

Coquitlam



# City Business Plan and Strategic Priorities Results

2023 – 2025

# Highlights of the Report

## Residents Give Coquitlam Top Marks

### Coquitlam Earns High Ratings from Residents in Community Satisfaction Survey\*



**95%**

#### Quality of Life

Residents perceive Coquitlam's quality of life positively



**95%**

#### Public Works

Residents rate public works highly, reflecting reliable infrastructure and services



**92%**

#### Parks, Trails, and Green Spaces

High resident satisfaction with parks, trails and other green space



**91%**

#### Satisfied with City Services

Strong resident satisfaction with Coquitlam's services



**91%**

#### Fire Services

Strong resident satisfaction with the City's fire response

\* Led by Ipsos, this was a statistically valid survey of randomly invited Coquitlam residents. Visit [coquitlam.ca/CommunitySurvey](https://coquitlam.ca/CommunitySurvey)

## City Awards and Recognitions



### Employer Excellence:

- **BC Top Employer \*\***  
An annual award that honours organizations with exceptional workplace policies, benefits, and employee-support programs.
- **British Columbia Municipal Safety Association's Organizational Safety Excellence Award \*\***
- **Human Resources Director Canada's 2025 Innovative HR Teams Award**
- **The first Canadian municipality to receive the Workplace Well-Being Award**



### Environmental Stewardship:

- **Canada's Greenest Employer**
- **Communities in Bloom Awards**  
Environmental Action, Tree Management, and Plants Love You Awards.



### Innovation and Infrastructure:

- **Smart21 Community Award**
- **Greater Vancouver Institute of Transportation Engineers Bill Curtis Project of the Year Award**



### Accessibility and Inclusion:

**Rick Hansen Foundation Gold Certifications**



### Financial Leadership:

**Government Finance Officers Association's "Triple Crown" Award Designation \*\***

Distinguished Budget Presentation Award, the Outstanding Achievement in Popular Annual Financial Reporting Award, and the Canadian Award for Financial Reporting.

### **\*\*Three or more years of recognition.**

Coquitlam has earned top honours for at least three consecutive years for workplace excellence, organizational safety and financial reporting.

# Highlights of the Report

## Key Accomplishments Across Council's Strategic Priorities



### Community Safety

#### Youth Violence Prevention

Developed and implemented a three-year strategy to support at-risk youth with federal support.

#### Guildford Way Road Improvements

Completed Phase 2 (Johnson Street to Pinetree Way) improving road safety and micromobility access.



### Housing

#### 12,000+ Rental Units in Process and 10,000+ Housing Starts Since 2023

Supported significant growth in housing supply since 2023.

#### Housing Accelerator Fund Initiatives

Advanced eight initiatives to accelerate housing approvals and construction.



### Environmental Sustainability

#### 9,300 Trees and Shrubs Planted

Completed major restoration and ecosystem protection work across the City.

#### Climate Action Plan Completed

Developed a strategic roadmap to reduce emissions.

#### Four New Parks and Trail Connections Completed

Added new public spaces and trail links across the community, including Burquitlam Park, Fremont Trail, Maillardville Plaza, and the Lofting to Brownlee Connector Trail.



### Critical Infrastructure

#### LED Streetlight Conversion

Upgraded 9,800 streetlights for safety and energy efficiency.

#### Expanded Sidewalk and Transportation Infrastructure

Enhanced walkability by expanding sidewalks and multi-use pathways by 19km, to a total of 662km, for people walking, riding, rolling and driving.



### Workplace and People

#### Award-Winning Workplace and Culture

Recognized as a BC Top Employer, Canada's Most Innovative Teams, the first Canadian municipality to receive the Workplace Well-Being Award, and a recipient of the BC Municipal Safety Association's Organizational Safety Excellence Award.



### Community Amenities

#### Improved Recreation Options

Opened new or renovated facilities including: Mundy Park Pool, Coquitlam Bettie Allard YMCA (through partnership with the YMCA and Concert Properties) and Town Centre Park Community Centre.

#### Designing Future Amenities

Advanced work on upcoming facilities including Burke Mountain Athletic Park (under construction), Burke Mountain Community Centre and Burke Village Park, and Fraser Mills public amenities.



### Financial Excellence

#### Provincial Policy Impact Review Completed

Identified the costs and impacts of provincial legislative changes on City services and finances through the Provincial Government Downloading Financial Review.

#### Infrastructure Funding Gap Review

Assessed the City's capital infrastructure needs to ensure they are funded and maintained in a sustainable and forward-looking manner.



### EDI, Reconciliation and Social Cohesion

#### Accessibility and Inclusion Plan

Advanced work on the City's first dedicated plan to make spaces, services, and programs more accessible and inclusive.

#### Indigenous Cultural Recognition

Partnership with kwikwə'łəm First Nation on pieces of cultural recognition in facilities.



### Economic Vitality

#### Business Growth and Support Services Delivered

Issued over 23,000 business licences (4,747 new and 18,469 renewed) and responded to 1,180 Business LinQ inquiries, supporting local businesses and economic activity.

#### Community Events Draw Record Attendance

Held 145 events that welcomed over 822,000 participants, bringing the community together.



## Financial Highlights

The City has been successful in effectively managing a growing community by sustaining critical service levels and making thoughtful investments in the infrastructure and amenities required to support growth. Along with advancing demonstrated success of the nine strategic priorities in the Council-adopted 2024–2027 *Strategic Plan*, the City maintained a strong financial position in the face of economic uncertainty, including from cost pressures related to tariffs, supply chain pressures, and significant provincial legislative changes that substantially impacted the City’s development finance framework.

Examples of the City’s financial successes from 2023 – 2025:

- Continued development and implementation of the financial policy framework that supports long-term sustainability, financial flexibility, and tax stability.
- Navigated changes to the City’s development finance framework while prioritizing mitigating impacts on affordability.
- Updated and redeployed reserve funds to address future capital infrastructure needs and asset replacement funding gaps while leveraging internal debt financing to facilitate timely delivery of priority projects.
- Actively pursued senior government grants and other external funding to supplement costs of capital projects.
- Prudently managed debt with low overall debt burden, and, in particular, low external debt, to reduce interest expense exposure and increase the flexibility of debt repayment planning.
- Actively managed the City’s investment portfolio to optimize investment earnings.
- Added the annual Treasury Report and Financial Statements At-a-Glance to the City’s annually issued financial reports to enhance transparency and accountability of the City’s financial results.
- Advanced stewardship of public dollars by operationalizing the Budget and Resource Evaluation Tool to guide staff and support Council in strategic budget and resource management decisions.
- Optimized insurance coverage to better manage rising premiums and reduce ongoing operating costs.
- Made upfront investments that lower costs, including converting to LED traffic signals and water conservation initiatives, which reduce consumption and generate long-term savings.
- Recipient of the Government Finance Officers Association’s (GFOA) “Triple Crown” award designation, which includes the Distinguished Budget Presentation Award, the Outstanding Achievement in Popular Financial Reporting Award, and the Canadian Award for Financial Reporting - demonstrating that the City’s financial management practices deliver optimal value for the community.





## Community Safety

*Coquitlam is working to keep the City and its residents safe.*

- Planned for the delivery of community policing services by completing a Community Police Office Strategy.
- Reduced fire risk by delivering public education initiatives on fire prevention to 17,372 residents.
- Protected neighbourhood livability and responded to community concerns by answering 17,475 bylaw enforcement calls for service.
- Supported at-risk youth by developing and implementing a three-year strategy with funding support from the federal Building Safer Communities Fund.
- Improved road safety with the completion of the Guildford Way Transportation and Road Safety Improvements Project, which delivered road safety, accessibility, walking, and micromobility network improvements.



- Advanced development of the Road Safety Program to help advance safe and equitable mobility for all road users with the goal of achieving zero road fatalities and serious injuries.
- Advanced road safety and active transportation improvements, including public engagement on improvements for Pipeline Road.



## Housing

*Coquitlam is taking action to address housing needs in the community.*

- Advanced housing supply and affordability, with over 12,000 rental units in process (as of December 31, 2025) and more than 10,000 housing starts since 2023.
- Improved clarity and efficiency in community planning by streamlining the Official Community Plan in alignment with provincial legislation and community feedback.
- Hosted public information sessions to help residents understand new provincial housing legislation, the City's implementation approach, and local impacts.
- Adopted zoning changes to enable Small-Scale Multi-Unit housing across approximately 22,000 lots, as required by the provincial government.
- Refined proposed land use changes for the Transit-Oriented Areas and Southwest Shoulders and Corridors in response to community feedback.
- Adopted the City's Development Cost Charges and Amenity Cost Charges Bylaws in response to provincial housing mandates and to fund core infrastructure and amenities for the growing community.



- Utilized the federally-funded Housing Accelerator Fund to establish an action plan of initiatives to support the community's diverse housing needs and speed up new home construction.
- Implemented a zero tolerance bylaw infraction enforcement approach, proactive monitoring and enforcement resources, and increased reporting to reduce construction noise, disruption, and safety concerns among residents.
- Improved the online Development Application Portal, streamlining processes and supporting faster delivery of new housing projects for the community.



## Environmental Sustainability

*Coquitlam is taking action to address environmental and climate sustainability.*

- Enhanced local ecosystems by restoring over 5,200 square metres of natural areas and planting over 9,300 native shrubs and trees.
- Delivered four new City parks/trails: Burquitlam Park, Freemont Trail (on Victoria to Lower Victoria Drive), Maillardville Plaza, and the Lofting to Brownlee Connector Trail (on Burke Mountain).
- Advanced development of a new Urban Forest Management Strategy that will protect and grow the City’s trees and natural spaces.
- Hosted Repair Cafés where residents were offered the opportunity to have small household items repaired by volunteers for free to encourage residents to keep items out of the landfill.
- Supported sustainable waste practices by providing free extra curbside yard waste pickup through the Seasonal Unlimited Yard Trimmings Program.



- Completed the Climate Action Plan, providing a strategic roadmap to reduce emissions in alignment with the Environmental Sustainability Plan’s framework.
- Continued implementation of priority actions in the Environmental Sustainability Plan, supporting the community’s long-term environmental resiliency.
- Advanced implementation of the Green Fleet Strategy, including the purchase of 44 electric vehicles (2023–2025) to guide the City’s transition to a low-carbon municipal fleet.
- Completed the Oakdale Park Stormwater Treatment Facility, which is helping to improve the quality of stormwater and keep contaminants out of Stoney Creek.
- Launched the E-Shared Micromobility Pilot with Lime as the service provider, which has reached over 160,000 trips and expanded to Port Moody.



## Critical Infrastructure

*Coquitlam is delivering and maintaining important infrastructure for a growing population.*

- Completed the LED Street Light Conversion Program, improving visibility, energy efficiency, and safety with the conversion of 9,800 streetlights to LEDs.
- Completed the Infrastructure Funding Gap Review so capital infrastructure – such as utility and transportation networks, parks infrastructure, and community recreation facilities – are funded and maintained in a sustainable and forward-looking manner.
- Kept essential infrastructure operating reliably by cleaning 232 km of water mains, 120 km of sanitary sewers, and sweeping 19,658 km of road.
- Collaborated with federal and provincial governments and kʷikʷə́ł̓ əm First Nation on flood mitigation improvements, including dike design for the south portion of the Coquitlam River.
- Beautified the public realm through the Streetscape Enhancement Program, including murals, public art, street furniture, and tree lighting.
- Provided businesses and high-rise developments access to high volumes of data at ultra-fast speeds by connecting 42 new buildings to fibre-optic infrastructure, bringing the network to 114,896 metres of fibre.



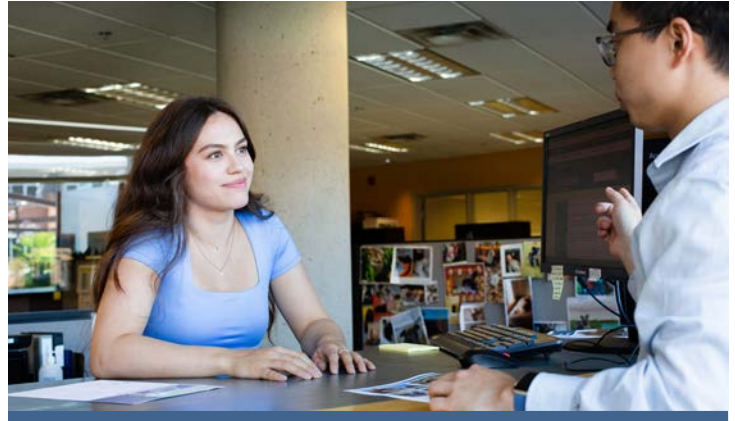
- Enhanced the walking and micromobility (multi-modal) transportation network by 19km, to a total of 662 km, including the completion of the Austin Avenue sidewalk, Gatensbury Street multi-use pathway, and the Lougheed Highway multi-use pathway.
- Advanced the City’s digital infrastructure by migrating key platforms to the cloud, upgrading enterprise applications and databases, and replacing aging technology across civic facilities – improving system reliability, scalability, and the City’s capacity to support community growth.
- Improved the City’s cybersecurity and network resilience by upgrading key security platforms, expanding modern authentication capabilities, updating technology policies, and strengthening monitoring and threat response capabilities – enhancing protection of City systems and data.
- Advanced the development of a Technology Modernization Strategy to support modern ways of working, collaborating, and delivering services to the community.



## Workplace and People

*Coquitlam is inspiring excellence in our workplace and among our employees.*

- Advanced development of a Talent and Retention Strategy that will provide a vision and actionable path for attracting and retaining talent.
- Continued to advance organizational Equity, Diversity and Inclusion (EDI) objectives, including launch of the EDI Recruitment and Retention Action Plan.
- Built a welcoming and inclusive organizational culture through 68 employee engagement events.
- Built partnerships with post-secondary institutions to enhance capacity for recruiting specialized skills and developing organizational expertise.
- Updated City policies in response to changing provincial legislation regarding occupational health and safety.
- Continued to be recognized as a BC Top Employer, received the Organizational Safety Excellence Award from the BC Municipal Safety Association, and became the first Canadian municipality to receive the Workplace Well-Being Award.



- Received over \$1 million in WorkSafe BC Certificate of Recognition Rebates by maintaining an experience rating under industry standards, saving a further \$3.3 million in insurance costs.
- Received the Human Resources Director Canada's 2025 Innovative HR Teams Award, recognizing the City's innovative and inclusive HR strategies.



## Community Amenities

*Coquitlam is building important civic amenities and investing in community programming.*

- Approved the final design and launched construction of the Burke Mountain Athletic Park, which will feature outdoor community amenities, including an artificial turf field and four tennis courts.
- Opened the Bettie Allard YMCA in Burquitlam, in partnership with the YMCA and Concert Properties, providing public amenities, including an indoor pool, gym, fitness studios in a 55,000 square-foot recreational hub, and a Community Police Office.
- Improved recreational opportunities by opening the new Mundy Park Pool, providing the community with a revitalized, accessible, and expanded aquatic amenity, featuring a 25 metre, eight-lane lap pool with a dive tank and climbing wall.
- Advanced community recreation by furthering development of the Fraser Mills public amenities plan, which will deliver community benefits, including a riverfront park and multi-use trails.
- Adopted the Major Facilities Roadmap, providing a guiding plan for the development and renewal of civic, recreation and cultural facilities over the next 30 years.



- Approved the updated Sports Field Strategy, which will guide decision-making around managing and enhancing sports field facilities over the next decade.
- Completed the detailed design phase for the Burke Mountain Community Centre and Burke Village Park, which will include a range of amenities and services for the growing neighbourhood and community.
- Completed the renovation of the Town Centre Park Community Centre, providing the community with a larger and more inclusive social and cultural hub.
- Completed the Library and Services Spaces Strategy, providing a long-term roadmap for future library development to support Coquitlam's growing and diverse community through learning and connection.
- Developed three-year service agreements with Place des Arts and Evergreen Cultural Centre, establishing a clear operating framework with defined service commitments and associated funding for the term.



## Financial Excellence and Operational Efficiency

*Coquitlam is focusing on fiscal accountability and continuous improvement.*

- Completed the Provincial Government Downloading Financial Review to assess the impacts and additional costs incurred by provincial legislative changes and policy shifts.
- Added online payment options, such as paying property tax by credit card, and introduced online plumbing permits, to improve the convenience and accessibility of customer service.
- Advanced stewardship of public dollars by operationalizing the Budget and Resource Evaluation Tool to guide staff and support Council with strategic budget and resource management decisions.
- Continued to monitor tariff implications on the City's budgets and capital projects and implemented mitigation strategies.
- Provided randomly selected residents the opportunity to share their input on City services and quality of life to guide future decision making through the statistically valid Community Satisfaction Survey conducted in partnership with Ipsos.



- Advanced changes to the City's development finance framework to ensure compliance with provincial regulations while prioritizing mitigation of impact on affordability.
- Launched the Coquitlam Current E-Newsletter, providing residents with regular City updates by email every two weeks.
- Improved efficiency and effectiveness of City operations and customer service for the community by completing over 250 business improvements through the Coquitlam Efficiency and Modernization Program.



## EDI, Reconciliation, and Social Cohesion

*Coquitlam is committing to the progression of equity, diversity and inclusion and advancing Reconciliation.*

- Participated in blessing ceremonies with kwikwəłəm First Nation to celebrate the completion of The Ripple and Ancestral Legacy murals by Raven-Tacuara (an Indigenous Collective).
- Advanced work on the City's first-ever Accessibility and Inclusion Plan that aims to reduce barriers to access within spaces, services, and programs across the community.
- Incorporated, in partnership with kwikwəłəm First Nation, Indigenous cultural recognition at the new Mundy Park Pool, through the Circle of Life and smáqwaʔ.
- Collaborated with Crohn's and Colitis Canada to add municipal washroom facilities in parks and recreation centres to its GoHere application.
- Advanced the Truth and Reconciliation Commission's Call to Action #57 in collaboration with local First Nations by implementing a series of Indigenous Cultural Safety and Humility in Practice training to support staff's reconciliation learning journey.



- Awarded grant funding by the Rick Hansen Foundation to improve the accessibility of City services and facilities through staff training, as well as Rick Hansen Foundation Accessibility Certifications.
- Hosted opportunities for community learning during National Indigenous Peoples Month/Day and National Day for Truth and Reconciliation.
- Approved over \$1 million in Spirit of Coquitlam grants across 123 projects led by local non-profit and community-based organizations.
- Built partnerships with local community groups and post-secondary institutions to advance awareness, community understanding, and learning around inclusion.



## Economic Vitality

*Coquitlam is building and supporting the local economy.*

- Empowered local employment capacity by adopting the Economic Development Strategy, which provides a forward-looking roadmap to support the development of a resilient and sustainable local economy.
- Held 145 events with joint participation of approximately 822,000 people, including events such as Canada Day at Town Centre Park, the Summer Concert Series, and Culture Days.
- Advanced a healthy supply of employment space for the community by adding nearly 915,000 square-feet of industrial, commercial, institutional floor space.
- Developed and launched the Economic Development website ([investcoquitlam.ca](http://investcoquitlam.ca)), allowing businesses and investors quick access to promotional information about Coquitlam's competitive advantages while offering supporting business resources.



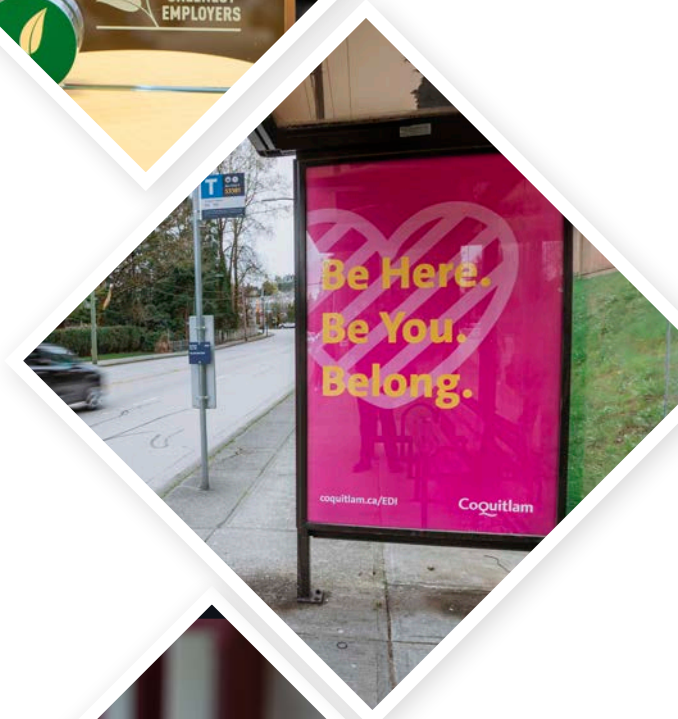
- Utilized the Corporate Partners Program to enhance local business connection through community partnerships, including Canada Day and the Summer Concert Series.
- Facilitated business growth and support by issuing over 23,000 business licenses (4,747 new and 18,469 renewed) and conducting 1,180 Business LinQ inquiries.



# Awards and Recognition

## 2025

- Became the first Canadian municipality to be awarded the Canadian Workplace Well-Being Award from the Canadian Positive Psychology Association and Workplace Strategies for Mental Health
- Received Human Resources Director Canada's 2025 Innovative HR Teams Award
- BC Top Employer Award
- Canada's Greenest Employer Award
- British Columbia Municipal Safety Association's Organizational Safety Excellence Award
- 2026 Young Professionals Summit Award by the BC Water and Waste Association
- Gold Certifications from the Rick Hansen Foundation for Coquitlam's success in building Maillardville Community Centre and Town Centre Park Community Centre as accessible and inclusive community spaces
- Awarded the Lifesaving Society's Highest Participation in Lifesaving Instructor Programs (Poirier Sport and Leisure Complex) and Highest Participation in National Lifeguarding Course (City Centre Aquatic Complex)
- Recipient of the Government Finance Officer Association's (GFOA) Distinguished Budget Presentation Award, the Outstanding Achievement in Popular Annual Financial Reporting Award, and the Canadian Award for Financial Reporting (the "Triple Crown" award designation)
- Received the 2025 Greater Vancouver Institute of Transportation Engineers Bill Curtis Project of the Year Award



# Awards and Recognition

## 2024

- BC Top Employer Award
- British Columbia Municipal Safety Association’s Organizational Safety Excellence Award
- Hub Cycling’s Infrastructure Improvement Award for the first City-built protected bike lane delivered through phase 1 of the Guildford Greenway project
- Recipient of the Government Finance Officer Association’s (GFOA) Distinguished Budget Presentation Award, the Outstanding Achievement in Popular Annual Financial Reporting Award, and the Canadian Award for Financial Reporting (the “Triple Crown” award designation)
- Canadian Society of Landscape Architect (CSLA) Award of Excellence for Coquitlam’s creative, accessible, and innovative approach to Sheffield Park design
- Received the Communities in Bloom’s Environmental Action and Plants Love You Awards
- Smart21 Community of 2024 by the Intelligent Community Forum, demonstrating the City’s competitive advantage with using technology to improve economic, social, and environmental conditions for the community
- Received first place for Innovation in Asset Management through the Canadian Network of Asset Managers, recognizing Coquitlam’s Visual Plan initiative that creates a digital version of the City’s asset portfolio to better track and manage assets and enhance operational efficiency

## 2023

- BC Top Employer Award
- British Columbia Municipal Safety Association’s Organizational Safety Excellence Award
- Received the Communities in Bloom’s Environmental Action, Tree Management, and Plants Love You Awards
- Recipient of the Government Finance Officer Association’s (GFOA) Distinguished Budget Presentation Award, the Outstanding Achievement in Popular Annual Financial Reporting Award, and the Canadian Award for Financial Reporting (the “Triple Crown” award designation)
- Smart21 Community of 2023 by the Intelligent Community Forum, demonstrating the City’s competitive advantage with using technology to improve economic, social, and environmental conditions for the community





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