of Resource Requirements (Incremental to Current)
Service Delivery Strategy #10: Ensure asset management and sustaining existing infrastructure remain top priorities.				
A. Work with the Engineering and Operations Services department to put in place a regular schedule for indoor facility assessments that assesses remaining lifespan, deferred maintenance and other key indicators.	■			N/A
B. Develop a Playground Strategy and update it on a regular basis (every 3 to 5 years).		■		\$\$ (May require additional staff or contracted resources)
C. Ensure adequate budget allocations are set aside into a capital reserve for facility upgrades, replacement and refreshment.	■	■	■	\$\$ / \$\$\$ (Aging infrastructure will require re-investment; the City will need to continually monitor building condition data and budget accordingly)
D. Conduct regular accessibility audits.	■	■	■	\$
E. Continue to identify opportunities to integrate green practices and technologies into the management of both indoor and outdoor facilities and spaces, reflecting the City’s commitment to climate leadership and sustainability.	■	■	■	N/A

Parks, Recreation and Culture Infrastructure

The Master Plan identifies Strategies for a variety of facility and amenity types. These Strategies are intended to guide future capital investment as well as identify opportunities to leverage the greatest degree of public benefit from these spaces. A high-level overview of the recommended infrastructure Strategies and Actions are summarized as follows. **To review the prioritization methodology and the specific Strategies and Actions in more detail, please refer to Section 6. The implementation steps and resource requirements (associated operating and capital costs) can also be found in Section 8.**

Suggested Capital Projects to Expand Service Levels

Capital projects (new facility / amenity or renewal) that should proceed and are intended to provide a new opportunity or significantly enhance current service levels.

- Expand the provision of community garden plots (either at hub sites and/or smaller satellite locations).
- Re-imagine Harris Road Park (and as part of this project consider consolidating ball diamonds at the Pitt Meadows Athletic Park / Amenity Lands site).
- Develop a covered multi-use sports box.
- Re-surface the tennis courts at the Pitt Meadows Athletic Park and allocated part of the space for pickleball.
- Develop a tennis re-bound wall.
- Develop a place of remembrance in Pitt Meadows (further investigation is needed to define and adequately plan this community amenity).

**The amenity lands may provide a location for a new multi-use sports box and other amenities (new, incremental amenities or re-located amenities from other locations)*



As part of the development of the Golden Ears Business Park phases 3 and 4, Onni Group Developments provided a significant amenity contribution to the City, consisting of 13 acres of green space adjacent to the Pitt Meadows Athletic Park. This includes eight acres of park land and five acres of an enhanced trail network, with an estimated value of \$22.5 million. These amenity lands will continue to be developed over the next number of years to serve a variety of recreation and leisure uses. This picture is from the official ribbon cutting that celebrated the transfer of these lands.

Further Explore / Study

More analysis of the costs, development options, potential operating and partnership models, and overall project impacts is required before proceeding with the project.

- Undertake an aquatics feasibility study to better understand the range of indoor and outdoor aquatics facility options and their associated capital and operating cost impacts.
- Develop a Trails Strategy focused on identify specific projects and improving connectivity.
- Investigate lighting at Pitt Meadows Athletic Park (impacts, costs, needs).
- Explore options for an arts and cultural hub facility.
- Research potential cost effective enhancements for Heritage Hall.
- Conduct feasibility analysis for a dedicated performing arts venue when the city's population is at or nearing 25,000 residents.
- Revisit community needs for an indoor multi-sport facility in 5-10 years based on the use of the suggested new outdoor multi-use sports box.
- Explore a second spray park in growth areas based on community demand and future aquatics development.
- Consider relatively "easy win" amenity additions as future project planning occurs (including: outdoor fitness equipment, indoor play features, sand volleyball courts, etc.).

Monitor

The City should continue to monitor activity and participation trends pertaining to each amenity and consider future development or other actions to enhance space provision in the future when warranted.

- Pickleball trends and space needs.
- Field sports activity levels.
- Pump track / bike skills park needs and activities.

Optimize

Opportunities exist to optimize the provision of an amenity or facility type.

- Diversify outdoor playground offerings.
- Improve trail wayfinding signage.
- Support amenities at Pitt Meadows Athletic Park.
- Further integration of Indigenous art and public art into community and civic infrastructure.
- Youth spaces and amenities.
- Work with local, regional, and provincial partners and organizations to ensure (and where appropriate encourage) sustainable recreational use of waterways in Pitt Meadows.

Invest to Maintain

Capital investment will be required to maintain service levels as the City grows.

- Acquire land to maintain the current level of park space provision (307 residents per Ha.).
- All current facilities and amenities owned by the City.
- If required, relocate the museum.

Other Master Plan Resources and Next Steps

To ensure that the Master Plan provides the greatest possible value, it will be incumbent upon City Administration and Council to ensure that the document is used to inform decision making and priority setting on a move forward basis. Recognizing that trends, community and regional dynamics, and available resources are continually in a state of flux, the Master Plan may require ongoing refreshment so that the document remains up to date.

The Master Plan also contains a number of tools (**see Section 7**) that should be used on an ongoing basis to inform decision making and actions. Using these tools, and adjusting the Master Plan Strategies and Recommended Actions where appropriate will ensure that the Master Plan remains a living document well into the future.





.PITT MEADOWS.

PROUD

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Section 1

Introduction

Master Plan Purpose

The City of Pitt Meadows first ever Parks, Recreation and Culture Master Plan was initiated in the fall of 2020 and will guide the delivery of parks, recreation and culture services over the next 15 years. More specifically, the Master Plan will:

- Provide Council and administration with a resource that can help inform decision making, ongoing priority setting and resource allocation.
- Set foundations, objectives and focus areas for service delivery and the City's Parks, Recreation and Culture department.
- Guide future planning and policies.
- Provide a point of reference that rationalizes ongoing investment into parks, recreation and culture by articulating the benefits provided by these services.

What's included in this section?

- Overview of the Master Plan purpose.
- Overview of the process used to develop the Master Plan.
- Summary of the research and engagement inputs.



How was the Master Plan Developed?





The following graphic illustrates the process used to develop the Master Plan. As reflected in the graphic, research and community engagement provided a basis of information for the project team to set strategic direction and develop this Master Plan document.



Community Engagement and Research Inputs

A Made In Pitt Meadows Parks, Recreation and Culture Master Plan

Community Engagement Overview

-  Resident Questionnaire (889 responses representing 2,268 residents)
-  Youth Survey (120 responses)
-  Community Group Questionnaire (19 participating community organizations)
-  Stakeholder Discussion Sessions (13 facilitated sessions with 24 stakeholder interests represented)

Research Overview

-  Review of previous planning and existing policies
-  Review and analysis of current service delivery practices
-  Community analysis (review of population and demographics and other health and wellness indicators)
-  Benchmarking (comparison to other communities)
-  Trends and leading practices
-  Functional assessment of key indoor and outdoor facilities



Section 2

The Current Service Delivery Context

The City's Approach to Providing Parks, Recreation and Culture Opportunities

The City of Pitt Meadows delivers parks, recreation and culture using a combination of direct and indirect delivery methods. This approach to service delivery is commonplace within the region and across Western Canada, providing local governments with the ability to effectively meet gaps and respond to opportunity demands while also supporting organizations in the community. The graphic on the following page illustrates these two delivery methods and the opportunities provided through each.

What's included in this section?

- Summary description of the City's current approach to parks, recreation and culture service provision.
- Overview of parks, recreation and culture infrastructure in Pitt Meadows.

The Provision of Parks, Recreation and Culture Opportunities

"Direct" Delivery

The City provides the opportunity using City staff and facilities

Examples

- Operation of the Pitt Meadows Family Recreation Centre, South Bonson Community Centre, Pitt Meadows Athletic Park and other indoor and outdoor spaces in the community.
- Programming offered by City staff at the above noted facilities.

"Indirect" Delivery

The City supports but does not directly provide the opportunity

Examples

- Agreements with third party entities to operate City-owned facilities (e.g. Pitt Meadows Arena, Ridge Meadows Senior Centre, Pitt Meadows Museum).
- Providing subsidized facility time to local minor sport and community organizations.
- In-kind support and grants for community organizations.
- Collaboration and involvement in regional planning initiatives.

It's important to note that the broader provision and availability of active living opportunities for residents of Pitt Meadows includes a number of external organizations. The City has relationships with some of these entities (e.g. Metro Vancouver Regional Parks and neighbouring municipalities) while others operate independently of the public parks, recreation and culture system (e.g. private sector providers of fitness).



DID YOU KNOW...

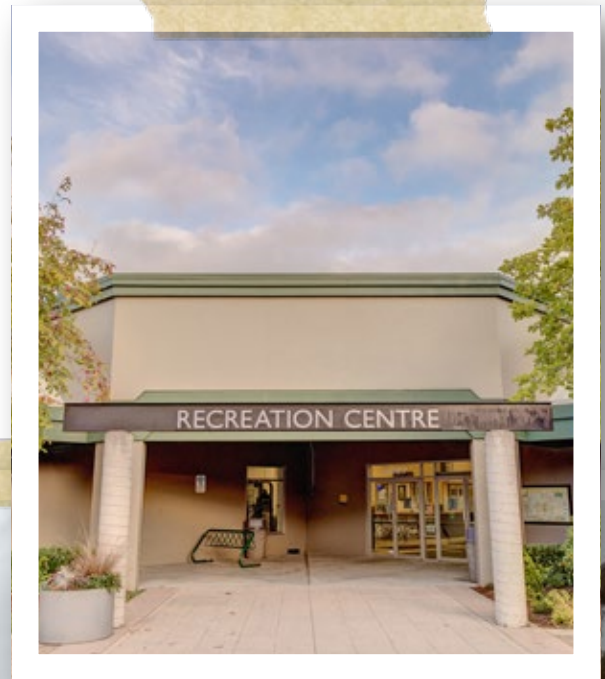
75% of Pitt Meadows residents believe that parks, recreation, and arts / culture opportunities are “very important” to their household’s quality of life. 80% also believe parks, recreation, and arts / culture opportunities are “very important” to the quality of life for all residents in the city and 79% believe these opportunities are “very important” in making Pitt meadows appealing to current and prospective residents.¹

¹ Household Questionnaire findings





Parks, Recreation and Culture Infrastructure in Pitt Meadows

Residents and visitors to Pitt Meadows have access to a variety of parks, recreation and culture facilities and amenities. These spaces have been accrued and developed over a number of decades and the replacement value of these assets is estimated in the hundreds of millions of dollars. Provided on the following pages is an overview of the publicly provided supply of parks, recreation and culture infrastructure in Pitt Meadows.



Overview by Facility and Amenity Type

Legend # = Number of Facilities  = Provision Ratio (residents per unit of amenity type) ²	 Ice Arenas # 1 arena (3 sheets of ice)  6,191 (residents per sheets of arena ice)	 Community Gymnasiums (not including schools) # 1  18,573	 Community Centre Spaces (multi-purpose indoor spaces for programs and social activities) # 3  6,191	 Libraries # 1  18,573	 Major Outdoor Sports Park # 1  18,573	 Artificial Turf Fields # 1  18,573
 Community Gardens # 1  18,573	 Sports Fields # 15  1,238	 Ball Diamonds # 17  1,093	 Skateboard Parks # 1  18,573	 Public Art Galleries # 1  18,573	 Seniors Activity Centres # 1  18,573	 Youth Activity Centres # 1  18,573
 Community Park Spaces # 13 (park spaces with play structures) 60.5 Ha.  1,429 (307 residents per Ha.)	 Trails* 69.5 km (including Greenway, dike trails, and community park trails managed by the City) # 265 residents per km of trail	 Heritage Sites # 1  18,573	 Outdoor Aquatics Facility # 1  18,573	 Off Leash Dog Parks # 2  9,287	 Outdoor Sports Courts # 10  1,857	 Tennis Courts # 8 (including 6 pickleball courts)  2,322
 Waterways Pitt Lake (53 square kilometers) # Pitt River (eastern bank of the river entirely within Pitt Meadows; running from the Fraser River to Pitt Lake) Alouette River (approximately 10 km within the boundaries of Pitt Meadows) <i>*These water bodies and their adjacent trails are used for a variety of activities including paddling, walking / hiking, and nature enjoyment</i>						

*Does not include trails Pitt-Addington Marsh Wildlife Management Area.

Location of Facilities and Amenities





Overview (Amenity Summary) of Key Parks, Recreation and Culture Sites

Pitt Meadows Art Gallery

- Located next to Harris Road Park
- Includes multidisciplinary arts works from local and regional artists

Pitt Meadows Family Recreation Centre

- Full sized community gymnasium (dividable into 2 gymnasiums)
- Fitness centre
- Youth centre ("The Lounge")
- Fitness studio

Harris Road Park

- Outdoor pool and spray park
- Skateboard Park (Youth Action Park)
- Sports fields (3 ball diamonds, 2 soccer fields)
- Community playground

**Heritage Hall and the Pitt Meadows Art Gallery are located immediately adjacent to the park site*

Pitt Meadows Athletic Park / Pitt Meadows Arena

- 5 full sized sports fields, 2 mini-fields, 8 ball diamonds **Cross-use configuration does not permit simultaneous play*
- Tennis courts (4)
- Pitt Meadows Arena (3 sheets of ice)

**The Pitt Meadows Community Field (artificial turf) and Community Gardens are located immediately adjacent to the site*

South Bonson Community Centre

- Main hall with kitchen facilities
- Multi-purpose rooms
- Boardroom

**Adjacent to the Waterfront Commons Parks and Shoreline Park*

Waterways for Paddling and Nature Viewing

- Pitt River (eastern bank of the river entirely within Pitt Meadows)
- Pitt Lake (accessible via Grant Narrows Regional Park)
- Alouette River (approximately 10 km within the boundaries of Pitt Meadows)



PARKSIDE TRAIL

DID YOU KNOW...

There are over 69 km of trails in Pitt Meadows, including the Greenway, dike trails and community park trails. 77% of Pitt Meadows residents also report being daily or weekly users of these trails.²

2 Household Questionnaire findings

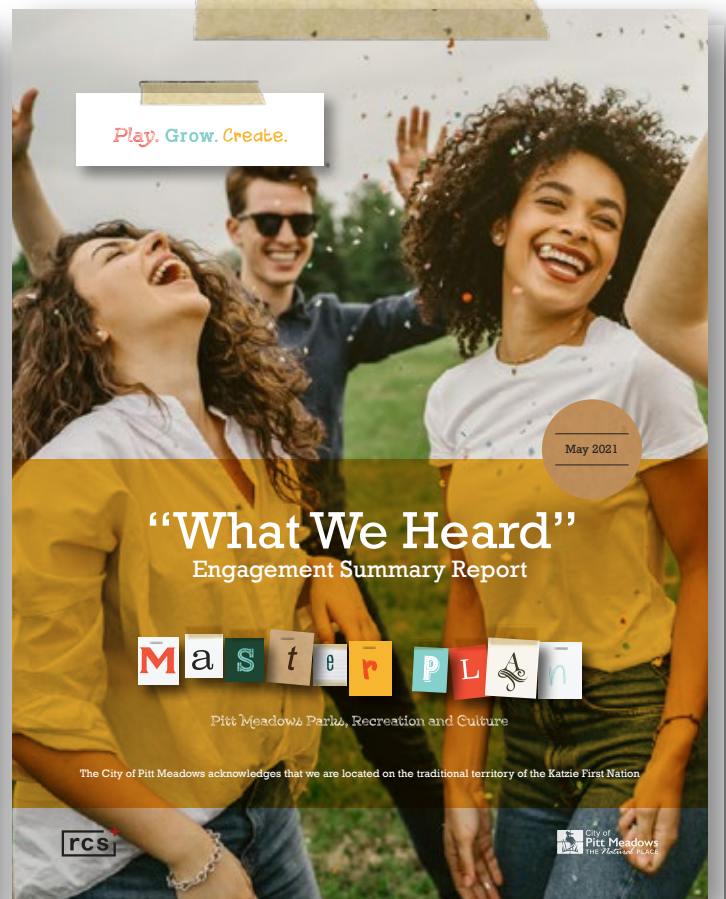
Section 3

Key Findings from the Research and Engagement

Data and insights gathered from the community engagement and other forms of research conducted by the project team were critical to developing the Master Plan Foundations, Strategies and Priorities (as presented in the next three sections). Provided in this section is a summary of key findings from the research and engagement. **To review the detailed findings please refer to the “What We Heard” Engagement Summary Report and “Current State” Research Report.**

What’s included in this section?

- Summary of key findings from the research and community engagement.



Key Findings from the Research

- **Partnerships and collaborations are critical aspects of the City's parks, recreation and culture delivery model.** The City uses a combination of direct and indirect delivery methods to provide active living opportunities. Organizations external to the City such as Metro Vancouver Regional Parks, Katzie First Nation, School District 42, and surrounding municipalities are part of a broader network of partners that deliver active living opportunities to Pitt Meadows residents while correspondingly the City of Pitt Meadows supports facilities, programming and events that serve individuals living beyond its municipal borders.
- **The City oversees an asset base of parks, recreation and culture amenities with a replacement value in the hundreds of millions of dollars.** Sustaining existing (and aging) assets while considering demands for new types of facilities will require a delicate balance. Functional assessments conducted on key indoor and outdoor facilities indicate that the City generally does a good job maintaining assets although opportunities exist to refresh / re-vision a number of spaces in coming years and improve amenity consistency (especially pertaining to community parks).
- **Available utilization data suggests that bookable spaces in the city are relatively well used and no significant capacity challenges were identified.** The Pitt Meadows Arena appears to have the highest level of utilized capacity (84% of prime in 2019), but this figure does not suggest any significant overall capacity challenges. Utilization of other spaces such as the Pitt Meadows Family Recreation Centre and sports fields in Pitt Meadows have remained relatively consistent on a year to year basis.
- **The City continues to make a significant investment in parks, recreation and culture.** The City's investment in these services totals approximately \$3 million dollars per year and accounts for 10-11% of the overall budget. On average, approximately 80% of this investment goes towards operations with approximately 20% allocated to capital expenditures (mostly major repair or enhancements to existing facilities).
- **Opportunities exist to improve data collection and management, and analysis.** Utilization data is not available and/or complete for some types of parks, recreation and culture infrastructure, especially those types of spaces that accommodate multiple types of use and spontaneous activity. The City's budgeting and tracking of actual revenues and expenditures is comprehensive from an overall departmental standpoint, but does enable analysis to be undertaken for many specific facilities or service functions. Enhancing overall utilization and operations data collection and management would enable the City to better understand participation trends, use data to influence decision making and establish performance measurement metrics.
- **Pitt Meadows has experienced steady levels of growth and appears on pace to slightly exceed its projected population of 23,500 residents by 2041 (as identified in the Metro Vancouver Regional Growth Strategy).** Statistics Canada recorded a population of 18,572 residents in 2016 and available Environics Analytics DemoStats estimates a current population of 21,664.
- **Available data suggests that perceived levels of health and wellness, sense of belonging and levels of physical activity are inconsistent across the community.** Available Environics Analytics (EA) data reflects a number of these differences and the relationship between the wellness indicators and demographic characteristics such as income and age. *See Section 5 for additional detail.*

- **Benchmarking suggests that Pitt Meadows provides the majority of parks, recreation and culture facility and amenity types at “similar” levels to comparators.** The benchmarking analysis indicates that Pitt Meadows is generally aligned with comparators in the provision (service levels) of most amenity types. Those facility and amenity types that may be provided at a lesser level of service were: curling ice, indoor aquatics facilities, public performing arts theatres, community arts hubs, spray parks, and community garden sites. However, it is important to note that infrastructure benchmarking is limited in its ability to capture regional supply factors (e.g. the availability of facilities in nearby municipalities), demand, or quality of the spaces provided.



- **Opportunities exist to improve health and wellness levels among youth in the community.** Data from the Middle Years Development Instrument (MDI) assessed an overall wellness classification of “thriving” to 42% of Grade 4 students and 32% of Grade 7 students in School District 42 (Maple Ridge and Pitt Meadows). These figures are similar to provincial averages but suggest that room for improvement exists. It is also notable that the sub-segment findings reflect lower wellness levels and participation in after school activities among students in Pitt Meadows compared to Maple Ridge, however a higher proportion of the students in Pitt Meadows indicated that there are safe places in their neighbourhood or community that provide programs for kids their age.



- **Parks, recreation and culture trends are continually evolving.** Notable trends in the public sector delivery of these services include a shift in demand from structured to unstructured activities, preference for multi-purpose facilities, partnerships, alignment with provincial and national policy and strategic direction, increasing expectations for programming and facility quality and experiences, the emergence of the cultural sector, and the shifting volunteer landscape.

Key Findings from the Engagement

- **Residents, user groups and stakeholders generally believe that Pitt Meadows offers a wide array of opportunities.** While demand for new programs, activities and infrastructure exists, findings from the engagement support that individuals in Pitt Meadows believe there is ample opportunity for most residents to be active. The dike system along the Pitt River Regional Greenway is perceived as an extremely valuable regional assets that attract visitors and makes the community highly appealing for existing and prospective residents.
- **A number of factors motivate residents to participate in parks, recreation and culture pursuits.** Interpersonal factors such as health, wellness and wellbeing (physical and mental) as well as opportunities to engage socially and be part of the community are key motivators of participation across all age groups.
- **Residents place a high value on parks, recreation and culture.** Findings from the Resident Questionnaire confirm that the majority of residents believe these services are “very important” - not only to their household’s wellbeing but also the broader quality of life and vibrancy of the community. Engagement with stakeholders, user groups and youth in the community further reiterated the importance of parks, recreation and culture opportunities and the role that the quality provision of these services has on making the community appealing for residents and visitors.
- **Levels of satisfaction with most aspects of parks, recreation and culture services are relatively good but have room for improvement.** 86% of Resident Questionnaire respondents were satisfied (“very” or “somewhat”) with parks, trails and open spaces in Pitt Meadows. Levels of satisfaction for recreation and cultural programs, facilities and opportunities were not as strong, however less than a quarter of respondents identified that they were “dissatisfied” with these service areas (respondents had higher levels of “neither satisfied nor dissatisfied” responses).
- **Demand exists for facility development and enhancement.** Consistent across all of the engagement was a desire for new and / or enhanced facilities to be developed in the community. 77% of Resident Questionnaire respondents and 78% of Community Group Questionnaire respondents indicated that development is needed. The need for, and benefits of, facility development were also expressed during a number of the stakeholder discussion sessions. However, many stakeholders and user group representatives also recognize the capital and operating impacts of undertaking facility development as well as the need to sustain what already exists.
- **Aquatics, indoor multi-purpose dry floor space, trails, and park amenities were identified as top infrastructure priorities.** Demand for these types of parks, recreation and culture infrastructure were relatively consistent throughout the engagement. The Master Plan will need to further assess the need for these spaces and the associated cost impacts.

- **Opportunity exists to further develop cultural capacity in the community.** Arts and cultural stakeholders believe that infrastructure and community development investment is needed to expand the cultural capacity and vibrancy of the community.

- **Many stakeholders and user groups had difficulty separating strengths, gaps and needs in Pitt Meadows from those that exist more broadly across the region.** Many community organizations operate across Pitt Meadows - Maple Ridge (often referred to as "Ridge-Meadows" by groups) and look at space needs with a regional lens. Stakeholders and user groups frequently mentioned the importance of regional collaboration as a way to make the best use of limited resources and avoid duplication.

- **Residents, user groups and stakeholders are keen to be engaged.** The level of participation in the Master Plan engagement and feedback provided during the stakeholder discussions and through the User Group Questionnaire indicate that the community is highly engaged and would like to participate in an ongoing conversation on parks, recreation and culture in the community.



Section 4

Foundations for Parks, Recreation and Culture Services in Pitt Meadows



What's included in this section?


- A Vision for Parks, Recreation, and Culture Services in Pitt Meadows.
- Service Delivery Objectives.

The City provides parks, recreation and culture opportunities to achieve an array of social, health, community, and economic benefits. In other words, ongoing support for these services needs to provide a return on investment that is measurable to some degree and understood by residents and stakeholders. Establishing foundations for parks, recreation and culture services helps create philosophical alignment between focus areas for investment and desired outcomes (the benefit or “return” achieved through investment). Provided in this section is a **Vision** and **Service Delivery Objectives** for parks, recreation and culture services in Pitt Meadows.

How were the Vision and Service Delivery Objectives developed?

The Vision and Service Delivery objectives reflect key values identified through engagement with residents, community organizations and stakeholders, and have also been developed to align with overarching City strategic planning, including the Official Community Plan (in draft form at the time of the Master Plan) and City of Pitt Meadows Strategic Plan 2019-2022.

A Vision for Parks, Recreation, and Culture Services in Pitt Meadows



Parks, recreation and culture services in Pitt Meadows reflect the unique character of the community and contribute to prosperity, community spirit, and wellbeing.

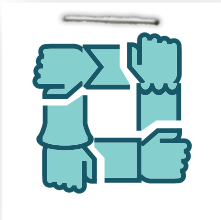
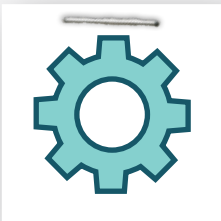







What is the purpose of the Vision?

A Vision is an aspirational statement that is intended to reflect core values and guide service delivery to an optimal place.

Service Delivery Objectives

The 7 Service Delivery Objectives are intended to provide an overarching reference point that guides future actions and focus areas (including the Service Delivery Strategies outlined in Section 5) and provides a basis to measure the effectiveness and success of parks, recreation and culture services.

Service Delivery Objective <i>Parks, recreation and culture in Pitt Meadows are...</i>	Description What does this mean?	Rationale Why is this Service Delivery Objective important?
<p>Inclusive</p> 	<p>All residents have access to parks, recreation and culture opportunities regardless of age, physical ability, ethnicity, religious background, financial means, gender, and sexual orientation.</p>	<p>Community engagement and research found that some residents face barriers to participation. Factors such as income, age and location of residency impact how residents perceived their own wellness levels. Maximizing the benefits achieved by the City's ongoing investment into parks, recreation and culture will require a continued focus on inclusiveness.</p>
<p>Efficient</p> 	<p>Recreation, parks and culture facilities and programming are provided in a manner that makes the best use of (and maximizes) available resources.</p>	<p>The City, like any government entity, has finite resources and is relied upon to provide a multitude of services. While residents clearly value parks, recreation and culture, there are varying levels of willingness to pay increased taxes and residents expect the City to make decisions that use public funds in the most efficient and effective manner.</p>
<p>Collaborative</p> 	<p>Parks, recreation and culture opportunities are delivered using a systems based approach that leverages the expertise and assets of community organizations, regional partners and the City.</p>	<p>Engagement conducted for the Master Plan validated that significant capacity and expertise exist within the community. Geographically, Pitt Meadows is also part of a larger urban context and residents look at their access to active living opportunities on both a local and regional basis.</p>
<p>Balanced</p> 	<p>The City and its partners provide a diverse array of parks, recreation and culture pursuits; including those that have historical roots in the community and others that are new or emerging.</p>	<p>Engagement and available utilization data validated that residents of Pitt Meadows have diverse interests and activity preferences. Fostering a diversity of opportunities not only meets these wide ranging demands but also helps ensure inclusiveness and encourage participation.</p>

Service Delivery Objective <i>Parks, recreation and culture in Pitt Meadows are...</i>	Description <i>What does this mean?</i>	Rationale <i>Why is this Service Delivery Objective important?</i>
<p>Unique</p> 	<p>Parks, recreation and culture services reflect a “Made in Pitt Meadows” approach to service delivery and meeting community needs.</p>	<p>Pitt Meadows is situated in an extraordinary geographic setting with convenient access to abundant waterways, local and regional parks, trails and a host of other outdoor assets that appeal to local residents and visitors. Service delivery needs to draw on and protect these assets. It is also important to recognize that a smaller urban centre like Pitt Meadows is unlikely to meet all resident facility demands and may need to focus in on leveraging its unique assets and opportunities.</p>
<p>Data Driven and Transparent</p> 	<p>Service delivery and investment decisions are based on sound data, thus making them transparent and best aligned with community needs.</p>	<p>Engagement identified that the majority of residents support capital development (new and/or enhanced facilities). As it is highly unlikely that the City and its partners will be able to meet all resident facility and programming needs, priorities will need to be set with a focus on achieving the highest possible community benefit within the limitations of available resources. Using sound data and rationale to guide these decisions will be critical to ensuring investment is aligned with community needs and achieves the greatest possible benefit.</p>
<p>Sustainable (Environmentally Conscious)</p> 	<p>The City demonstrates climate leadership through a commitment to operating facilities in the most environmentally responsible manner. Future capital project prioritization and development also takes into account the resource requirements of different facility types and identified opportunities to eliminate or minimize impacts.</p>	<p>Climate change will continue to impact society in a variety of well documented ways. Pitt Meadows numerous rivers, dikes, and other waterways are also likely to be impacted by climate change. The City parks, recreation and culture department are positioned to show climate leadership in practice and through advocacy and education efforts.</p>



DID YOU KNOW...

The City invests over \$3 million dollars annually in parks, recreation and culture services, representing between 10-11% of its overall budget. Approximately 85% of the City's annual investment into parks, recreation and culture services goes to operating existing facilities with 15% earmarked towards capital repairs, projects and capital reserve contributions.³

³ *The \$3 million dollar figure reflects the net tax requisition required (the difference between revenues and expenditures).*

Section 5

Service Delivery Strategies

Provided in this section are 10 Service Delivery Strategies that identify key focus areas for City supported parks, recreation and culture services over the next ten years. These Strategies have been identified based on research and engagement and are intended to help the City optimize service delivery and achieve the Service Delivery Objectives outlined in Section 4 (alignment with the Service Delivery Objectives are identified for each Strategy). Within each **Strategy** are a number of **Recommended Actions** that outline tactical approaches and recommended next steps that will be required to implement the Strategy. **It is also important to note that while some Strategies suggests a change to current practices, others are intended to re-embed or build upon existing practices that work well.**

What's included in this section?

- 10 Service Delivery Strategies (overall focus areas and initiatives for the Parks, Recreation and Culture department).



Service Delivery Strategy #1: Continue to use a combination of direct and indirect delivery approaches to deliver recreation and culture opportunities.

Strategy Rationale, Supporting Research, and Importance

The Resident Questionnaire explored satisfaction levels and found that the majority of residents are either “very” or “somewhat” satisfied with all key aspects of parks, recreation and culture services. While room for improvement exists (the highest proportion of residents fell into the “somewhat” satisfied category), findings from the Resident Questionnaire and other community and stakeholders engagement do not indicate that a shift is needed in the structure used by the City to deliver services. The City directly delivers spaces that are typically multi-purpose in nature and require diverse operational skill sets such as parks and playgrounds, the Pitt Meadows Family Recreation, Pitt Meadows Athletic Park, and the South Bonson Community Centre. The City has also effectively used indirect delivery methods such as fee for service and contracted agreements to operate City-owned facilities that tend to be more purposed in nature such as the Pitt Meadows Arena, Pitt Meadows Senior Centre, and the Pitt Meadows Museum. This balanced approach has enabled the city to remain adaptable to new and evolving needs and opportunities while also managing risk and maximizing cost efficiencies.

Over the next ten years, it is likely that the City will be faced with decisions on which delivery approach to use for new or emerging types of recreation and culture programming. The development of new or expanded facilities will additionally require the City to explore operational approaches in order to ensure maximum effectiveness and efficiency.





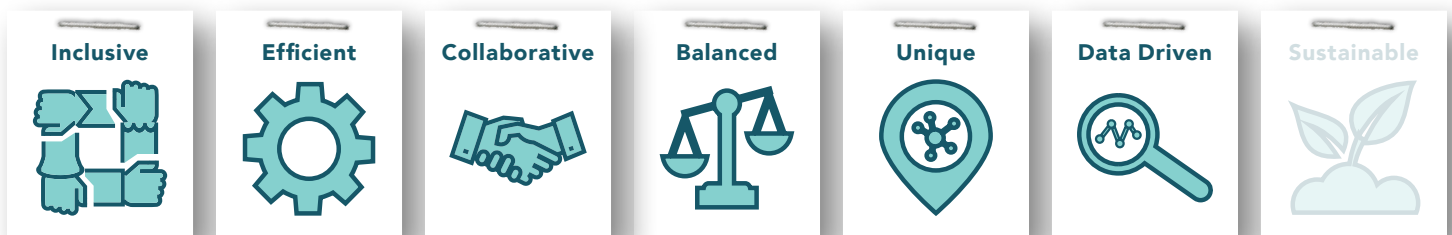
Recommended Actions

- A. Utilize the suggested tool (Activity Evaluation Framework) provided in Section 7 as a starting point (initial filter) for determining whether direct or indirect provision is the best method to delivery an activity.
- B. Develop and implement a standardized performance measurement process for contracted and fee for service agreements. This process can help evaluate existing agreements and provide a basis for developing new ones.
- C. Identify opportunities to more clearly and regularly communicate the rationale behind service delivery approaches to the public and stakeholders.
- D. Establish a Parks, Recreation and Culture Advisory Committee. This Committee should be guided by a clear terms of reference and focused on providing staff and Council with input on key topics as well as supporting productive dialogue that can optimize parks, recreation and culture opportunities in the city. The Committee (or a sub-group of it) may also serve as an advisory or steering committee for key projects and initiatives (e.g. facility feasibility studies, amenity specific strategies, etc.).

How can we measure the success of this Strategy?

- Future resident engagement that gauges satisfaction levels.
- Success of contracted and fee for service partners.
- Financial performance of facilities, programming and overall services.

Alignment with the Service Delivery Objectives





DID YOU KNOW...

In 2019 (last complete year prior to the COVID-19 pandemic), the Pitt Meadows Family Recreation Centre had 77,3117 admissions. The City also directly provided programming to 9,405 participants with thousands more participating in programming and activities offered by numerous community organizations.

RECREATION CENTRE

Service Delivery Strategy #2: Focus on increasing the cultural capacity of the community.

Strategy Rationale, Supporting Research, and Importance

Opportunities to be creative, participate in cultural events, and enjoy the aesthetic appeal of public spaces are important to residents of Pitt Meadows and attract visitors to the community. Findings from the engagement revealed that there is a desire to foster enhanced cultural capacity in the community by better leveraging existing assets and continuing to develop new ones. Trends and best practices in community development also clearly rationalize the benefits of investing in a vibrant arts and cultural sector. These benefits include:

- The appeal of the community for new and prospective residents.
- Economic generation through attracting visitors to the community and the creation of new arts and cultural related employment sectors.
- Improved resident perception and sense of community.

The City has demonstrated its support for the arts and cultural sector in a number of significant ways, including public art initiatives, operations of the Pitt Meadows Art Gallery, signature and supported community events, and grants. The recommended actions are intended to further these efforts and ensure the sustainability and success of arts and cultural organizations in Pitt Meadows.



Recommended Actions

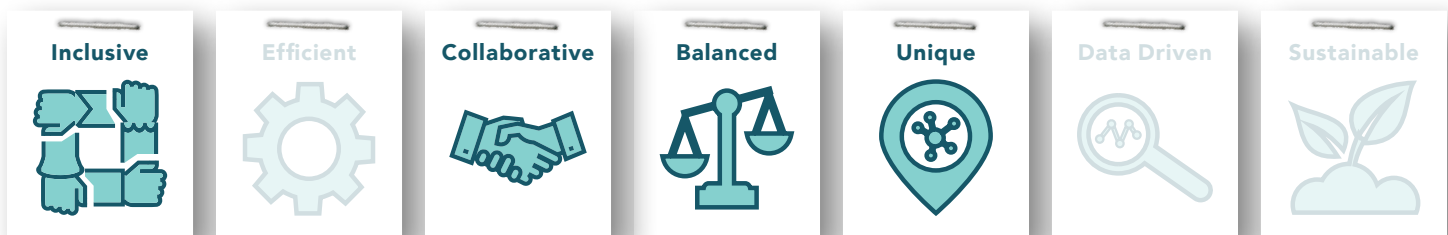
- A. Allocate additional staffing resources to arts and cultural capacity development, implementation of arts and cultural initiatives, and ensuring the potential of the suggested arts and cultural hub facility (as further described in Section 7) is optimized.
- B. Facilitate increased dialogue and knowledge transfer between arts and cultural organizations and individuals in Pitt Meadows (and the broader region). The City is positioned to play this facilitator role by organizing workshops or similar gatherings, managing a contact list, and directing groups and individuals to available no or low cost professional development and skill building resources.
- C. Identify opportunities to further support and integrate Indigenous arts and culture into the community.
- D. Continue to place an emphasis on growing public art assets in the city. These efforts should include identifying unique opportunities and places to feature public art across an array of parks, recreation facilities and other civic infrastructure (e.g. city hall, new emergency services facilities, etc.).
- E. Help organizations build upon the resiliency shown during the COVID-19 pandemic, which included shifts to online learning and other adapted programming and activities. Using some of these methods on an ongoing basis could help expand the reach of some organizations and may provide new platforms to share success and reflect the arts and cultural spirit of the community.
- F. Continue to support filming in Pitt Meadows with a sensitivity to hot spot designations (including community engagement to identify and mitigate potential issues). **An update of the Filming Policy is currently ongoing.*

How can we measure the success of this Strategy?

- Sustainability and growth of existing and new organizations.
- Event, art gallery and program attendance / participation.
- Feedback from arts and cultural organizations on new knowledge sharing opportunities (e.g. follow-up survey after annual or quarterly workshops).
- Quantity and diversity of public art installations.



Alignment with the Service Delivery Objectives





DID YOU KNOW...

Pitt Meadows Day occurs annually on the first Saturday in June and remains the highly anticipated signature event each year in Pitt Meadows, drawing thousands of residents and visitors to the centre of the community for a variety of family activities. The event originally started as the Strawberry Carnival during the Great Depression and has been celebrated in the community for more than 80 years.

Service Delivery Strategy #3: Target areas of the city where opportunities exist to increase the benefits provided by parks, recreation and culture participation.

Strategy Rationale, Supporting Research, and Importance

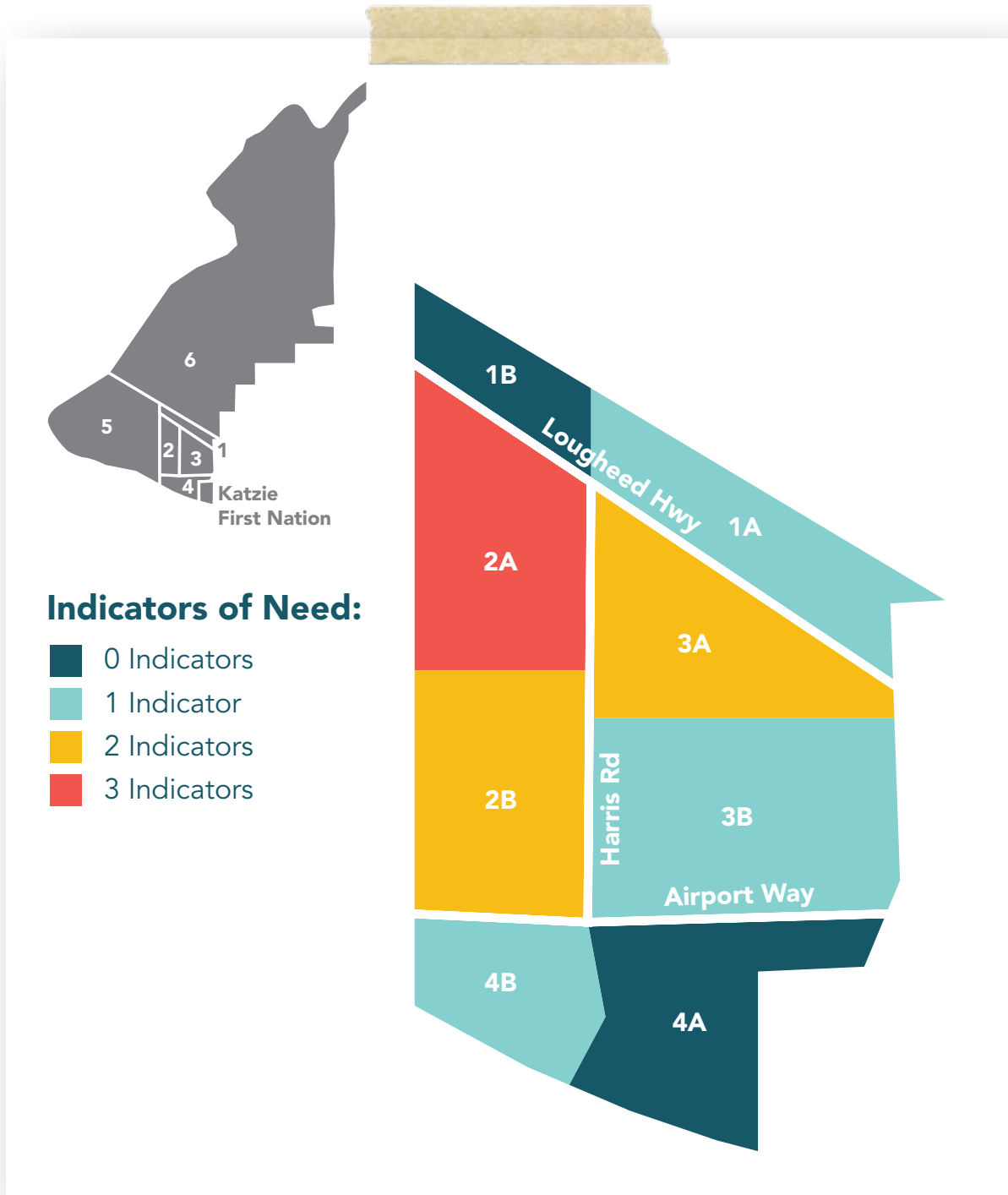
In every community the degree to which residents benefit from parks, recreation and culture is inequitable based on a number of social, economic, and accessibility factors. Publicly provided services should be continuously focused on mitigating these inequalities and targeting those residents that face barriers to participation. While there are residents facing barriers to participation in every geographic area of the community, some areas have compounding factors that suggest a higher overall level of need and the subsequent importance of developing targeted approaches to mitigating barriers in these specific areas.

Needs analysis mapping of Pitt Meadows was conducted by dividing the city’s urban core into four sectors (with each sector having two sub-sectors) and using 5 key indicators from the research and engagement. The chart below identifies the indicators and metrics used to undertake the needs mapping, with the results illustrated in the map on the following page. **The areas of Pitt Meadows outside of the urban core were not included in the analysis given the limited population and rural nature of these areas.*

Indicator	Metric	Sub-Sectors that Meet the Indicators
Prevalence of Low Income Households	More than 7.2% (city-wide average) of households in the sub-sector meet the Low Income Cut-Offs – After Tax measure (LICO-AT) <i>Source: Statistics Canada, 2016 Census of the Population</i>	1A 2A 3A
Inactivity	More than 15% of residents in the sector are considered sedentary. <i>Source: Environics Analytics</i>	2A 2B
Perceived Transportation Barriers to Participation	More than 15% or more of residents identify transportation as a barrier. <i>Source: Resident Questionnaire (2021)</i>	N/A
Perceived Financial Barriers to Participation	More than 15% of residents perceive that cost is a barrier to participation. <i>Source: Resident Questionnaire (2021)</i>	2A 2B 3A 3B
Accessibility	More than 50% of households do not have a community park within 800 metres. <i>Source: GIS</i>	4B

Needs Analysis Mapping

As illustrated by the map, sector 2A met three of the needs indicators (perceived financial barriers to participation, inactivity, and prevalence of low income households). The boundaries of this sub-sector are roughly Harris Road to the east, Ford Road to the south, Highway 7 to the north, and 188 Street to the west. It is also important to note that adjacent sector 3A met both of the financial need indicators (perceived financial barriers to participation and prevalence of low income households).

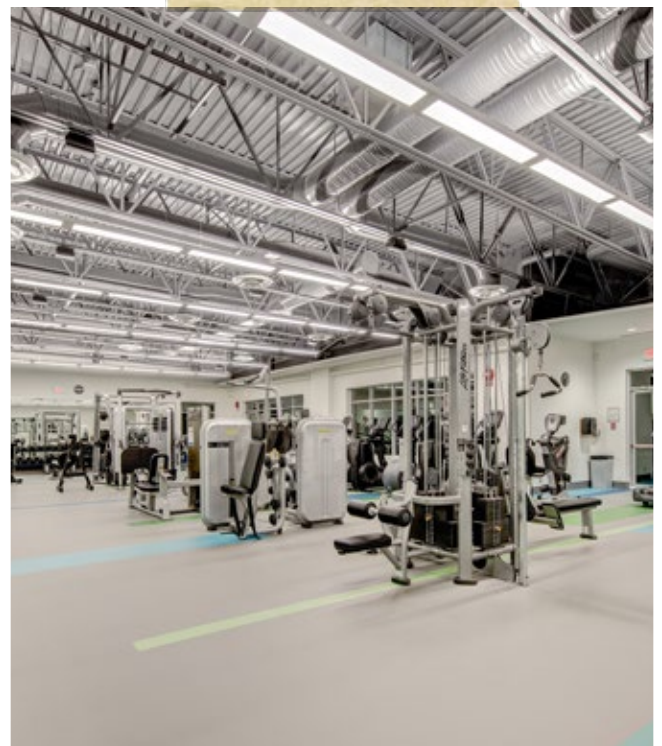


Recommended Actions

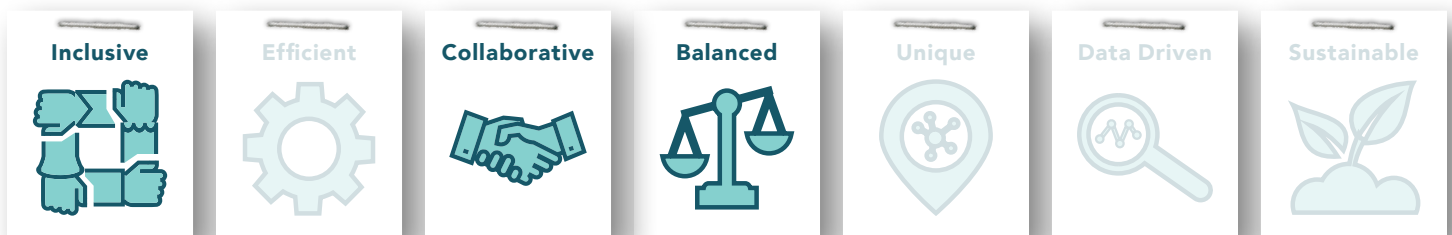
- A. Increase the promotion of the Program and Admission Fee Subsidization program with a focus on areas of the community with the highest levels of residents facing financial barriers to participation.
- B. Engage local and regional service providers to conduct a review of the Program and Admission Fee Subsidization program. This review should engage partners such as School District 42, Ridge Meadows Ministry of Child and Family Development , new immigrant partnerships and seniors networks; identifying opportunities to better promote the program and remove any barriers or factors that may limit access.
- C. Enhance the promotion of third party support programs like KidSport and JumpStart.
- D. If funding can be secured through provincial or federal summer jobs programs, pilot staffing parks and Playboxes in selected neighbourhoods during peak summer hours with a focus on communities that have a higher proportion of residents facing financial barriers to recreation participation.
- E. Self-audit City recreation and culture programming on an ongoing basis to ensure there is a sufficient mix of no and low cost opportunities.
- F. Consider accessibility, inclusion and access when evaluating grant and funding requests from community organizations and potential facility operations agreements.

How can we measure the success of this Strategy?

- Uptake on the Program and Admission Fee Subsidization program (including the overall number of individuals supported and referrals from external service providers and agencies).
- Utilization of parks and indoor facilities.



Alignment with the Service Delivery Objectives



Service Delivery Strategy #4: Enhance data collection and management.

Strategy Rationale, Supporting Research, and Importance

The analysis of available operations and utilization data undertaken for the Master Plan (as presented in the State of Research Summary Report) indicates that opportunities exist for the City to enhance its collection and management of data. Having access to well organized utilization, operations, and community analytics data helps ensure that programming and facility investment decisions are based in sound rationale. The ability to track trends, assess utilization of capacity, and evaluate operational performance for specific amenities or functions are examples of data collection and management functions that, ideally, the City should be able to do with relative ease at any time.





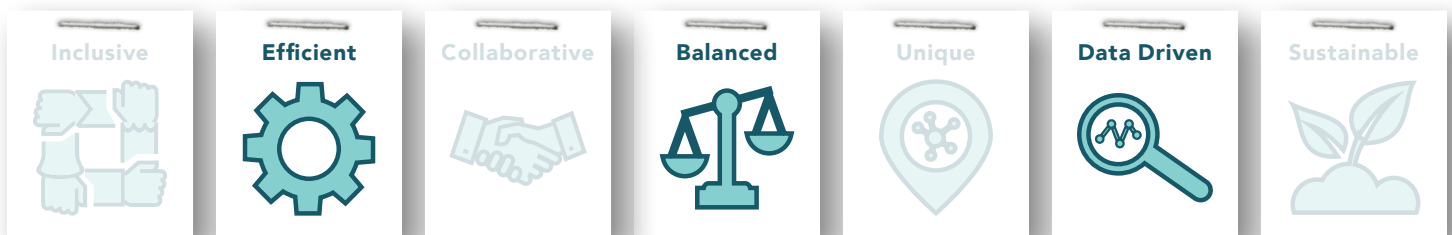
Recommended Actions

- A. Identify methods and protocols to collect utilization data for spontaneous use of outdoor parks and recreation spaces (examples: installation of counters in parks and along trail routes and park staff spot counts during regular maintenance).
- B. Invest in staff training and resources to ensure that data is properly collected and analyzed.
- C. Investigate data analytics software (or expanded use of existing software capability) that can provide new insights into community needs, demands and trends using data collected through the City's bookings software and other available sources.
- D. Review accounting practices and identify approaches that can enable City staff to more conveniently organize revenues and expenditures by amenity and function.

How can we measure the success of this Strategy?

- Use of data in operational and strategic decision making.
- Ability to track and identify trends and changes in activity intensity and behaviours.

Alignment with the Service Delivery Objectives



Service Delivery Strategy #5: Strengthen regional collaborations and ensure that major facility planning occurs using a regional lens.

Strategy Rationale, Supporting Research, and Importance

Pitt Meadows is adjacent to Katzie First Nation, four municipalities (Maple Ridge, Surrey, Coquitlam, and Port Coquitlam) and encompasses parks and trails operated by Metro Vancouver Regional Parks, BC Parks, and a number of other stewardship organizations. The City additionally has a cooperation agreement between the School District and City of Maple Ridge for allocation of sports fields and other active spaces. Findings from the engagement confirmed that residents of Pitt Meadows travel across municipal boundaries on a regular basis to meet their parks, recreation and cultural activity needs. It's also important to note that numerous community organizations identify themselves as "Ridge-Meadows", serving residents in both Pitt Meadows and adjoining Maple Ridge.

The very nature of the above noted market context suggests that optimizing service delivery and making the most effective use of available resources will continue to require a focus on collaborations and partnerships. The City has demonstrated a commitment to regional collaborations, most notably through its support of Metro Vancouver Regional Parks like the Pitt River Greenway and acquisition of the Codd Wetland Ecological Conservancy Area.





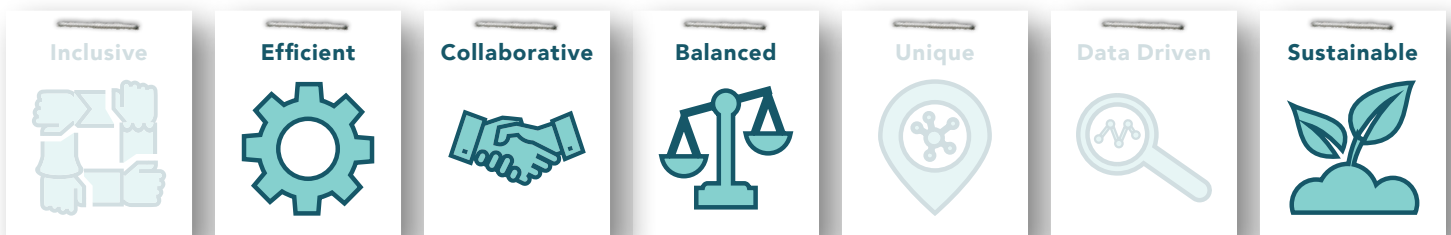
Recommended Actions

- A. Continue to participate in ongoing tripartite dialogue, planning and space allocation with School District 42 and the City of Maple Ridge.
- B. Continue to participate as a key stakeholder in strategic planning undertaken by Metro Vancouver Regional Parks and BC Parks.
- C. Establish more frequent dialogue with Katzie First Nation on topics specific to parks, recreation and culture.
- D. Ensure that capital planning for major parks, recreation and culture projects includes sufficient dialogue with the City of Maple Ridge and other municipalities in the region as required. Doing so will help avoid duplication, make the best use of available capital funds, and best position future projects for development and operational success.

How can we measure the success of this Strategy?

- The existence of mutually beneficial collaborations, partnerships and dialogue with Katzie First Nation, School District 42, Metro Vancouver Regional Parks, the City of Maple Ridge and other regional municipalities and entities.
- Duplication of services and facilities is avoided.

Alignment with the Service Delivery Objectives

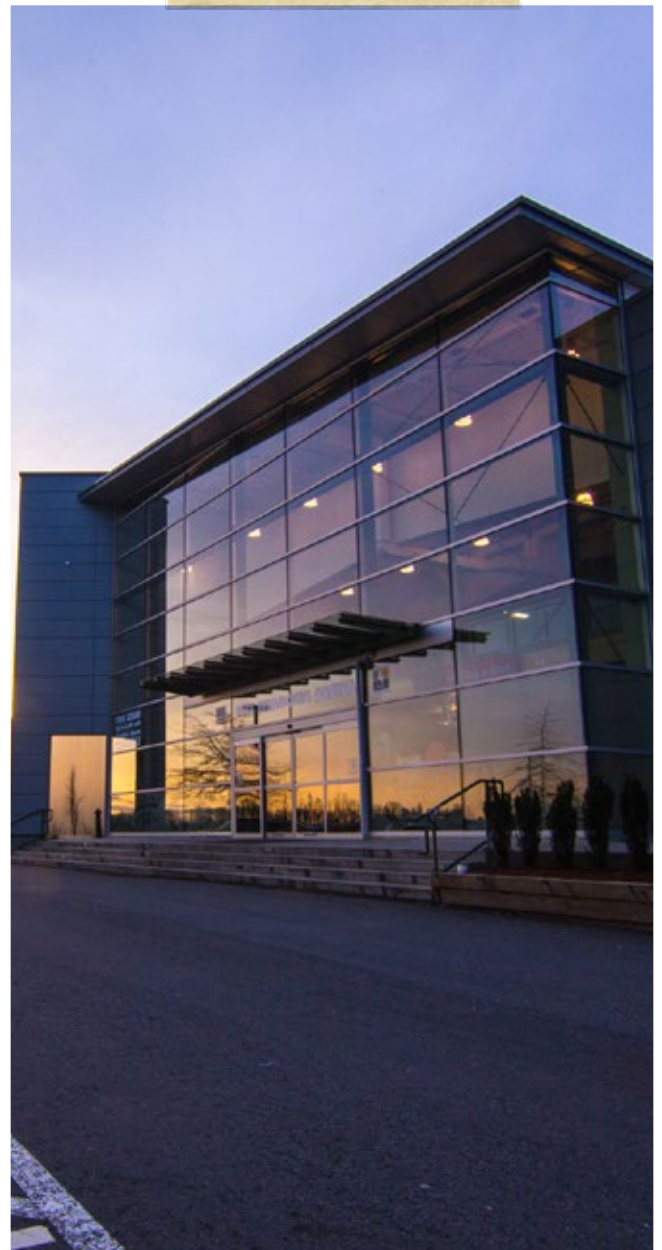


Service Delivery Strategy #6: Develop a new comprehensive facility allocation policy.

Strategy Rationale, Supporting Research, and Importance

The City has individual allocations policy manuals for arena surfaces (ice and dry floor), sports fields, and facility space at the Pitt Meadows Family Recreation Centre, but does not have a uniform approach to allocating space. As the city continues to grow and activity preferences diversify, it is likely that there will be increasing demands for space that can accommodate both programs and unstructured / casual use. As the City and its partners will be challenged to develop recreation, parks and culture infrastructure at the same rate as demand and overall community growth, it will be crucial to ensure existing spaces are utilized to the greatest possible community benefit. Engagement with stakeholders also identified that opportunities exist to increase clarity regarding space allocation priority and processes.

Developing a new allocation policy that is based on common and consistent values, goals, and prioritization criteria / processes presents an opportunity to maximize clarity and base allocation priority in community benefit. It is also important to recognize that allocations in most communities are based on historical "rights" to space that often perpetuate inequality. As such, establishing a new allocations approach can help create a more equitable approach to allocation space while also respecting the importance and contributions of tenured organizations.



Recommended Actions

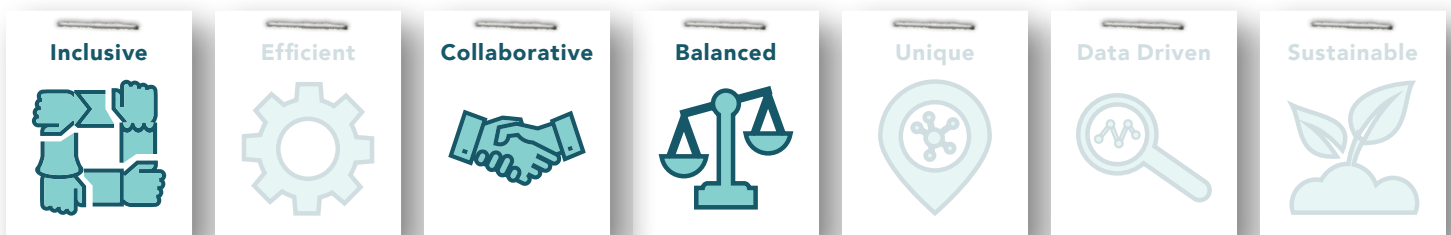
- A. Develop a single, comprehensive new Facility Allocation Policy that encompasses all bookable spaces owned by the City (including rental halls, multi-purpose indoor spaces, sports fields and arenas). It is suggested that the new policy be aligned with the Service Delivery Objectives outlined in the Master Plan and based on a benefits based approach, aligning priority access to space with uses that achieve the greatest level of public benefit. The new policy should also provide guidance on:
- » How space is allocated for both programs and spontaneous / casual use, ensuring that a mix of both opportunities is sufficiently available for residents.
 - » Balancing the importance of ensuring space access equality, providing space for new and emerging groups, and ensuring the continued success of existing groups.
 - » How to ensure space allocations account for activity trends (e.g. increasing or declining registrations).
 - » The appropriate amount of subsidized facility time that groups should receive, based on a set of clear guidelines and best practices.
- B. Given the connection between allocations and user fees, the City should also look to refresh the Fees and Charges Policy.
- C. Based on the new allocation policy directions, it is suggested that the City review historical use agreements.

How can we measure the success of this Strategy?

- Satisfaction levels of both new and tenured user groups on the new allocations process.
- Optimized utilization of space.



Alignment with the Service Delivery Objectives



Service Delivery Strategy #7: Continue to support and work with outdoor advocacy and stewardship organizations.

Strategy Rationale, Supporting Research, and Importance

Findings from the engagement clearly reflect the importance of outdoor parks, trails, natural spaces and waterways to residents. The community and region also benefit from the existence of numerous organizations with a mandate to help sustain and encourage appropriate use of these highly valued natural areas. Over the years, the City has helped support a number of community organization led initiatives that have aimed to encourage appropriate use of the city's abundant parks, trails and waterways and address issues such as invasive species, litter and overuse of ecologically sensitive areas.

The City is also undertaking the development of an Environmental Inventory and Management Strategy. This guiding document will include a current state assessment of the city's natural features and assets, outline future roles and responsibilities, and include strategies aimed at balancing community uses of natural assets (including for recreation and cultural purposes) with the need for preservation (and in some cases rehabilitation). The Strategy will additionally guide future planning and policy development and provide a point of reference to inform land use planning and initiatives.

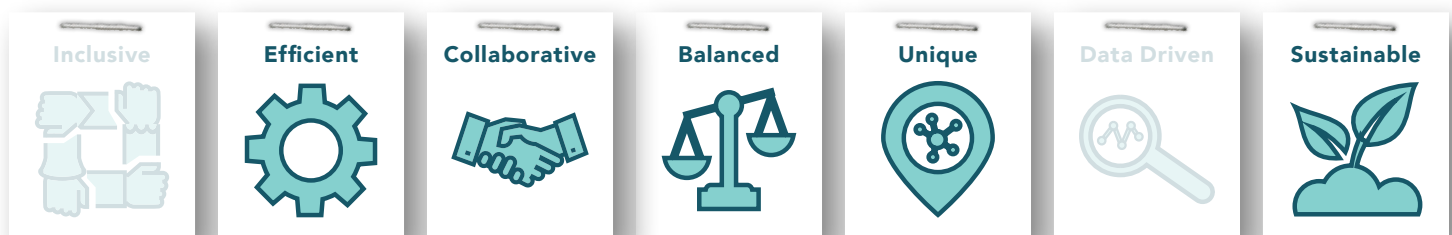
Recommended Actions

- A. Continue to support existing and new projects and initiatives brought forth by local and regional not for profit advocacy and stewardship groups.
- B. Leverage the expertise of local and regional not for profit advocacy and stewardship groups as required to help develop solutions and ideas for key management topics (e.g. waterway access, invasive species control, increasing intensity of use, vulnerable populations in park spaces, climate change, etc.).

How can we measure the success of this Strategy?

- Success of ongoing and future initiatives.
- Ability to develop community based solutions to address key management issues.

Alignment with the Service Delivery Objectives





DID YOU KNOW...

90% of residents reported using a community or neighbourhood park in the previous year, with nearly one-third indicating that they are daily (or almost daily) park visitors.⁴

⁴ Household Questionnaire findings

Service Delivery Strategy #8: Undertake a community parks, recreation and culture needs assessment every 5 years and use this information to update the Master Plan.

Strategy Rationale, Supporting Research, and Importance

While this Master Plan document will provide guiding direction for a decade or more it is important to recognize that parks, recreation and culture activity demands, trends and needs are continually evolving. To ensure that the Master Plan remains a living, applicable and valuable document, it is likely that updates or adjustments will be required and should be informed by public and stakeholder input. The success of the Master Plan engagement also validated that residents and community groups are keen to talk about parks, recreation and culture needs, opportunities and future priorities. Regularly engaging with residents and stakeholders demonstrates a commitment to providing these organizations with a voice and also presents the opportunity to begin creating a database of engagement findings on activity preferences, satisfaction levels and priorities. This database of information can help inform future plan, studies and policy updates.

The COVID-19 pandemic additionally presents an unknown variable in terms of how individuals meet their activity needs, the impacts of which we are unlikely to know for a number of years. Changes in activity behaviors and resident values will become clearer in subsequent years (beyond the Master Plan completion in 2021) and may require an adjustment to priorities and focus areas.





Recommended Actions

- A. Conduct a Parks, Recreation and Culture Needs Assessment every 5 years and use this information to update the Master Plan and other planning and policies as required. Where possible and appropriate, replicate the Master Plan engagement methodology and content (e.g. questions from the resident questionnaire) to enable trends comparison and tracking for key topics like activity participation, satisfaction levels, and priorities.

How can we measure the success of this Strategy?

- Executing a Needs Assessment every 5 years.
- Establishing and utilizing the engagement data on activity trends, satisfaction levels and priorities.

Alignment with the Service Delivery Objectives



Service Delivery Strategy #9: Enhance public communications and awareness of parks, recreation and culture opportunities and the factors that influence service delivery.

Strategy Rationale, Supporting Research, and Importance

Findings from the Resident Questionnaire identified that over one-third of residents feel inadequately informed about parks, recreation and arts / culture opportunities in Pitt Meadows. The engagement also confirmed that most residents received information on these opportunities from a handful key sources, including the City's website, program guides, social media feeds and local newspapers and newsletters. Engagement undertaken directly with stakeholders also suggests that opportunities exist to clarify key aspects and considerations that influence service delivery, such as the costs required to provide facilities and programming (cost recovery levels) and the rationale behind decision making.



Recommended Actions

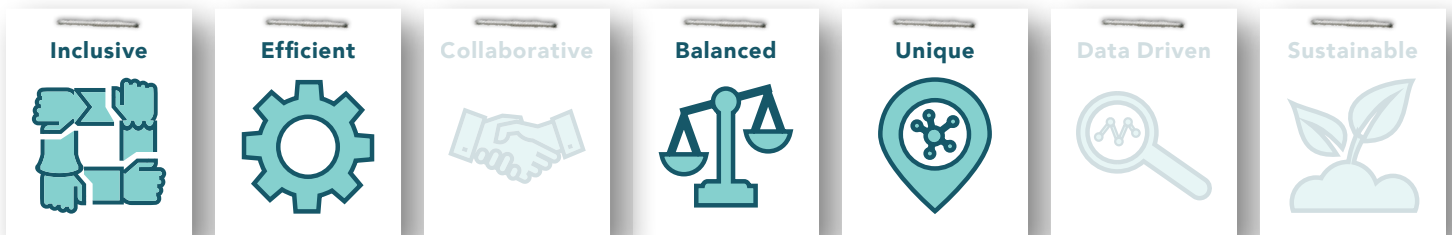
- A. Continue to leverage internal expertise to develop creative and fresh marketing and promotions initiatives and refresh department and facility branding.
- B. Ensure promotions and marketing leverages current and past successes as well as those parks, recreation and culture assets that make the community unique. **The Pitt Meadows Proud initiative provides an example that could be replicated or built upon in the future.*
- C. Target promotions and marketing to individuals that are underrepresented in current programs and activities (note: the sector mapping conducted for Service Delivery Strategy #3 provides a resource to identify potential focus areas within the city).
- D. Develop a regular communique that provides information to the general public on parks, recreation and culture activities, projects, successes and factors that influence service delivery (e.g. annual revenues, expenses and cost recovery). This communique should be brief, graphically produced and could be included with existing publications (e.g. the program guide) or developed as a stand-alone document.

How can we measure the success of this Strategy?

- Future engagement findings (e.g. data from the 5-year Needs Assessment suggested in Strategic Direction #8 and other city-wide engagement initiatives).
- Increased participation in programs and services.



Alignment with the Service Delivery Objectives



Service Delivery Strategy #10: Ensure asset management and sustaining existing infrastructure remain top priorities.

Strategy Rationale, Supporting Research, and Importance

The engagement findings indicate that there is a demand among residents and some user groups for capital development (new or enhanced facilities). While Section 6 of the Master Plan suggests potential capital project priorities and projects to help meet identified community needs, it will be critical for the City and its partners to sustain existing service levels through good asset management practices. It is also important to realize (and share with user groups and residents) that facility reinvestment may not always result in improved user experience and / or be obvious, but is nonetheless important (e.g. replacement or upgrades to important building systems). Conversely, other facility refreshment projects may be noticeable to users and required to ensure facilities remain appealing, accessible and aligned with activity trends and evolving types of uses. Putting in place good asset management practices helps ensure that funds are available for necessary upgrades and refreshment initiatives.

Asset management practices also need to place an emphasis on climate leadership and minimizing the operational footprint of parks, recreation and culture infrastructure. Integrating green technologies and sustainable practices into existing and new facilities not only reflect the City's commitment to climate leadership but also align with best practices (and potentially practices that may be mandated or incentivized by senior levels of government in future).



Recommended Actions

- A. Work with the Engineering and Operations Services department to put in place a regular schedule for indoor facility assessments that assesses remaining lifespan, deferred maintenance and other key indicators **Use of an industry best practice like the Facility Condition Index (FCI) could help inform reinvestment and replacement decisions for parks, recreation and culture infrastructure.*
- B. Develop a Playground Strategy and update it on a regular basis (every 3 to 5 years). The Playground Strategy should:
 - » Include an updated inventory of playgrounds by type, age, condition and available amenities.
 - » Summarize findings from regular inspections done by park staff.
 - » Identify the remaining estimated lifespan of playground structures.
 - » Use the inventory and assessment data (as well as other pertinent considerations) to identify playground renewal, enhancement and new build priorities.
- C. Ensure adequate budget allocations are set aside into a capital reserve for facility upgrades, replacement and refreshment.
- D. Conduct regular accessibility audits.
- E. Continue to identify opportunities to integrate green practices and technologies into the management of both indoor and outdoor facilities and spaces, reflecting the City's commitment to climate leadership and sustainability.

How can we measure the success of this Strategy?

- Key infrastructure is sustained.
- Funding is available for facility refreshment initiatives.
- Facilities and amenities are accessible, safe, and appealing to residents.



Alignment with the Service Delivery Objectives



DID YOU KNOW...

Pitt Lake, bordering the northern edge of the city via Grant Narrows Regional Park, covers over 53 square kilometers and is one of the largest tidal lakes in the world. The city's abundant waterways also include the Pitt River, which connects the Fraser River to Pitt Lake, and the Alouette River (approximately 10 km of the river are located within Pitt Meadows).



Photo Credit: Pitt Meadows Paddling Club, Leonard Thor

Section 6

Parks, Recreation and Culture Infrastructure

The Parks, Recreation and Culture Infrastructure Planning Context in Pitt Meadows

Over the next 10-15 years the City's investment in parks, recreation and culture infrastructure will need to balance meeting new and emerging needs with sustaining existing assets. Achieving this balance will require priorities to be set based on achieving the highest level of public benefit and taking into account factors such as regional supply, trends, partnership and funding opportunities, and the unique characteristics of the city.

Findings from the public and stakeholder engagement reflect that there is a strong desire for capital investment into new and / or enhanced parks, recreation, and culture infrastructure. While it is likely that the City will undertake capital development over the next 10-15 years, it is also unlikely that resources will exist to meet all public and stakeholder demands. **This section of the Master Plan provides guidance on future infrastructure investment that will help the City make the most effective use of available resources and continue to provide a diverse array of parks, recreation and culture spaces and places.**

What's included in this section?

- Overview of the parks, recreation and culture planning context in Pitt Meadows.
- Summary of the service level need and potential investment priority analysis.
- Parks, Recreation and Culture Infrastructure Strategies.



Evaluating Service Level Need and Identifying Potential Investment Priorities

Presented later in this section (starting on page 50) are Strategies for a number of parks, recreation and culture amenities and spaces. To inform the development of these Strategies, two types of analysis were undertaken:

Service Level Needs Assessment: Uses 6 key criteria from the research and engagement to assess whether amenity service levels should be “reduced”, “maintained”, or “expanded”. This analysis provides and initial filter for the Investment Prioritization Ranking to build upon.

Investment Prioritization Ranking: Amenities that the Service Level Needs Assessment suggests should be “maintained” or “expanded” proceed to this step and are ranked based on their assessed level of priority for investment. This ranking carries forward the 6 criteria from Service Level Needs Assessments and adds 7 additional criteria that reflect other practical factors that the City must consider when prioritizing future projects and allocating resources through the capital budgeting process.

Using the two analysis tools helps ensure that the identification of the Strategies contained later in this section are informed using a data driven approach and best reflect the future needs of the community. The charts on the following two pages summarize the analysis results for each type of parks, recreation and culture amenity and space.

****Please refer to Appendix A for an overview of the criteria used to undertake the Service Level Needs Assessment and Investment Prioritization Ranking analysis. The detailed scoring criteria and results for the Service Level Needs Assessment is provided in Appendix B the detailed scoring criteria and results for the Investment Prioritization Ranking is provided in Appendix C.***

Indoor Amenities and Spaces

	Service Level Needs Assessment	Investment Prioritization Ranking <i>"T" indicates a tie</i>
Indoor aquatics facilities	Expand	T1
Indoor walking / running tracks	Expand	T1
Indoor multi-sport facilities (e.g. field house with large multi-use surface(s) that can accommodate a variety of activity types)	Expand	T1
Ice arenas	Maintain	2
Fitness facilities	Maintain	T3
Performing arts facilities (e.g. dedicated theatre space)	Expand	T3
Arts and crafts creative spaces (e.g. studios and collaborative work spaces)	Expand	4
Climbing walls	Expand	T5
Youth spaces	Maintain	T5
Art galleries and display spaces	Maintain	6
Indoor children's play spaces	Maintain	7
Libraries	Maintain	T8
Gymnasiums / flexi-halls	Maintain	T8
Seniors spaces	Maintain	T9
Social gathering facilities (e.g. hall type spaces)	Maintain	T9
Child care spaces	Maintain	T10
Interpretive venues (e.g. museums and heritage facilities, nature centres, interactive learning spaces)	Maintain	T10
Multi-purpose program rooms	Maintain	T10
Curling facilities	Maintain	11

Outdoor Amenities and Spaces

	Service Level Needs Assessment	Investment Prioritization Ranking <i>"T" indicates a tie</i>
BBQ and picnic areas / park shelters	Expand	1
Natural surface trails (not paved)	Expand	2
Playgrounds	Expand	3
Community trails (paved)	Expand	4
Outdoor festival and community performance spaces (e.g. amphitheater and urban event plazas)	Expand	T5
Outdoor multi-use sports boxes	Expand	T5
Outdoor pools	Expand / Maintain*	6
Outdoor stadium (outdoor venue with seating capacity and amenities that can support spectator games, events, concerts, etc.)	Maintain	T7
Outdoor public art	Maintain	T7
Community gardens	Expand	T8
Dog parks	Maintain	T8
Outdoor paved court spaces (for basketball, ball hockey, etc.)	Maintain	9
Sports fields (rectangular sports fields for soccer, football, rugby, etc.)	Maintain	10
Campgrounds	Maintain	T11
Pickleball courts	Maintain / Expand*	T10
Spray parks	Maintain	12
Pump tracks / bike skills parks	Maintain	13
Ball diamonds	Maintain	14
Track and field venues	Maintain	T15
Skate parks	Maintain	T15
Outdoor fitness equipment	Maintain	16
Tennis courts	Maintain	17
Sand volleyball courts	Maintain	18

*These amenities bordered on the threshold between the "Maintain" and "Expand" criteria.

Parks, Recreation and Culture Infrastructure Strategies

The following Strategies identify suggested approaches for parks, recreation and culture amenities and spaces; including those that currently exist and others that may be provided in the future. These Strategies are informed by the previously described Service Level Needs Assessment and Investment Prioritization Ranking analysis while also taking into account a number of other practical considerations (e.g. current infrastructure considerations, potential land opportunities, synergies with other facilities and amenities, partnership considerations, etc.).



Parks and Open Space Strategies

Current Supply

60.5 total Ha. of park space (307 residents per Ha.)

13 playgrounds

1 community garden

2 dog off-leash parks



Recommended Future Actions

- A. At minimum, maintain the current provision of park space (307 residents per Ha.).
- B. Ensure sufficient land is procured through the development process to supply park space in new residential communities.
- C. Develop a refreshed parks classification system to guide amenity investment and operations (see Appendix D for a potential new parks classification system).
- D. Ensure adequate asset management practices are in place to sustain and, where needed, refresh park spaces and amenities.
- E. Focus on diversifying play opportunities in the community through playground renewals or additions. These efforts should seek to increase natural, adventure and dynamic play and also ensure that the playground inventory is able to meet the needs of a broader range of age groups. **These actions should be integrated into the Playground Strategy suggested as part of Service Delivery Strategy #10.*
- F. Expand the provision of community garden plots in the city, either at (or near) the existing site or through the addition of satellite locations in Pitt Meadows.
- G. Re-imagine Harris Road Park with a focus on spontaneous use, social gathering space, and passive recreation. As part of this project, it is suggested that the City investigate relocating the existing ball diamonds and sports fields to the Pitt Meadows Athletic Park or adjacent new amenity lands. This action will enhance the safety and functionality of Harris Road Park and encourage increased spontaneous use of this important central park site while further developing Pitt Meadows Athletic Park as a hub site for outdoor sports.

Trails Strategies

Current Supply

69.5 km of trails in the community including the Greenway, dike trails, and community park trails managed by the City

Recommended Future Actions

- A. Continue to collaborate with Metro Vancouver Regional Parks and other regional trail stewards to undertake trail development and improvement projects.
- B. Develop a Trails Strategy that maps and inventories all trails located within the municipal boundaries, classifies these trails, and identifies specific trail priorities (new builds and enhancements) with a focus on improving connectivity.
- C. Enhance system wide trail and wayfinding signage to ensure functionality, accurateness, aesthetic appeal, and (where possible) consistency with regional trail signage.



Sports Courts and Surfaces Strategies

Current Supply
8 tennis courts
10 outdoor sports courts
The City does not currently have an outdoor multi-sports box

Recommended Future Actions

- A. Develop a covered multi-use sports box that can accommodate a variety of programmed and spontaneous uses. Co-locating this amenity near the arena on the new amenity lands or at the current Pitt Meadows Athletic Park is suggested given the potential activity synergies and cross-uses.
- B. Re-surface the existing courts at the Pitt Meadows Athletic Park and allocate part of this space for dedicated pickleball use.
- C. Continue to monitor pickleball trends and regional service levels; use this information to inform future decisions on investment in dedicated pickleball infrastructure.
- D. Consider adding a tennis rebound wall for individual play.

Sports Fields and Ball Diamonds Strategies

Current Supply
15 sports fields
17 ball diamonds
1 artificial turf field
1 major outdoor sports park (Pitt Meadows Athletic Park)

Recommended Future Actions

- A. Continue to monitor trends and participation levels.
- B. As part of the suggested Harris Road Park re-imagining, consolidate the ball diamond inventory at the Pitt Meadows Athletic Park and/or amenity lands development (potential concepts and approaches to be further explored).
- C. Enhance support amenities at the Pitt Meadows Athletic Park, including spectator seating, covered areas, storage and parking.
- D. Investigate adding lights to selected sports fields at the Pitt Meadows Athletic Park. This investigation should assess impacts on surrounding residential neighbourhoods, cost-benefit (increased utilization vs investment), and the specific fields that would provide the highest value if lights were installed.
- E. Work with School District 42 and the Pitt Meadows Secondary School to ensure the use and community benefit of the artificial turf field is maximized.

Aquatics Strategies

Current Supply

1 outdoor pool

There is not an indoor pool in the community but a number of indoor aquatics facilities are available across the region in adjacent municipalities

Recommended Future Actions

- A. Given the significant development and operational cost associated with aquatics and the aging condition of the existing outdoor pool, it is suggested that the City undertake an aquatics feasibility study. This study will help further explore and validate:
- » Probable levels of use and the market area capacity.
 - » Specific aquatics activity needs (e.g. space mix needs for sport swimming, program based aquatics, leisure aquatics, therapeutic and rehabilitative aquatics, etc).
 - » Capital costs.
 - » Site suitability and land needs.
 - » Potential indoor, outdoor and indoor-outdoor hybrid aquatics facility options.
 - » Potential operating approaches (e.g. pros and cons of municipal vs third party operations).

Arts and Cultural Spaces Strategies

Current Supply

The Pitt Meadows Art Gallery is currently located next to Harris Road Park **This facility may require relocation as part of other civic facility infrastructure development*

The community does not have a dedicated performing arts venue; spaces in Heritage Hall and the South Bonson Community Centre have some ability to accommodate small performances and rehearsals.

Public arts exists in public spaces throughout the community.

Recommended Future Actions

- A. Recognizing that the current art gallery may require relocation and the importance of fostering the arts and cultural capacity in the community, further investigate creating an arts and cultural hub facility. Conceptually, this space can provide a permanent home for the community's art gallery and accommodate arts and crafts programming and small events. It is recommended that a business case be developed to further investigate costs and potential locations for an arts and culture hub.
- B. Investigate cost effective enhancements to Heritage Hall that can enhance the facilities ability to accommodate small performances.
- C. Consider feasibility analysis for a potential dedicated performing arts venue when the city's population is at or nearing 25,000 residents.
- D. Continue to explore all possible opportunities to integrate arts and culture into parks and indoor recreation facilities.
- E. Identify opportunities to increase Indigenous art and culture in the community.
- F. Continue to identify opportunities to integrate public art into existing and new civic facilities.

Indoor Dry-Floor Spaces Strategies

**"Indoor Dry-Floor Spaces" refer to larger span program spaces such as gymnasiums, arenas during non-primary seasons (when the ice is out), and larger studio and multi-purpose rooms/halls.*

Current Supply
Gymnasium at the Pitt Meadows Family Recreation Centre
Fitness studio at the Pitt Meadows Family Recreation Centre
The Pitt Meadows Arena provides some dry-floor capacity during summer months
Dry floor program space at the South Bonson Community Centre and Heritage Hall

Recommended Future Actions

- A. Develop the suggested multi-use sports box with a focus on this space being designed and programmed to be multi-purpose and adaptable.
- B. Revisit community needs for an indoor multi-sport facility in 5-10 years based on the use of the new covered multi-use sports box facility.
- C. Participate as a stakeholder in regional discussions on potential indoor field and multi-sport facilities.
- D. Continue to maximize use of the gymnasium and fitness studio spaces at the Family Recreation Centre.

Arena Strategies

Current Supply
3 indoor ice sheets (1 facility)

Recommended Future Actions

- A. Continue to work with the City's facilities department and the arena operator to identify and plan for necessary upgrades, enhancements and explore opportunities to modernize dressing rooms and common spaces.
- B. Construct an ice melt pit in alignment with best practices.
- C. Continue to work with the arena operator to identify opportunities to attract tournaments and leverage non-local spending via the arena.
- D. Consider arena synergies as part of future amenity lands planning and design.



Heritage and Memorial Amenity Strategies

Current Supply

Pitt Meadows Museum and Archives (soon to be relocated as required by a roadworks project)
 Hoffman Garage
 Other designated heritage structures also exist within the community

Recommended Future Actions

- A. Continue to support operations of the Museum and Hoffman Garage.
- B. If required, relocate the Museum to a site that best sustains long term success and maximizes visitation.
- C. Develop a place of remembrance in Pitt Meadows. The characteristics of this space (including the size, scale, and typology) and site options require further clarity and this investigation should be undertaken as a next step.



Waterways Amenity Strategies

Current Supply

Pitt River (eastern bank of the river entirely within Pitt Meadows)
 Pitt Lake (accessible via Grant Narrows Regional Park)
 Alouette River (approximately 10 km within the boundaries of Pitt Meadows)

Recommended Future Actions

- A. Use City communication channels to advocate for and promote sustainable recreational uses of waterways in Pitt Meadows and across the region.
- B. Work with regional and provincial partners (notably Metro Vancouver Regional Parks and BC Parks) to:
 - » Communicate the location of formal and approved waterway access points and staging (parking)
 - » Address issues with informal / unapproved water access points
 - » Monitor waterway use and trends
- C. Ensure continued dialogue and collaborations with local paddling groups and enthusiasts to:
 - » Promote safe and sustainable paddling in Pitt Meadows
 - » Identify solutions to issues and concerns as/if they arise over the next decade (e.g. managing areas of overuse, informal / unapproved water access, water safety and education, impacts on habitat, etc.)

Additional Amenity Strategies

The following chart provides further direction for a number of other amenity and space types.

Amenity Type	Recommended Future Actions
Climbing walls	<ul style="list-style-type: none"> A. Monitor regional trends. B. Consider including as part of future facility development or retrofits (e.g. new aquatics facility, new indoor multi-sport facility, future reinvestment into the Pitt Meadows Family Recreation Centre, etc.).
Youth spaces	<ul style="list-style-type: none"> A. Identify opportunities to expand The Lounge at the Pitt Meadows Family Recreation Centre to enable more activities and programs. B. Recognizing the degree to which youth use and value parks, identify opportunities to integrate interesting and appealing amenities into these spaces.
Seniors spaces	<ul style="list-style-type: none"> A. Continue to support the Ridge Meadows Senior Society.
Indoor children's play spaces	<ul style="list-style-type: none"> A. Consider including as part of future facility development or retrofits (e.g. new aquatics facility, new indoor multi-sport facility, future reinvestment into the Pitt Meadows Family Recreation Centre, etc.).
Libraries	<ul style="list-style-type: none"> A. Align with the direction provided by strategic and business planning conducted for the Pitt Meadows Library branch and the Fraser Valley Regional Library.
Indoor social gathering spaces	<ul style="list-style-type: none"> A. Sustain Heritage Hall and the South Bonson Community Centre.
Multi-purpose program rooms	<ul style="list-style-type: none"> A. Monitor space needs and identify opportunities for additional multi-purpose spaces as part of broader space planning and projects (e.g. space retrofits at the Pitt Meadows Family Recreation Centre).
Curling facilities	<ul style="list-style-type: none"> A. No action required (direct residents interested in curling to other facilities in the region).
Campgrounds	<ul style="list-style-type: none"> A. No action required.
Spray parks	<ul style="list-style-type: none"> A. Sustain the existing spray features at Harris Road Park and consider enhancements and additions as part of the suggested park re-visioning. B. Ensure future indoor or outdoors aquatics facility development includes spray, splash and play features. C. Investigate a new spray park in growth areas based on community demand.
Pump tracks / bike skills parks	<ul style="list-style-type: none"> A. Continue to monitor trends and consider community driven requests for pump tracks and skills parks.
Track and field venues	<ul style="list-style-type: none"> A. No action required.
Skate parks	<ul style="list-style-type: none"> A. Continue to sustain the existing skate park. B. Consider adding skate spots and features as part of future park development and enhancement projects.
Outdoor fitness equipment	<ul style="list-style-type: none"> A. Consider adding outdoor fitness equipment and features as part of future park development and enhancement projects.
Sand volleyball courts	<ul style="list-style-type: none"> A. Consider adding courts as part of future park development and enhancement projects.

Section 7

Planning and Decision Making Tools

Provided in this section are a number of tools that the City can use to support decision making, prioritization and future actions over the next decade and beyond.

What's included in this section?

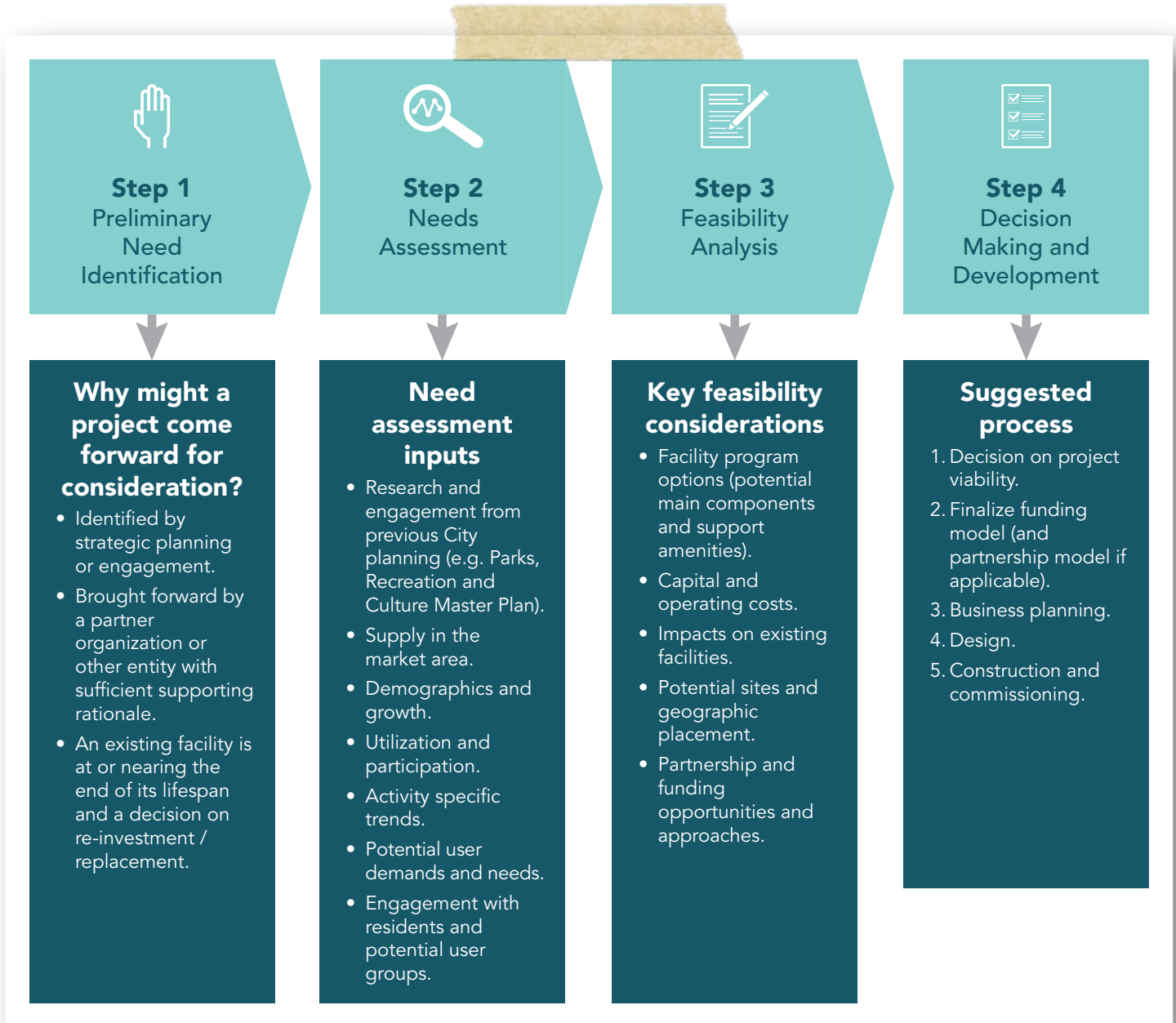
- Two suggested tools for ongoing use by the City.



Tool #1: Project Evaluation Framework

When should this tool be used? The Project Evaluation Framework should be used when major capital investment is being contemplated, including new facility projects and reinvestment into existing facilities.

Benefits of using this tool. Ensures decision making is transparent and based on the necessary information.

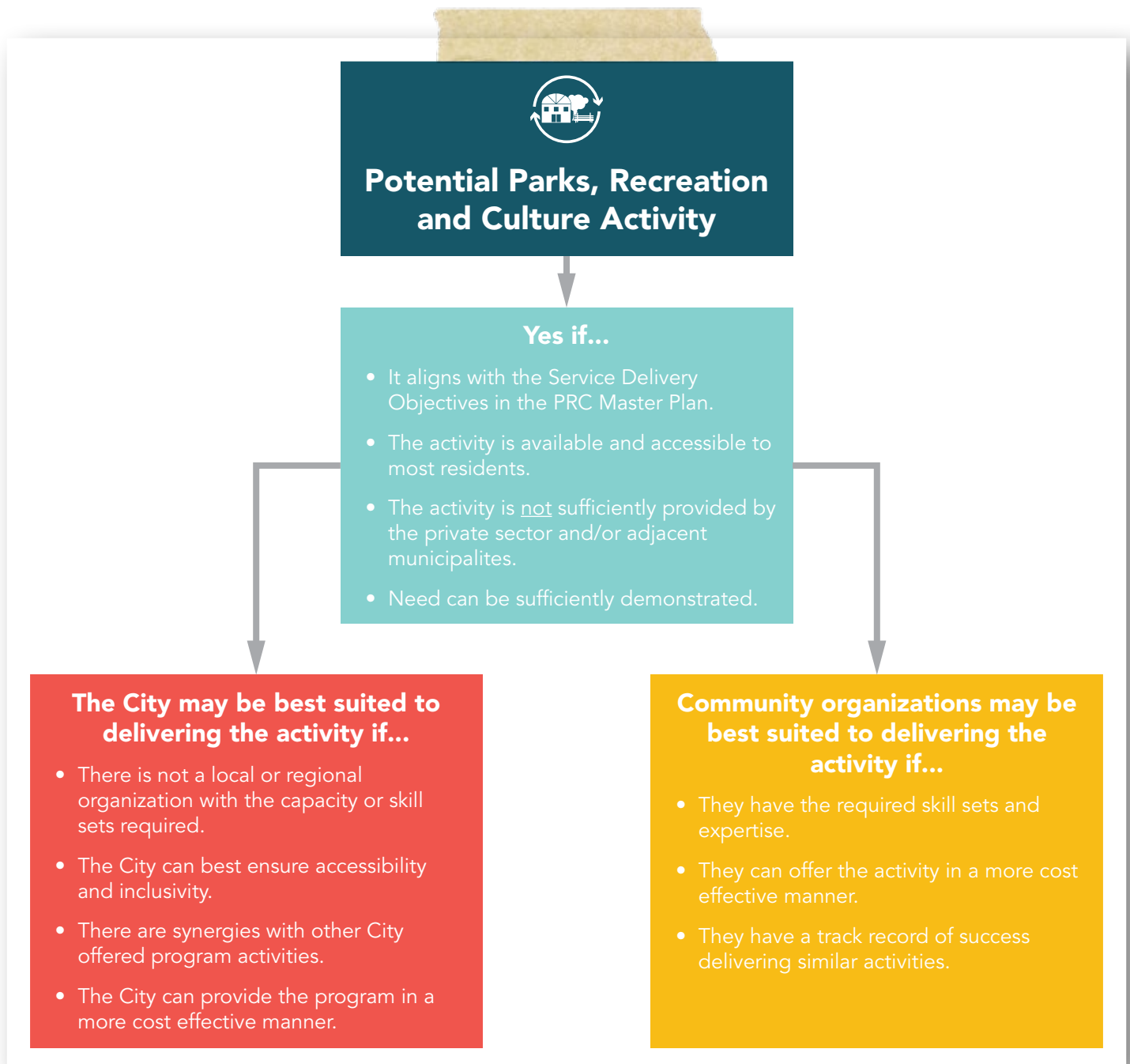


It may be justified for some projects to skip Steps 1 and 2 and proceed directly to Step 3. For example, feasibility analysis is suggested in this Master Plan document to further assess aquatics facility development.

Tool #2: Opportunity Evaluation Framework (Decision Tree)

When should this tool be used? When a type of activity (program type or event) emerges as being potentially in-demand or is brought forward to the City for support.

Benefits of using this tool. Provides an initial screen to determine if the City should support an activity and if direct or indirect delivery may be the best approach.



Section 8

Implementation Summary

Service Delivery Strategies Implementation

The chart on the following pages summarizes the Service Delivery Strategies and their Recommended Actions (as contained in Section 5 of the Master Plan) with targeted implementation timing and resource requirements identified for each.

What's included in this section?

- Implementation timing and resource requirements for the Service Delivery Strategies contained in Section 5 of the Master Plan.
- Suggested next steps and resource requirements for the Infrastructure Strategies contained in Section 6 of the Master Plan.

Legend:

Magnitude of Resource Requirements (Incremental to Current)

\$ - minimal

\$\$ - moderate

\$\$\$ - significant

Timing

Anticipated to be implemented during a set period of time (Short, Mid or Long Term)

The Action should be ongoing and occur all of the time as an embedded practice



Recommended Actions	Short Term (<5 Years)	Medium Term (5 – 10 Years)	Long-Term (>10 Years)	Magnitude of Resource Requirements (Incremental to Current)
Service Delivery Strategy #1: Continue to use a combination of direct and indirect delivery approaches to deliver recreation and culture opportunities.				
A. Utilize the suggested tool (Activity Evaluation Framework) provided in Section 7 as a starting point (initial filter) for determining whether direct or indirect provision is the best method to delivery an activity.				N/A
B. Develop and implement a standardized performance measurement process for contracted and fee for service agreements. This process can help evaluate existing agreements and provide a basis for developing new ones.				N/A
C. Identify opportunities to more clearly and regularly communicate the rationale behind service delivery approaches to the public and stakeholders.				N/A
D. Establish a Parks, Recreation and Culture Advisory Committee.				\$ (Some staff time and resources required to support the Committee)



Recommended Actions	Short Term (<5 Years)	Medium Term (5 – 10 Years)	Long-Term (>10 Years)	Magnitude of Resource Requirements (Incremental to Current)
Service Delivery Strategy #2: Focus on increasing the cultural capacity of the community.				
A. Allocate additional staffing resources to arts and cultural capacity development, implementation of arts and cultural initiatives, and ensuring the potential of the suggested arts and cultural hub facility is optimized.				\$\$ (Additional staff resources required)
B. Facilitate increased dialogue and knowledge transfer between arts and cultural organizations and individuals in Pitt Meadows (and the broader region).				N/A
C. Identify opportunities to further support and integrate Indigenous arts and culture into the community.				N/A
D. Continue to place an emphasis on growing public art assets in the city. These efforts should include identifying unique opportunities and places to feature public art across an array of parks, recreation facilities and other civic infrastructure (e.g. city hall, new emergency services facilities, etc.).				N/A
E. Help organizations build upon the resiliency shown during the COVID-19 pandemic, which included shifts to online learning and other adapted programming and activities.				N/A
F. Continue to support Filming in Pitt Meadows with a sensitivity to hot spot designations (including community engagement to identify and mitigate potential issues). <i>*An update of the Filming Policy is currently ongoing.</i>				N/A

Recommended Actions	Short Term (<5 Years)	Medium Term (5 – 10 Years)	Long-Term (>10 Years)	Magnitude of Resource Requirements (Incremental to Current)
Service Delivery Strategy #3: Target areas of the city where opportunities exist to increase the benefits provided by parks, recreation and culture participation.				
A. Increase the promotion of the Program and Admission Fee Subsidization program with a focus on areas of the community with the highest levels of residents facing financial barriers to participation.				N/A
B. Engage local and regional service providers to conduct a review of the Program and Admission Fee Subsidization program. This review should engage partners such as School District 42, Ridge Meadows MCDF, new immigrant partnerships and seniors networks; identifying opportunities to better promote the program and remove any barriers or factors that may limit access.				N/A
C. Enhance the promotion of third party support programs like KidSport and JumpStart.				N/A
D. If funding can be secured through provincial or federal summer jobs programs, pilot staffing parks and Playboxes in selected neighbourhoods during peak summer hours with a focus on communities that have a higher proportion of residents facing financial barriers to recreation participation.				\$ (assumes majority of staff time covered by grant funding)
E. Self-audit City recreation and culture programming on an ongoing basis to ensure there is a sufficient mix of no and low cost opportunities.				N/A
F. Consider accessibility, inclusion and access when evaluating grant and funding requests from community organizations and potential facility operations agreements.				N/A

Recommended Actions	Short Term (<5 Years)	Medium Term (5 – 10 Years)	Long-Term (>10 Years)	Magnitude of Resource Requirements (Incremental to Current)
Service Delivery Strategy #4: Enhance data collection and management.				
A. Identify methods and protocols to collect utilization data for spontaneous use of outdoor parks and recreation spaces.				\$ (May require additional staff time or an incremental investment in other resources to support data collection)
B. Invest in staff training and resources to ensure that data is properly collected and analyzed.				\$
C. Investigate data analytics software (or expanded use of existing software capability) that can provide new insights into community needs, demands and trends using data collected through the City’s bookings software and other available sources.				\$ (Will require an investment in data analytics software)
D. Review accounting practices and identify approaches that can enable City staff to more conveniently organize revenues and expenditures by amenity and function.				N/A
Service Delivery Strategy #5: Strengthen regional collaborations and ensure that major facility planning occurs using a regional lens.				
A. Continue to participate in ongoing tripartite dialogue, planning and space allocation with School District 42 and the City of Maple Ridge.				N/A
B. Continue to participate as a key stakeholder in strategic planning undertaken by Metro Vancouver Regional Parks and BC Parks.				N/A
C. Establish more frequent dialogue with Katzie First Nation on topics specific to parks, recreation and culture.				N/A
D. Ensure that capital planning for major parks, recreation and culture projects includes sufficient dialogue with the City of Maple Ridge and other municipalities in the region as required. Doing so will help avoid duplication, make the best use of available capital funds, and best position future projects for development and operational success.				N/A

Recommended Actions	Short Term (<5 Years)	Medium Term (5 – 10 Years)	Long-Term (>10 Years)	Magnitude of Resource Requirements (Incremental to Current)
Service Delivery Strategy #6: Develop a new comprehensive facility allocation policy.				
A. Develop a single, comprehensive new Facility Allocation Policy that encompasses all bookable spaces owned by the City (including rental halls, multi-purpose indoor spaces, sports fields and arenas).				\$ (May require additional staff time or contracted resources)
B. Given the connection between allocations and user fees, the City should also look to refresh the Fees and Charges Policy.				\$ (May require additional staff time or contracted resources)
C. Based on the new allocation policy directions, it is suggested that the City review historical use agreements.				N/A
Service Delivery Strategy #7: Continue to support and work with outdoor advocacy and stewardship organizations.				
A. Continue to support existing and new projects and initiatives brought forth by local and regional not for profit advocacy and stewardship groups.				\$\$ (As per existing City grant protocols and mechanisms)
B. Leverage the expertise of local and regional not for profit advocacy and stewardship groups as required to help develop solutions and ideas for key management topics.				N/A
Service Delivery Strategy #8: Undertake a community parks, recreation and culture needs assessment every 5 years and use this information to update the Master Plan.				
A. Conduct a Parks, Recreation and Culture Needs Assessment every 5 years and use this information to update the Master Plan and other planning and policies as required.				\$\$ (May require additional staff or contracted resources)
Service Delivery Strategy #9: Enhance public communications and awareness of parks, recreation and culture opportunities and the factors that influence service delivery.				
A. Continue to leverage internal expertise to develop creative and fresh marketing and promotions initiatives and refresh department and facility branding.				N/A
B. Ensure promotions and marketing leverages current and past successes as well as those parks, recreation and culture assets that make the community unique.				N/A

Recommended Actions	Short Term (<5 Years)	Medium Term (5 – 10 Years)	Long-Term (>10 Years)	Magnitude of Resource Requirements (Incremental to Current)
C. Target promotions and marketing to individuals that are underrepresented in current programs and activities.	Red			N/A
D. Develop a regular communique that provides information to the general public on parks, recreation and culture activities, projects, successes and factors that influence service delivery.	Red			N/A
Service Delivery Strategy #10: Ensure asset management and sustaining existing infrastructure remain top priorities.				
A. Work with the Engineering and Operations Services department to put in place a regular schedule for indoor facility assessments that assesses remaining lifespan, deferred maintenance and other key indicator.	Red			N/A
B. Develop a Playground Strategy and update it on a regular basis (every 3 to 5 years).		Red		\$\$ (May require additional staff or contracted resources)
C. Ensure adequate budget allocations are set aside into a capital reserve for facility upgrades, replacement and refreshment.	Yellow	Yellow	Yellow	\$\$ / \$\$\$ (Aging infrastructure will require re-investment; the City will need to continually monitor building condition data and budget accordingly)
D. Conduct regular accessibility audits.	Yellow	Yellow	Yellow	\$
E. Continue to identify opportunities to integrate green practices and technologies into the management of both indoor and outdoor facilities and spaces, reflecting the City’s commitment to climate leadership and sustainability.	Yellow	Yellow	Yellow	N/A

Parks, Recreation and Culture Infrastructure Strategies Implementation

This sub-section identifies the timing and cost impacts of the Infrastructure Strategies and their associated Actions as outlined in Section 6 of the Master Plan.

Summary of Key Infrastructure Strategies and Actions

The infrastructure Strategies and Actions identified in Section 6 can be summarized into the following categories / groupings.

Suggested Capital Projects to Expand Service Levels

Capital projects (new facility / amenity or renewal) that should proceed and are intended to provide a new opportunity or significantly enhance current service levels.

- Expand the provision of community garden plots (either at hub sites and/or smaller satellite locations).
- Re-imagine Harris Road Park (and as part of this project consider consolidating ball diamonds at the Pitt Meadows Athletic Park / Amenity Lands site).
- Develop a covered multi-use sports box.
- Re-surface the tennis courts at the Pitt Meadows Athletic Park and allocated part of the space for pickleball.
- Develop a tennis re-bound wall.
- Develop a place of remembrance in Pitt Meadows (further investigation is needed to define and adequately plan this community amenity).

**The amenity lands may provide a location for a new multi-use sports box and other amenities (new, incremental amenities or re-located amenities from other locations)*

Further Explore / Study

More analysis of the costs, development options, potential operating and partnership models, and overall project impacts is required before proceeding with the project.

- Undertake an aquatics feasibility study to better understand the range of indoor and outdoor aquatics facility options and their associated capital and operating cost impacts.
- Develop a Trails Strategy focused on identify specific projects and improving connectivity.
- Investigate lighting at Pitt Meadows Athletic Park (impacts, costs, needs).
- Explore options for an arts and cultural hub facility.
- Research potential cost effective enhancements for Heritage Hall.
- Conduct feasibility analysis for a dedicated performing arts venue when the city's population is at or nearing 25,000 residents.
- Revisit community needs for an indoor multi-sport facility in 5-10 years based on the use of the suggested new outdoor multi-use sports box.
- Explore a second spray park in growth areas based on community demand and future aquatics development.
- Consider relatively "easy win" amenity additions as future project planning occurs (including: outdoor fitness equipment, indoor play features, sand volleyball courts, etc.).

Monitor

The City should continue to monitor activity and participation trends pertaining to each amenity and consider future development or other actions to enhance space provision in the future when warranted.

- Pickleball trends and space needs.
- Field sports activity levels.
- Pump track / bike skills park needs and activities.

Optimize

Opportunities exist to optimize the provision of an amenity or facility type.

- Diversify outdoor playground offerings.
- Improve trail wayfinding signage.
- Support amenities at Pitt Meadows Athletic Park.
- Further integration of Indigenous art and public art into community and civic infrastructure.
- Youth spaces and amenities.
- Work with local, regional, and provincial partners and organizations to ensure (and where appropriate encourage) sustainable recreational use of waterways in Pitt Meadows.

Invest to Maintain

Capital investment will be required to maintain service levels as the City grows.

- Acquire land to maintain the current level of park space provision (307 residents per Ha.).
- All current facilities and amenities owned by the City.
- If required, relocate the museum.



Detailed Infrastructure Implementation Considerations

The following chart provides additional detail on the specific Strategies and Actions, including timing and estimated financial impacts (operating and capital).

Chart Legend			
Timing Considerations	Estimated Capital Cost Impacts	Estimated Operating Cost Impacts	Estimated Study and Planning Costs
Short Term (< 5 years)	\$ (Low Impact)	\$ (Low Impact): No or minimal incremental subsidy required as a result of the action.	Estimated based on typical market area study costs to support future budgeting.
Medium Term (5 – 10 Years)	\$\$ (Medium Impact)		
Long Term (> 10 years)	\$\$\$ (High Impact)	<p>\$\$ (Medium Impact): The infrastructure action is likely to require a moderate increase in the City's operating budget for parks, recreation and culture.</p> <p>\$\$\$ (High Impact): The infrastructure action is likely to require a significant increase in the City's operating budget for parks, recreation and culture.</p>	
Ongoing (not timing specific and/or to continue with on an indefinite basis as an embedded practice)	<i>*Where applicable, a high level estimated capital cost range is provided based on market area capital costs and recent projects.</i>		

Recommended Strategies & Actions	Timing Considerations	Estimated Capital Cost Impact	Estimated Operational Cost Impact	Estimated Study and Planning Costs
Parks and Open Spaces				
A. At minimum, maintain the current provision of park space (307 residents per Ha.).	Ongoing	\$	\$ / \$\$	N/A
B. Ensure sufficient land is procured through the development process to supply park space in new residential communities.	Ongoing	\$\$	\$	N/A
C. Develop a refreshed parks classification system to guide amenity investment and operations (see Appendix D for a potential new parks classification system).	Short-Term	\$	\$	N/A
D. Ensure adequate asset management practices are in place to sustain and, where needed, refresh park spaces and amenities.	Ongoing	\$ / \$\$	\$	N/A
E. Focus on diversifying play opportunities in the community through playground renewals or additions. These efforts should seek to increase natural, adventure and dynamic play and also ensure that the playground inventory is able to meet the needs of a broader range of age groups. <i>*These actions should be integrated into the Playground Strategy suggested as part of Service Delivery Strategy #10.</i>	Medium-Term / Ongoing	\$\$ (Playground structures can range from \$75,000 to over \$1,000,000)	\$ / \$\$	N/A
F. Expand the provision of community garden plots in the city, either at (or near) the existing site or through the addition of satellite locations in Pitt Meadows.	Medium Term	\$ / \$\$	\$	N/A
G. Re-imagine Harris Road Park with a focus on spontaneous use, social gathering space, and passive recreation. As part of this project, it is suggested that the City investigate relocating the existing ball diamonds and sports fields to the Pitt Meadows Athletic Park or adjacent new amenity lands. This action will enhance the safety and functionality of Harris Road Park and encourage increased spontaneous use of this important central park site while further developing Pitt Meadows Athletic Park as a hub site for outdoor sports.	Medium – Long Term	\$\$ / \$\$\$	\$ / \$\$	\$75,000 - \$150,000 for community visioning and conceptual design

Recommended Strategies & Actions	Timing Considerations	Estimated Capital Cost Impact	Estimated Operational Cost Impact	Estimated Study and Planning Costs
Trails				
A. Continue to collaborate with Metro Vancouver Regional Parks and other regional trail stewards to undertake trail development and improvement projects.	Ongoing	TBD	TBD	N/A
B. Develop a Trails Strategy that maps and inventories all trails located within the municipal boundaries, classifies these trails, and identifies specific trail priorities (new builds and enhancements) with a focus on improving connectivity.	Short Term	N/A	\$	\$50,000 - \$100,000
C. Enhance system wide trail and wayfinding signage to ensure functionality, accurateness, aesthetic appeal, and (where possible) consistency with regional trail signage.	Short – Medium Term	\$/ \$\$	\$	N/A
Sports Courts and Surfaces				
A. Develop a covered multi-use sports box that can accommodate a variety of programmed and spontaneous uses. Co-locating this amenity near the arena on the new amenity lands or at the current Pitt Meadows Athletic Park is suggested given the potential activity synergies and cross-uses.	Medium Term	\$\$ / \$\$\$ (Probable construction cost: \$500,000 - \$5,000,000)	\$/ \$\$	\$25,000 - \$50,000 for conceptual design
B. Re-surface the existing courts at the Pitt Meadows Athletic Park and allocate part of this space for dedicated pickleball use.	Short Term	\$/ \$\$ (Probable construction cost: \$90,000 - \$100,000)	\$	N/A
C. Continue to monitor pickleball trends and regional service levels; use this information to inform future decisions on investment in dedicated pickleball infrastructure.	Ongoing	N/A	N/A	N/A
D. Consider adding a tennis rebound wall for individual play.	Short Term	\$ (Probable construction cost: \$25,000 - \$75,000)	\$	N/A

Recommended Strategies & Actions	Timing Considerations	Estimated Capital Cost Impact	Estimated Operational Cost Impact	Estimated Study and Planning Costs
Sports Fields and Ball Diamonds				
A. Continue to monitor trends and participation levels.	Ongoing	N/A	N/A	N/A
B. As part of the suggested Harris Road Park re-imagining, consolidate the ball diamond inventory at the Pitt Meadows Athletic Park and/or amenity lands development (potential concepts and approaches to be further explored).	Medium – Long Term	\$\$ / \$\$\$	\$ / \$\$	\$75,000 - \$150,000 for community visioning and conceptual design
C. Enhance support amenities at the Pitt Meadows Athletic Park, including spectator seating, covered areas, storage and parking.	Medium – Long Term	\$\$\$	\$ / \$\$	N/A
D. Investigate adding lights to selected sports fields at the Pitt Meadows Athletic Park. This investigation should assess impacts on surrounding residential neighbourhoods, cost-benefit (increased utilization vs investment), and the specific fields that would provide the highest value if lights were installed.	Medium – Long Term	\$\$	\$ / \$\$	N/A
E. Work with School District 42 and the Pitt Meadows Secondary School to ensure the use and community benefit of the artificial turf field is maximized.	Ongoing	N/A	\$	N/A

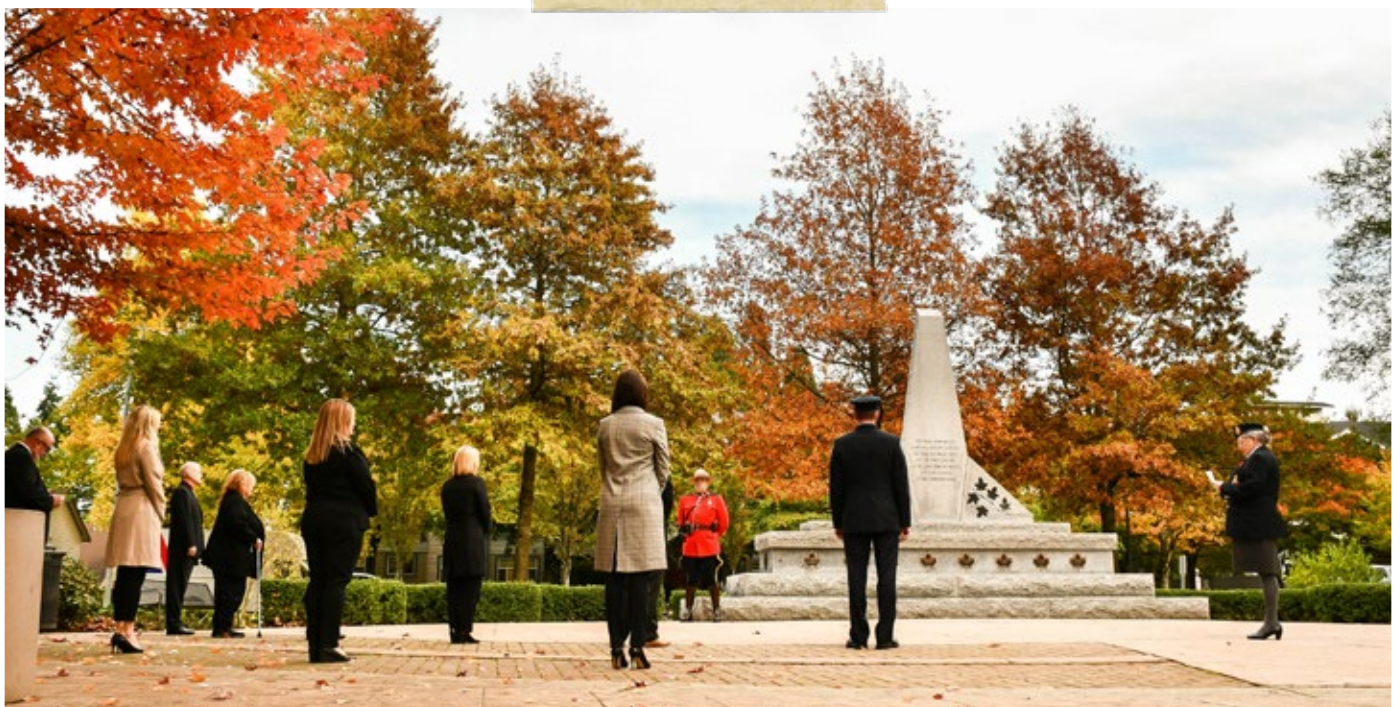
Recommended Strategies & Actions	Timing Considerations	Estimated Capital Cost Impact	Estimated Operational Cost Impact	Estimated Study and Planning Costs
Aquatics				
<p>A. Given the significant development and operational cost associated with aquatics and the aging condition of the existing outdoor pool, it is suggested that the City undertake an aquatics feasibility study.</p>	<p>Feasibility analysis (Short Term) Development if viable (Medium to Long Term)</p>	<p>\$\$\$ (Outdoor Pool options: \$6 M - \$20 M; Indoor Pool options: \$23 M - \$45 M+)</p>	<p>\$\$\$</p>	<p>\$75,000 - \$125,000 for feasibility analysis</p>



Recommended Strategies & Actions	Timing Considerations	Estimated Capital Cost Impact	Estimated Operational Cost Impact	Estimated Study and Planning Costs
Arts and Cultural Spaces				
<p>A. Recognizing that the current art gallery may require relocation and the importance of fostering the arts and cultural capacity in the community, further investigate creating an arts and cultural hub facility. Conceptually, this space can provide a permanent home for the community’s art gallery and accommodate arts and crafts programming and small events. It is recommended that a business case be developed to further investigate costs and potential locations for an arts and culture hub facility.</p>	<p>Business Case (Short Term)</p> <p>Development or retrofit of an existing facility (Medium Term)</p>	<p>\$\$ / \$\$\$</p>	<p>\$\$</p>	<p>\$25,000 - \$50,000 for business case development</p>
<p>B. Investigate cost effective enhancements to Heritage Hall that can enhance the facilities ability to accommodate small performances.</p>	<p>Explore viability of enhancements (Short to Medium Term)</p>	<p>\$\$</p>	<p>\$</p>	<p>\$25,000 - \$50,000 for technical support</p>
<p>C. Consider feasibility analysis for a potential dedicated performing arts venue when the city’s population is at or nearing 25,000 residents.</p>	<p>Long Term</p>	<p>\$\$\$</p>	<p>\$\$\$</p>	<p>N/A (determine study costs when/if required)</p>
<p>D. Continue to explore all possible opportunities to integrate arts and culture into parks and indoor recreation facilities.</p>	<p>Ongoing</p>	<p>\$</p>	<p>\$</p>	<p>N/A</p>
<p>E. Identify opportunities to increase Indigenous art and culture in the community.</p>	<p>Ongoing</p>	<p>\$</p>	<p>\$</p>	<p>N/A</p>
<p>F. Continue to identify opportunities to integrate public art into existing and new civic facilities.</p>	<p>Ongoing</p>	<p>\$ / \$\$</p>	<p>\$</p>	<p>N/A</p>

Recommended Strategies & Actions	Timing Considerations	Estimated Capital Cost Impact	Estimated Operational Cost Impact	Estimated Study and Planning Costs
Indoor Dry Floor Spaces Strategies				
A. Develop the suggested multi-use sports box with a focus on this space being designed and programmed to be multi-purpose and adaptable.	See timing and costs under the “Sports Courts and Surfaces” as previously identified in the chart			
B. Revisit community needs for an indoor multi-sport facility in 5-10 years based on the use of the new covered multi-use sports box facility.	Long Term	\$\$\$	\$\$\$	N/A
C. Participate as a stakeholder in regional discussions on potential indoor field and multi-sport facilities.	Ongoing	N/A	N/A	N/A
D. Continue to maximize use of the gymnasium and fitness studio spaces at the Family Recreation Centre.	Ongoing	\$	\$	N/A
Arenas				
A. Continue to work with the City’s facilities department and the arena operator to identify and plan for necessary upgrades, enhancements and explore opportunities to modernize dressing rooms and common spaces.	Ongoing	\$ / \$\$	\$	N/A
B. Construct an ice melt pit in alignment with best practices.	Short Term	\$ / \$\$	\$	N/A
C. Continue to work with the arena operator to identify opportunities to attract tournaments and leverage non-local spending via the arena.	Ongoing	N/A	N/A	N/A
D. Consider arena synergies as part of future amenity lands planning and design.	Medium to Long Term	N/A	N/A	N/A

Recommended Strategies & Actions	Timing Considerations	Estimated Capital Cost Impact	Estimated Operational Cost Impact	Estimated Study and Planning Costs
Heritage and Memorial Amenities				
A. Continue to support operations of the Museum and Hoffman Garage.	Ongoing	N/A	\$ / \$\$	N/A
B. Relocate the Museum to a site that best sustains long term success and maximizes visitation.	Medium Term	\$\$	\$ / \$\$	Resources may be required to support future planning as part of broader civic facility planning
C. Develop a place of remembrance in Pitt Meadows. The characteristics of this space (including the size, scale, and typology) and site options require further clarity and this investigation should be undertaken as a next step.	Medium Term	\$\$ (costs require further exploration through the conceptual design process)	\$ / \$\$	\$75,000 - \$100,000 for planning and design



Recommended Strategies & Actions	Timing Considerations	Estimated Capital Cost Impact	Estimated Operational Cost Impact	Estimated Study and Planning Costs
Waterways				
A. Use City communication channels to advocate for and promote sustainable recreational uses of waterways in Pitt Meadows and across the region.	Ongoing	N/A	\$	N/A
B. Work with regional and provincial partners (notably Metro Vancouver Regional Parks and BC Parks) to: <ul style="list-style-type: none"> » Communicate the location of formal and approved waterway access points and staging (parking) » Address issues with informal / unapproved water access points » Monitor waterway use and trends 	Ongoing	N/A	\$	N/A
C. Ensure continued dialogue and collaborations with local paddling groups and enthusiasts to: <ul style="list-style-type: none"> » Promote safe and sustainable paddling in Pitt Meadows » Identify solutions to issues and concerns as/if they arise over the next decade (e.g. managing areas of overuse, informal / unapproved water access, water safety and education, impacts on habitat, etc.) 	N/A	N/A	N/A	N/A
Climbing Walls				
A. Monitor regional trends.	Ongoing	N/A	N/A	N/A
B. Consider including as part of future facility development or retrofits.	Long Term	N/A	N/A	N/A
Youth Spaces				
A. Identify opportunities to expand the Lounge at the Pitt Meadows Family Recreation Centre to enable more activities and programs.	Short-Medium Term	\$ / \$\$ (further explore as part of potential space retrofits)	\$	Cost likely to be included as part of other design work
B. Recognizing the degree to which youth use and value parks, identify opportunities to integrate interesting and appealing amenities into these spaces.	Ongoing	\$	\$	N/A

Recommended Strategies & Actions	Timing Considerations	Estimated Capital Cost Impact	Estimated Operational Cost Impact	Estimated Study and Planning Costs
Seniors Spaces				
A. Continue to support the Ridge Meadows Senior Society.	Ongoing	N/A	N/A	N/A
Indoor Children’s Play Spaces				
A. Consider including as part of future facility development or retrofits.	Medium to Long Term	\$ / \$\$	\$	N/A
Libraries				
A. Align with the direction provided by strategic and business planning conducted for the Pitt Meadows Library branch and the Fraser Valley Regional Library.	Ongoing	N/A	N/A	N/A
Indoor Social Gathering Spaces				
A. Sustain Heritage Hall and the South Bonson Community Centre.	Ongoing	\$\$ (further exploration is needed to clarify costs pertaining to these facilities)	\$\$	Technical expertise may be required to further explore lifecycle costs and potential space enhancements.
Multi-Purpose Program Rooms				
A. Monitor space needs and identify opportunities for additional multi-purpose spaces as part of broader space planning and projects (e.g. space retrofits at the Pitt Meadows Family Recreation Centre).	Ongoing	\$ / \$\$	\$	Further explore as part of other design projects and studies
Curling Facilities				
A. No action required (direct residents interested in curling to other facilities in the region).	N/A	N/A	N/A	N/A
Campgrounds				
A. No action required.	N/A	N/A	N/A	N/A
Spray Parks				
A. Sustain the existing spray features at Harris Road Park and consider enhancements and additions as part of the suggested park re-visioning.	Ongoing	\$ / \$\$	\$	N/A

Recommended Strategies & Actions	Timing Considerations	Estimated Capital Cost Impact	Estimated Operational Cost Impact	Estimated Study and Planning Costs
B. Ensure future indoor or outdoors aquatics facility development includes spray, splash and play features.	As per aquatics facility feasibility analysis identified previously in the chart			
C. Investigate a new spray park in growth areas based on community demand.	Medium to Long Term	\$\$	\$\$	N/A (study as / when required)
Pump Tracks / Bike Skills Parks				
A. Continue to monitor trends and consider community driven requests for pump tracks and skills parks.	Ongoing	N/A	N/A	N/A
Track and Field Venues				
A. No action required.	N/A	N/A	N/A	N/A
Skate Parks				
A. Continue to sustain the existing skate park.	Ongoing	N/A	\$ / \$\$	N/A
B. Consider adding skate spots and features as part of future park development and enhancement projects.	Medium to Long Term	\$ / \$\$	\$	N/A
Outdoor Fitness Equipment				
A. Consider adding outdoor fitness equipment and features as part of future park development and enhancement projects.	Ongoing	\$	\$	N/A
Sand Volleyball Courts				
A. Consider adding courts as part of future park development and enhancement projects.	Ongoing	\$	\$	N/A

Appendices



Appendix A: Overview of the Criteria Used for the Service Level Needs Assessment and Investment Prioritization Ranking

*A weighting scale (1-3) is applied to the Step 2 criteria to reflect that while all criteria are important, some warrant a high degree of consideration in the prioritization process.

#	Criteria	Why is this criteria important to consider when determining future priorities?	Applied to the Service Level Needs Assessment	Applied to the Investment Prioritization Ranking
1	Resident Preferences and Demands	Resident needs and preferences should be a primary consideration when setting future investment priorities.	✓	✓
2	Stakeholder and User Group Preferences	Local and regional community organizations are a key delivery agent of programs, events and other activities. As such, it is important to consider their needs and preferences when setting priorities.	✓	✓
3	Youth Engagement	The provision of quality parks, recreation and culture services have a significant impact on child and youth development and help connect this important cohort of residents to the community (providing a diverse array of long term benefits).	✓	✓
4	Utilization and Capacity Indicators	If utilization of a facility or amenity is nearing capacity or conversely is underutilization, these factors should influence prioritization.	✓	✓
5	Trends	Broader regional, provincial and national trends, while they can be somewhat anecdotal and subjective, are nonetheless important to consider as part of future service level assessment and prioritization.	✓	✓
6	Benchmarking	Benchmarking contrasts how Pitt Meadows compares to other communities in the region and provides some level of insight into expected amenity service levels.	✓	✓
7	Existing Provision	The City is responsible for an asset base worth hundreds of millions of dollars. The City cannot realistically assess prioritization from a starting point that ignores historical context and its responsibilities for existing infrastructure.		✓

#	Criteria	Why is this criteria important to consider when determining future priorities?	Applied to the Service Level Needs Assessment	Applied to the Investment Prioritization Ranking
8	Regional Supply	Residents living in Metro Vancouver have access to an abundance of parks, recreation and culture infrastructure and often cross municipal boundaries to access these opportunities. Pitt Meadows supports these opportunities for visitors, and, correspondingly city residents travel to other municipalities for some opportunities. This criteria recognizes that the City needs to consider what exists in other communities (and the risk of duplicating facilities) when setting priorities.		✓
9	Amenity Adaptability and Flexibility	Amenity types that can accommodate multiple purposes and / or be easily adapted for other uses maximize the use of available resources.		✓
10	Financial Accessibility	Inclusion and access are key pillars of the City's strategic service delivery mandate (as per the Service Delivery Outcomes in Section 5). As such, those amenities that are likely to be available at no or low cost should be prioritized over those amenities that are less so.		✓
11	Project Development Costs	The City needs to carefully assess how to make optimal use of available and limited capital funds. This criteria factors in construction cost and value.		✓
12	Operating Costs Impacts	Before proceeding with capital development, the City also needs to carefully analyze the operational cost impacts of bringing online new or enhanced facilities.		✓
13	Economic Benefits	Parks, recreation and culture infrastructure can bring visitors to a community and generate non-local spending.		✓

Appendix B: Service Level Needs Assessment

Metric

#	Service Needs Criteria	Indicators
1	Resident Preferences	<p>Expand: Identified as a top 5 Indoor or Outdoor priority by Household Questionnaire respondents (coded or non-coded samples).</p> <p>Maintain: Not identified as a top 5 Indoor or Outdoor priority by Household Questionnaire respondents (coded or non-coded samples).</p> <p>Reduce: N/A</p>
2	Stakeholder and User Group Preferences	<p>Expand: Engagement with community organizations identified the need to expand current provision (5 or more Community Group Questionnaire respondents identified the amenity type as a priority and the amenity type was commonly referenced as requiring increased or improved provision during the stakeholder discussions).</p> <p>Maintain: Engagement with community organizations reflect some perceived need for expanded provision (Less than 5 Community Group Questionnaire respondents identified the amenity type as a priority and the amenity type was referenced by multiple groups during the stakeholder discussions).</p> <p>Reduce: The amenity type was commonly referenced in the stakeholder engagement as being oversupplied with a need to reduce provision levels.</p>
3	Youth Engagement	<p>Expand: Identified as a top 5 Indoor or Outdoor priority by Youth Survey respondents (coded or non-coded samples).</p> <p>Maintain: Not identified as a top 5 Indoor or Outdoor priority by Youth Survey respondents (coded or non-coded samples).</p> <p>Reduce: N/A</p>
4	Utilization and Capacity Indicators	<p>Expand: Utilization analysis suggests that the amenity type is nearing or over capacity.</p> <p>Maintain: Utilization analysis suggests that the amenity type is moderately used, but not at or nearing capacity. *Amenity types for which sufficient data isn't available to support "Expand" or "Reduce" are assessed as "Maintain".</p> <p>Reduce: Utilization analysis suggests that the amenity type is underutilized.</p>

#	Service Needs Criteria	Indicators
5	Trends	<p>Expand: Regional, provincial and national trends suggests that there will be increasing demand in the future for the amenity type or the types of activities that take place at the amenity type.</p> <p>Maintain: Regional, provincial and national trends suggests that there will be similar demands in the future for the amenity type or the types of activities that take place at the amenity type.</p> <p>Reduce: Regional, provincial and national trends suggests that there will be decreasing demands in the future for the amenity type or the types of activities that take place at the amenity type.</p>
6	Benchmarking	<p>Expand: The provision of the amenity type is "Lesser" in Pitt Meadows relative to comparator municipalities.</p> <p>Maintain: The provision of the amenity type is "Similar" or marginally "Better" in Pitt Meadows relative to comparator municipalities.</p> <p>Reduce: The provision of the amenity type is significantly "Better" in Pitt Meadows relative to the comparator municipalities.</p> <p>*Amenities for which a benchmarking rating (lesser, similar, or better) was not able to be assigned due to a lack of information are assessed as "Maintain".</p>

OVERALL ASSESSMENT EVALUATION

Expand if... "Enhance " in 3 or more of the 5 categories

Reduce if... "Reduce" in 3 or more of the 5 categories

Sustain if... Does not meet the above criteria

Indoor Amenity Assessment

Amenity Type	Resident Preferences and Demands	Stakeholder and User Group Preferences	Youth Engagement	Utilization and Capacity Indicators	Participation Trends	Benchmarking	Overall Assessment
Indoor aquatics facilities	Expand	Expand	Expand	Maintain	Expand	Expand	Expand
Indoor walking / running tracks	Expand	Expand	Maintain	Maintain	Expand	Maintain	Expand
Indoor multi-sport facilities (e.g. field house with large multi-use surface(s) that can accommodate a variety of activity types)	Expand	Expand	Expand	Maintain	Expand	Maintain	Expand
Fitness facilities	Expand	Maintain	Maintain	Maintain	Maintain	Maintain	Maintain
Performing arts facilities (e.g. dedicated theatre space)	Expand	Expand	Maintain	Maintain	Maintain	Expand	Expand
Climbing walls	Expand	Maintain	Expand	Maintain	Expand	Maintain	Expand
Indoor children's play spaces	Maintain	Maintain	Maintain	Maintain	Expand	Maintain	Maintain
Seniors spaces	Maintain	Maintain	Maintain	Maintain	Maintain	Maintain	Maintain
Arts and crafts creative spaces (e.g. studios and collaborative work spaces)	Maintain	Expand	Maintain	Maintain	Expand	Expand	Expand
Child care spaces	Maintain	Maintain	Maintain	Maintain	Maintain	Maintain	Maintain
Interpretive venues (e.g. museums and heritage facilities, nature centres, interactive learning spaces)	Maintain	Maintain	Maintain	Maintain	Maintain	Maintain	Maintain
Youth spaces	Maintain	Expand	Expand	Maintain	Maintain	Maintain	Maintain
Libraries	Maintain	Maintain	Maintain	Maintain	Maintain	Maintain	Maintain
Curling facilities	Maintain	Maintain	Maintain	Maintain	Reduce	Expand	Maintain
Art galleries and display spaces	Maintain	Expand	Maintain	Maintain	Expand	Maintain	Maintain
Social gathering facilities (e.g. hall type spaces)	Maintain	Maintain	Maintain	Maintain	Maintain	Maintain	Maintain
Gymnasiums / flexi-halls	Maintain	Expand	Maintain	Maintain	Expand	Maintain	Maintain
Ice arenas	Expand	Maintain	Expand	Maintain	Maintain	Maintain	Maintain
Multi-purpose program rooms	Maintain	Maintain	Maintain	Maintain	Maintain	Maintain	Maintain

Outdoor Assessment

Amenity Type	Resident Preferences and Demands	Stakeholder and User Group Preferences	Youth Engagement	Utilization and Capacity Indicators	Trends	Benchmarking	Overall Assessment
Natural surface trails (not paved)	Expand	Expand	Expand	Maintain	Expand	Maintain	Expand
BBQ and picnic areas / park shelters	Expand	Expand	Expand	Maintain	Expand	Maintain	Expand
Community trails (paved)	Expand	Expand	Maintain	Maintain	Expand	Maintain	Expand
Outdoor pools	Expand	Maintain	Expand	Maintain	Expand / Maintain*	Expand / Maintain*	Expand / Maintain*
Playgrounds	Expand	Expand	Expand	Maintain	Expand	Maintain	Expand
Outdoor festival and community performance spaces (e.g. amphitheater and urban event plazas)	Expand	Expand	Maintain	Maintain	Expand	Maintain	Expand
Outdoor stadium (outdoor venue with seating capacity and amenities that can support spectator games, events, concerts, etc.)	Expand	Expand	Maintain	Maintain	Maintain	Maintain	Maintain
Campgrounds	Expand	Maintain	Expand	Maintain	Maintain	Maintain	Maintain
Community gardens	Maintain	Expand	Maintain	Maintain	Expand	Expand	Expand
Dog parks	Maintain	Maintain	Maintain	Maintain	Expand	Maintain	Maintain
Outdoor fitness equipment	Maintain	Maintain	Maintain	Maintain	Maintain	Maintain	Maintain
Pickleball courts	Maintain	Expand	Maintain	Maintain	Expand	Maintain / Expand**	Maintain / Expand**
Spray parks	Maintain	Maintain	Maintain	Maintain	Expand	Expand	Maintain
Outdoor public art	Maintain	Expand	Maintain	Maintain	Expand	Maintain	Maintain
Pump tracks / bike skills parks	Expand	Maintain	Maintain	Maintain	Expand	Maintain	Maintain
Outdoor paved court spaces (for basketball, ball hockey, etc.)	Maintain	Maintain	Maintain	Maintain	Expand	Maintain	Maintain
Sports fields (rectangular sports fields for soccer, football, rugby, etc.)	Maintain	Expand	Maintain	Maintain	Maintain	Maintain	Maintain
Track and field venues	Maintain	Expand	Maintain	Maintain	Maintain	Maintain	Maintain
Outdoor multi-use sports boxes	Maintain	Expand	Maintain	Maintain	Expand	Expand	Expand
Skate parks	Maintain	Maintain	Maintain	Maintain	Expand	Maintain	Maintain

Amenity Type	Resident Preferences and Demands	Stakeholder and User Group Preferences	Youth Engagement	Utilization and Capacity Indicators	Trends	Benchmarking	Overall Assessment
Tennis courts	Maintain	Maintain	Maintain	Maintain	Maintain / Reduce***	Maintain	Maintain
Ball diamonds	Maintain	Maintain	Maintain	Maintain	Maintain	Maintain	Maintain
Sand volleyball courts	Maintain	Maintain	Maintain	Maintain	Maintain	Maintain	Maintain

**Trends and benchmarking for outdoor pools are impacted by the provision of indoor pool infrastructure in the community. While overall outdoor pool provision has remained generally similar across the lower mainland and province, when an indoor pool is not deemed viable a trend is to develop a more appealing and dynamic outdoor pool facility.*

***Benchmarking of pickleball courts is challenging given the cross-use with tennis and lack of clarity around which activity is targeted for court spaces. As such, benchmarking was assessed as Maintain / Expand.*

****Further to the above note, a recent trend (~5 years) is to adapt tennis courts for pickleball.*

Appendix C: Investment Prioritization Ranking

Metric

#	Prioritization Criteria	3 PTS	2 PTS	1 PT	0 PTS	Weighting
1	Resident Preferences	Identified as a top 5 Indoor or Outdoor priority by Household Questionnaire respondents (coded or non-coded samples).	Identified as a 6 - 10 Indoor or Outdoor priority by Household Questionnaire respondents (coded or non-coded samples).	Not a top 10 Indoor or Outdoor priority but selected by 10% or more of Household Questionnaire respondents (coded or non-coded samples).	Not a top 10 Indoor or Outdoor priority or selected by 10% or more of Household Questionnaire respondents (coded or non-coded samples).	3
2	Stakeholder and User Group Preferences	Commonly identified as a priority during the stakeholder and user group engagement. <i>*8 or more Community Group Questionnaire respondents identified the amenity type as a priority and the amenity type was commonly identified as a potential priority during the stakeholder discussions.</i>	Some priority identification during the stakeholder and user group engagement. <i>*Between 5 - 7 Community Group Questionnaire respondents identified the amenity type as a priority for new development and potential needs was referenced by multiple groups during the stakeholder discussions.</i>	N/A	Not identified as a priority.	2
3	Youth Engagement	Identified as a top 5 Indoor or Outdoor priority by Youth Survey respondents (coded or non-coded samples).	Identified as a 6 - 9 Indoor or Outdoor priority by Youth Survey respondents (coded or non-coded samples).	N/A	Not identified as a top 10 priority by Youth Survey respondents.	2
4	Utilization and Capacity Indicators	Utilization analysis suggests that the amenity type is nearing or over capacity.	Utilization analysis suggests that the amenity type is moderately used, but not at or nearing capacity. <i>*Amenity types for which sufficient data isn't available or are spontaneous use with no current data are assessed a "2" score.</i>	N/A	Utilization analysis suggests that the amenity type is underutilized.	2

#	Prioritization Criteria	3 PTS	2 PTS	1 PT	0 PTS	Weighting
5	Trends	Regional, provincial and national trends suggests that there will be increasing demand in the future for the amenity type or the types of activities that take place at the amenity type.	Regional, provincial and national trends suggests that there will be similar demands in the future for the amenity type or the types of activities that take place at the amenity type.	N/A	Regional, provincial and national trends suggests that there will be decreasing demands in the future for the amenity type or the types of activities that take place at the amenity type.	1
6	Benchmarking	The provision of the amenity type is "Lesser" in Pitt Meadows relative to comparator municipalities.	The provision of the amenity type is "Similar" in Pitt Meadows relative to comparator municipalities. <i>*Amenities for which a benchmarking rating (lesser, similar, or better) was not able to be assigned due to a lack of information are assessed a "2" score.</i>	The provision of the amenity type is marginally "Better" in Pitt Meadows relative to comparator municipalities.	The provision of the amenity type is significantly "Better" in Pitt Meadows relative to comparator municipalities.	1
7	Existing Provision Responsibility	The City is heavily invested in the amenity type (owns multiple of the amenity type and/or the replacement value of the asset(s) exceeds \$1M <i>*Outdoor amenities for which the City has a legislated and/or internal policy responsibility for the land in which these activities take place on are also assigned a "3" score.</i>	The City is moderately invested in the amenity type (the City may own one or more of the amenity type; replacement value of this infrastructure is between \$500,000 - \$1 M).	The City is minimally invested in the amenity type (the City may own one or more of the amenity type; replacement value of owned infrastructure is less than \$500,000). <i>*Amenities not owned but contributed to through grants or operational partnerships are assessed a "1" score where deemed applicable.</i>	The City has no investment in the amenity type.	2

#	Prioritization Criteria	3 PTS	2 PTS	1 PT	0 PTS	Weighting
8	Regional Supply	The amenity type is not available in Pitt Meadows or elsewhere in the immediate region (not available in municipalities adjacent to Pitt Meadows).	The amenity type is not available in Pitt Meadows and is moderately supplied in the immediate region (municipalities adjacent to Pitt Meadows provide at least of one of the amenity type).	The amenity types is not available in Pitt Meadows but is well supplied in the region (there are multiples of the amenity type in municipalities adjacent to Pitt Meadows).	The amenity is available in Pitt Meadows.	1
9	Amenity Flexibility and Adaptability	The amenity type is multi-purpose, adaptable to a variety of uses, and serves all age groups.	The amenity type has a defined purpose but accommodates all age groups and ability levels.	The amenity type has a defined purpose and accommodates some age groups and ability levels.	The amenity type is single purpose with limited multi-purpose use, adaptability and serves a defined group of participants.	1
10	Financial Accessibility	The amenity type through its combination of programs/rentals/user fees is likely to be accessible to all residents.	The amenity type through its combination of programs/rentals/user fees is likely to be accessible to most residents.	The amenity type through its combination of programs/rentals/user fees is likely to be accessible to some residents.	The amenity type through its combination of programs/rentals/user fees is likely to be accessible to only a small sub-segment of residents.	2
11	Project Development Cost	Low	Low-Moderate	Moderate	High	2
12	Operating Cost Impacts	Low (the amenity type is likely to operate at a break-even or better position).	Low-Moderate (the amenity type is likely to require a small annual subsidy).	Moderate (the amenity type is likely to require a moderate level of annual subsidy).	High (the amenity type is likely to require a significant annual subsidy).	2
13	Economic Benefits	Amenity type has the potential to draw significant reoccurring non-local spending into the city.	Amenity type has the potential to draw moderate reoccurring non-local spending into the city.	Has the potential to draw a small amount of reoccurring non-local spending into the city.	Does not have the potential to draw any regular non-local spending into the city.	1

Indoor Amenity Scoring

Amenity Type	Resident Preferences	Stakeholder and User Group Preferences	Youth Engagement	Utilization and Capacity Indicators	Trends	Benchmarking	Existing Provision Responsibility	Regional Supply	Amenity Flexibility and Adaptability	Financial Accessibility	Project Development Cost	Operating Cost Impacts	Economic Benefits	Score (Weighted)
Indoor aquatics facilities	3	2	3	2	3	3	2*	1	2	2	0	0	2	42
Indoor walking / running tracks	3	3	2	2	3	2	0	2	2	2	1	2	0	42
Indoor multi-sport facilities (e.g. field house with large multi-use surface(s) that can accommodate a variety of activity types)	3	3	3	2	2	2	0	2	3	2	0	1	2	42
Fitness facilities	3	0	2	2	2	2	3	0	2	2	1	2	0	39
Performing arts facilities (e.g. dedicated theatre space)	3	2	2	2	2	3	1	1	2	2	0	1	2	39
Climbing walls	3	0	3	2	2	2	0	1	0	2	1	2	1	35
Indoor children's play spaces	2	0	3	2	3	2	0	1	0	2	1	2	0	32
Seniors spaces	2	0	0	2	2	2	2	0	0	2	1	1	0	26
Arts and crafts creative spaces (e.g. studios and collaborative work spaces)	2	2	2	2	2	3	1	1	2	2	1	1	0	36
Child care spaces	2	0	0	2	2	2	0	1	0	1	1	3	0	25

*While the City is not invested in an indoor aquatics facility it is invested in providing aquatics infrastructure. Therefore a "2" score was applied.

Amenity Type	Resident Preferences	Stakeholder and User Group Preferences	Youth Engagement	Utilization and Capacity Indicators	Trends	Benchmarking	Existing Provision Responsibility	Regional Supply	Amenity Flexibility and Adaptability	Financial Accessibility	Project Development Cost	Operating Cost Impacts	Economic Benefits	Score (Weighted)
Interpretive venues (e.g. museums and heritage facilities, nature centres, interactive learning spaces)	1	0	0	2	2	2	1	0	2	2	1	1	2	25
Youth spaces	1	2	3	2	2	2	2	0	0	3	1	1	0	35
Libraries	1	0	2	2	2	2	3	0	3	3	0	0	0	30
Curling facilities	1	0	0	2	0	3	0	1	1	2	0	1	2	20
Art galleries and display spaces	0	2	0	2	3	2	2	0	2	3	2	1	2	33
Social gathering facilities (e.g. hall type spaces)	0	0	0	2	2	2	3	0	2	2	0	2	2	26
Gymnasiums / flexi-halls	0	2	1	2	2	2	3	0	3	2	0	1	1	30
Ice arenas	3	0	3	2	2	1	3	0	1	2	0	3	2	41
Multi-purpose program rooms	0	0	0	2	2	2	2	0	3	2	2	1	0	25

Outdoor Amenity Scoring

Amenity Type	Resident Preferences	Stakeholder and User Group Preferences	Youth Engagement	Utilization and Capacity Indicators	Trends	Benchmarking	Existing Provision Responsibility	Regional Supply	Amenity Flexibility and Adaptability	Financial Accessibility	Project Development Cost	Operating Cost Impacts	Economic Benefits	Score (Weighted)
Natural surface trails (not paved)	3	2	3	2	3	2	3	0	2	3	2	1	2	50
BBQ and picnic areas / park shelters	3	3	3	2	3	2	3	0	2	3	2	1	1	51
Community trails (paved)	3	2	1	2	3	2	3	0	2	3	1	1	1	43
Outdoor pools	3	0	3	2	2	2	3	0	2	2	0	1	1	38
Playgrounds	3	2	3	2	3	2	3	0	1	3	2	1	0	47
Outdoor festival and community performance spaces (e.g. amphitheatre and urban event plazas)	2	2	1	2	3	2	3	0	2	3	1	1	2	41
Outdoor stadium (outdoor venue with seating capacity and amenities that can support spectator games, events, concerts, etc.)	3	2	2	2	2	2	1	0	1	2	0	1	3	37
Campgrounds	2	0	3	2	2	2	0	1	2	2	0	1	2	31
Community gardens	2	2	0	2	3	3	1	0	2	3	2	1	0	36
Dog parks	2	0	2	2	2	2	3	0	2	3	1	1	0	36
Outdoor fitness equipment	1	0	0	2	2	2	1	0	1	3	2	1	0	26
Pickleball courts	1	2	0	2	3	2	1	1	1	3	1	1	1	31
Spray parks	1	0	2	2	3	3	2	0	1	3	0	1	0	30
Outdoor public art	1	2	0	2	3	2	2	0	2	3	3	1	1	37

Amenity Type	Resident Preferences	Stakeholder and User Group Preferences	Youth Engagement	Utilization and Capacity Indicators	Trends	Benchmarking	Existing Provision Responsibility	Regional Supply	Amenity Flexibility and Adaptability	Financial Accessibility	Project Development Cost	Operating Cost Impacts	Economic Benefits	Score (Weighted)
Pump tracks / bike skills parks	1	0	2	2	3	2	1	0	0	3	1	1	1	29
Outdoor paved court spaces (for basketball, ball hockey, etc.)	0	0	2	2	3	2	3	0	3	3	2	1	0	34
Sports fields (rectangular sports fields for soccer, football, rugby, etc.)	0	2	1	2	2	1	3	0	2	3	1	1	2	33
Track and field venues	0	2	1	2	2	2	1	0	1	2	1	1	2	27
Outdoor multi-use sports boxes	3	2	0	2	3	3**	2*	1	2	3	1	1	1	41
Skate parks	0	0	2	2	3	2	2	0	0	3	1	1	0	27
Tennis courts	0	0	1	2	2	2	2	0	1	3	1	1	0	25
Ball diamonds	0	0	0	2	2	2	3	0	2	3	1	1	2	28
Sand volleyball courts	0	0	1	2	2	2	0	1	0	3	2	1	0	23

*While the City does not currently provide a multi-use sports box type space, it does provide space (e.g. arena, sport courts, and sports fields) for the types of uses that would occur in a multi-use sports box and was therefore assigned a "2" score.

**Outdoor multi-use sports box provision was not originally included in the benchmarking conducted for the State of Research Report. As all adjacent municipalities provide outdoor multi-use sports boxes, a "3" score was assigned.

Priority Ranking – Indoor Amenities

Rank	Amenity Type	Score (Weighted)
T1	Indoor aquatics facilities	42
T1	Indoor walking / running tracks	42
T1	Indoor multi-sport facilities (e.g. field house with large multi-use surface(s) that can accommodate a variety of activity types)	42
2	Ice arenas	41
T3	Fitness facilities	39
T3	Performing arts facilities (e.g. dedicated theatre space)	39
4	Arts and crafts creative spaces (e.g. studios and collaborative work spaces)	36
T5	Climbing walls	35
T5	Youth spaces	35
6	Art galleries and display spaces	33
7	Indoor children's play spaces	32
T8	Libraries	30
T8	Gymnasiums / flexi-halls	30
T9	Seniors spaces	26
T9	Social gathering facilities (e.g. hall type spaces)	26
T10	Child care spaces	25
T10	Interpretive venues (e.g. museums and heritage facilities, nature centres, interactive learning spaces)	25
T10	Multi-purpose program rooms	25
11	Curling facilities	20

Priority Ranking – Outdoor Amenities

Rank	Amenity Type	Score (Weighted)
1	BBQ and picnic areas / park shelters	51
2	Natural surface trails (not paved)	50
3	Playgrounds	47
4	Community trails (paved)	43
T5	Outdoor festival and community performance spaces (e.g. amphitheater and urban event plazas)	41
T5	Outdoor multi-use sports boxes	41
6	Outdoor pools	38
T7	Outdoor stadium (outdoor venue with seating capacity and amenities that can support spectator games, events, concerts, etc.)	37
T7	Outdoor public art	37
T8	Community gardens	36
T8	Dog parks	36
9	Outdoor paved court spaces (for basketball, ball hockey, etc.)	34
10	Sports fields (rectangular sports fields for soccer, football, rugby, etc.)	33
T11	Campgrounds	31
T11	Pickleball courts	31
12	Spray parks	30
13	Pump tracks / bike skills parks	29
14	Ball diamonds	28
T15	Track and field venues	27
T15	Skate parks	27
16	Outdoor fitness equipment	26
17	Tennis courts	25
18	Sand volleyball courts	23

Appendix D: Example Parks Classification System

Overview - Size and Typology Characteristics

Park Typology	City-Wide Park	Community Park	Neighbourhood Park
Size (general; ranges based on programming and use)			
5-10+ acres			
3-5 acres			
0.5-3 acres			
Travel Distance (Catchment)			
3-5 km			
3 km			
500 (5-10 min walk) <i>*To coincide with neighbourhood plans</i>			
Typical Mode of Access for Majority of Users/Visitors			
Transit, car, bike, walk			
Bike, walk, transit, car			
Walk, bike			

Park Sub-Typologies, Uses, and Amenities

	Primary Uses & Characteristics	Typical Amenities
City-Wide Athletic Park	<ul style="list-style-type: none"> • Focus on supporting sports programs with availability for casual use during non-peak times and seasons. • Playing fields are of suitable quality to support game and tournament play based on regional standards. • Support amenities like parking, concessions, seating and gathering space support game and tournament play. 	<ul style="list-style-type: none"> • 8 or more playing field surfaces • Premium grass and/or artificial turf playing fields • Field house / concession / washroom building • Spectator seating • Adjacencies with other major sport and recreation infrastructure • Accessible via arterial roadways • Sufficient parking (50-100+ cars)

	Primary Uses & Characteristics	Typical Amenities
City-Wide Urban Park	<ul style="list-style-type: none"> • Focus is on ongoing passive use (gathering, play, walking) and community event hosting. • Sufficient support amenities are available to facilitate use by a critical mass during peak seasons (based on location and adjacencies). • Not typically integrated with sport fields given conflicting uses and safety considerations. 	<ul style="list-style-type: none"> • Community event space • Destination playground • Picnic and social gathering space • On-site washrooms • Loop trail • Water features • Connected to major community or regional trails and pathway networks • Parking dependent on transit access
Community Mixed Use Park	<ul style="list-style-type: none"> • These park spaces are typically multi-purpose and include a mix of recreation and passive use amenities. • Often co-located with schools or other indoor community infrastructure. • May have some amenities and characteristics of a city-wide park but not intended to accommodate the same intensity of use. • Sport fields (where applicable) may accommodate some programming but are not typically provided in the same quantity or designed to accommodate the same level of play as at a city-wide athletic park. 	<ul style="list-style-type: none"> • <8 playing fields (typically grass or all weather surface) • Paved sport courts • Playground structure • Open space • Connected to the community trails and pathway network • Typically accessible via major arterial roadways • Parking for 30-100 cars depending on co-location and site amenities
Neighbourhood Plaza Park	<ul style="list-style-type: none"> • Often built into urban areas to provide outdoor social and passive leisure space. • Often focused on higher density areas. 	<ul style="list-style-type: none"> • Public art • Seating areas or benches • No dedicated parking
Neighbourhood Pocket/Tot Park	<ul style="list-style-type: none"> • Typically located in residential areas to support neighbourhood play and passive park use. 	<ul style="list-style-type: none"> • Basic playground structure • Benches • No dedicated parking



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