

2023 Business Plan

The City's business in 2023 will be guided by Four Key Themes.

As a public institution, the City of Coquitlam recognizes that we play a unique role in addressing structural inequities within Canadian society and in anticipating and responding to the impacts that emerging macro-environmental challenges impose on City priorities and services. In addition to the five strategic goals in the 2020–2023 Strategic Plan, the 2023 Business Plan includes four themes that will guide the City's priorities: Balanced Growth and Livability; Reconciliation; Equity, Diversity, and Inclusion; Resiliency. These themes span across all goals and departments, and will inform the City's decision-making across all lines of business.



Equity, Diversity
and Inclusion



Reconciliation



Resiliency



Balanced Growth
and Livability



City of Coquitlam

2023 Business Plan

In Coquitlam, the path to achieving our vision is shaped by four overarching themes and rests on our five strategic goals.

Themes



Balanced Growth and Livability



Equity, Diversity and Inclusion

Goals

Safe and Complete Neighbourhoods



A Building Safer Communities Program

Community Wildfire Preparedness

Housing Affordability Strategy Initiatives

B Land Development Activities

Official Community Plan Review

RCMP Strategic Plan Implementation

C Child Care Partnership Strategy Implementation

Community Police Office Strategy

First Responder Pre-Hospital Care

Hazel/Coy Neighbourhood Plan

Heritage Management Strategy

Southwest Housing Review

Local Economy and Local Jobs



A Strategic Transportation Plan Update

B Cedar Drive Utility and Road Implementation

Economic Development Strategy

C Fremont Connector Planning and Design

Rail Crossing Grade Separation Projects

Road Safety Strategy

Streetscape Enhancement Initiatives

Healthy Community and Active Citizens



A Innovation Centre Renovations

North East Community Centre (NECC) and Park Design

Spani Pool Renewal and Expansion Construction

B Blue Mountain Park Master Plan Library Services and Spaces Study

C Glen Park Phase 3 Planning Major Recreation and Cultural Facilities Roadmap

Planet Ice Future Planning Urban Forest Management Strategy

Mission

To serve the public interest through open, fair and accountable local government, with a focus on leadership, innovation and community priorities and strengths.

Vision for 2032

Coquitlam: Sustaining a high quality of life for current and future generations, where people choose to live, learn, work and play.



Reconciliation



Resiliency

Sustainable Services, Environment and Infrastructure



- A** Austin Works Yard Renewal
Burke Mountain Joint School/
Park Site Planning
- B** Climate Action Plan
Coquitlam Metro Vancouver
Water Projects
Environmental Sustainability
Plan Implementation
- C** Asset Retirement Obligations
E-Mobility Strategy

Excellence in City Governance



- A** Development Application Process
Review Initiatives
Equity, Diversity and Inclusion
Initiatives
Hybrid Work Implementation
Organizational Transition
Property Tax Initiatives
Reconciliation Initiatives
- B** Business Improvement Initiatives
Collective Bargaining
Digital Services Strategy Renewal
Hazard, Risk and Vulnerability
Analysis Update
Information and
Communications Technology
Infrastructure Upgrades
- C** Bylaw Enforcement Review
Financial Systems Replacement
Planning
Space Planning Strategy
Strategic Plan Renewal

Legend

Priorities:

- A** **Priority:** Initiatives that are most strongly supported as top priorities for the current year because they meet the majority of the following criteria:
 - > Considerable budget impact
 - > Human resource effort
 - > Significant Council or community interest
 - > Dependence on external partners
 - > Mandatory or legislated
- B** **Priority:** Initiatives that are supported as priorities because they meet some of the above criteria; however, they may be deferred if circumstances throughout the year dictate.
- C** **Priority:** Initiatives that are important but may be deferred if time and resources are not available.

Departments by Colour:

- City Manager/Deputy City Manager
(includes Fire/Rescue)
- Corporate Services
- Engineering and Public Works
- Finance, Lands and Police
- Legislative Services
- Parks, Recreation, Culture and Facilities
- Planning and Development

Safe *and* Complete Neighbourhoods



A PRIORITIES

Building Safer Communities Program

Through four-year funding provided by the Government of Canada, support the development and implementation of a community based outreach program involving a variety of community partners to focus on youth and young adults and address the conditions that contribute to young people engaging in criminal behaviour related to gangs, drugs and gun violence.

- > PRIMARY ACCOUNTABILITY
 - *Finance, Lands and Police*
- > SECONDARY ACCOUNTABILITY
 - *Corporate Services*

Community Wildfire Preparedness

Implement key action items and FireSmart activities from the recently adopted Community Wildfire Resiliency Plan with continuous progress towards improving safety and reducing the risk of damage to property and critical infrastructure from wildfires.

- > PRIMARY ACCOUNTABILITY
 - *Deputy City Manager / Fire Services*
- > SECONDARY ACCOUNTABILITY
 - *All Departments*

Housing Affordability Strategy Initiatives

Initiatives relating to the Housing Affordability Strategy, including new and refined policies on rental housing, project work on two seniors' non-market housing sites and support of community partners on homelessness.

- > PRIMARY ACCOUNTABILITY
 - *Planning and Development*
- > SECONDARY ACCOUNTABILITY
 - *Finance, Lands and Police*
 - *Legislative Services*

B PRIORITIES

Land Development Activities

- > PRIMARY ACCOUNTABILITY
 - *Finance, Lands and Police*
- > SECONDARY ACCOUNTABILITY
 - *All Departments*

Official Community Plan Review

- > PRIMARY ACCOUNTABILITY
 - *Planning and Development*
- > SECONDARY ACCOUNTABILITY
 - *Finance, Lands and Police*
 - *Legislative Services*

C PRIORITIES

Child Care Partnership Strategy Implementation

- > PRIMARY ACCOUNTABILITY
 - *Planning and Development*
- > SECONDARY ACCOUNTABILITY
 - *Parks, Recreation, Culture and Facilities*

Community Police Office Strategy

- > PRIMARY ACCOUNTABILITY
 - *Finance, Lands and Police*
- > SECONDARY ACCOUNTABILITY
 - *Corporate Services*
 - *Parks, Recreation, Culture and Facilities*

First Responder Pre-Hospital Care

- > PRIMARY ACCOUNTABILITY
 - *Deputy City Manager / Fire Services*
- > SECONDARY ACCOUNTABILITY
 - *Legislative Services*

Hazel/Coy Neighbourhood Plan

- > PRIMARY ACCOUNTABILITY
 - *Planning and Development*
- > SECONDARY ACCOUNTABILITY
 - *Engineering and Public Works*
 - *Parks, Recreation, Culture and Facilities*



RCMP Strategic Plan Implementation

- > PRIMARY ACCOUNTABILITY
 - *Finance, Lands and Police*
- > SECONDARY ACCOUNTABILITY
 - *Corporate Services*
 - *Parks, Recreation, Culture and Facilities*

Heritage Management Strategy

- > PRIMARY ACCOUNTABILITY
 - *Planning and Development*
- > SECONDARY ACCOUNTABILITY
 - *Engineering and Public Works*
 - *Legislative Services*
 - *Parks, Recreation, Culture and Facilities*

Southwest Housing Review

- > PRIMARY ACCOUNTABILITY
 - *Planning and Development*
- > SECONDARY ACCOUNTABILITY
 - *Corporate Services*
 - *Deputy City Manager*
 - *Engineering and Public Works*
 - *Finance, Lands and Police*
 - *Parks, Recreation, Culture and Facilities*

Local Economy *and* Local Jobs



A PRIORITIES

Strategic Transportation Plan Update

Develop a new Strategic Transportation Plan to provide a refreshed long-term vision for Coquitlam's transportation and mobility network with a focus on prioritizing key actions and policy changes for the next 10 years.

- > PRIMARY ACCOUNTABILITY
 - *Engineering and Public Works*
- > SECONDARY ACCOUNTABILITY
 - *Corporate Services*
 - *Finance, Lands and Police*
 - *Parks, Recreation, Culture and Facilities*
 - *Planning and Development*

B PRIORITIES

Cedar Drive Utility and Road Implementation

- > PRIMARY ACCOUNTABILITY
 - *Engineering and Public Works*
- > SECONDARY ACCOUNTABILITY
 - *Corporate Services*
 - *Finance, Lands and Police*
 - *Legislative Services*
 - *Parks, Recreation, Culture and Facilities*
 - *Planning and Development*

C PRIORITIES

Fremont Connector Planning and Design

- > PRIMARY ACCOUNTABILITY
 - *Deputy City Manager*
 - *Engineering and Public Works*
- > SECONDARY ACCOUNTABILITY
 - *Corporate Services*
 - *Finance, Lands and Police*
 - *Planning and Development*

Rail Crossing Grade Separation Projects

- > PRIMARY ACCOUNTABILITY
 - *Deputy City Manager*
 - *Engineering and Public Works*
- > SECONDARY ACCOUNTABILITY
 - *Corporate Services*
 - *Finance, Lands and Police*
 - *Legislative Services*
 - *Parks, Recreation, Culture and Facilities*
 - *Planning and Development*



Economic Development Strategy

- > PRIMARY ACCOUNTABILITY
 - *Deputy City Manager*
- > SECONDARY ACCOUNTABILITY
 - *All Departments*

Road Safety Strategy

- > PRIMARY ACCOUNTABILITY
 - *Engineering and Public Works*
- > SECONDARY ACCOUNTABILITY
 - *Corporate Services*
 - *Finance, Lands and Police*
 - *Legislative Services*

Streetscape Enhancement Initiatives

- > PRIMARY ACCOUNTABILITY
 - *Engineering and Public Works*
- > SECONDARY ACCOUNTABILITY
 - *All Departments*

Healthy Community and Active Citizens



A PRIORITIES

Innovation Centre Renovations

Planned renovations to this existing City building to support expanded public and community use will relieve waitlists and program pressures on adjacent civic facilities with a parks, art and culture program focus. This \$5M initiative also gives the City control over facility investment priorities and allows the City to direct the timing and transition to future City Centre recreation and cultural facilities identified in the City Centre Area Plan.

- > PRIMARY ACCOUNTABILITY
 - Parks, Recreation, Culture and Facilities
- > SECONDARY ACCOUNTABILITY
 - Corporate Services
 - Finance, Lands and Police
 - Legislative Services
 - Planning and Development

North East Community Centre (NECC) and Park Design

Located in the future Burke Mountain Village, the proposed 7,430-square-metre (80,000-square-foot) community centre will include a range of services including aquatics, gymnasiums, fitness, library and community space sized to meet the anticipated demand for recreation and community services in the area.

- > PRIMARY ACCOUNTABILITY
 - Parks, Recreation, Culture and Facilities
- > SECONDARY ACCOUNTABILITY
 - Corporate Services
 - Engineering and Public Works
 - Finance, Lands and Police
 - Planning and Development

Spani Pool Renewal & Expansion Construction

The proposed renewal and expansion of the City's main outdoor pool includes new leisure and warm pools, upgrades to the existing pool, and a new support building complete with accessible and inclusive change rooms, a concession, staff spaces, a multipurpose room and an attached covered outdoor space. Construction is targeted to begin in 2023 and finish by the spring of 2024.

- > PRIMARY ACCOUNTABILITY
 - Parks, Recreation, Culture and Facilities
- > SECONDARY ACCOUNTABILITY
 - Corporate Services
 - Finance, Lands and Police
 - Planning and Development

B PRIORITIES

Blue Mountain Park Master Plan

- > PRIMARY ACCOUNTABILITY
 - Parks, Recreation, Culture and Facilities
- > SECONDARY ACCOUNTABILITY
 - Corporate Services
 - Engineering and Public Works
 - Finance, Lands and Police
 - Planning and Development

C PRIORITIES

Glen Park Phase 3 Planning

- > PRIMARY ACCOUNTABILITY
 - Parks, Recreation, Culture and Facilities

Major Recreation and Cultural Facilities Roadmap

- > PRIMARY ACCOUNTABILITY
 - Parks, Recreation, Culture and Facilities
- > SECONDARY ACCOUNTABILITY
 - Deputy City Manager
 - Finance, Lands and Police



Library Services and Spaces Study

- > PRIMARY ACCOUNTABILITY
 - Parks, Recreation, Culture and Facilities
- > SECONDARY ACCOUNTABILITY
 - Corporate Services
 - Finance, Lands and Police
 - Planning and Development

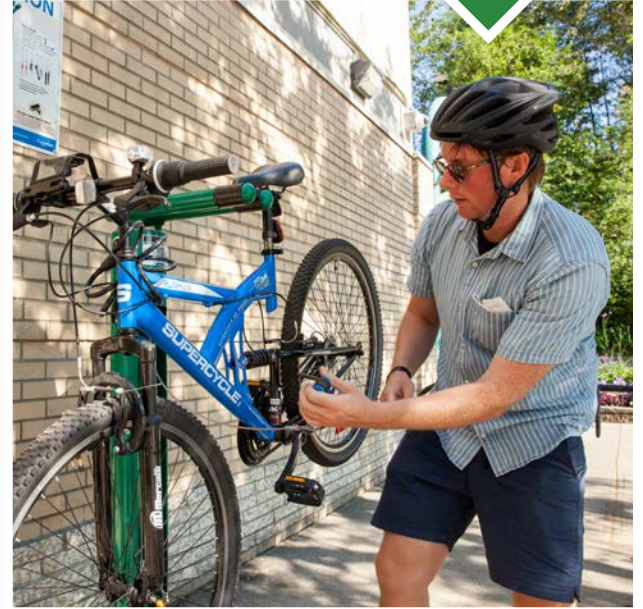
Planet Ice Future Planning

- > PRIMARY ACCOUNTABILITY
 - Parks, Recreation, Culture and Facilities
- > SECONDARY ACCOUNTABILITY
 - Deputy City Manager
 - Finance, Lands and Police
 - Legislative Services

Urban Forest Management Strategy

- > PRIMARY ACCOUNTABILITY
 - Parks, Recreation, Culture and Facilities
- > SECONDARY ACCOUNTABILITY
 - Corporate Services
 - Engineering and Public Works
 - Finance, Lands and Police
 - Planning and Development

Sustainable Services, Environment & Infrastructure



A PRIORITIES

Austin Works Yard Renewal

Construction of a new fleet maintenance and workshop building, yard storage areas, administrative facilities and abatement and demolition of the existing structures being replaced. This reinvestment in the City's main works yard is the first since the 1960s.

- > PRIMARY ACCOUNTABILITY
 - *Parks, Recreation, Culture and Facilities*
- > SECONDARY ACCOUNTABILITY
 - *All Departments*

Burke Mountain Joint School/Park Site Planning

This 36-acre joint school / park project is a collaboration with School District #43. Conceptual and detailed design work for the new SD43 secondary and middle schools, access roads and parking, and new city-owned and operated sports facilities, including synthetic track and field with lights, grass playing field, tennis courts, parking, washrooms and other site features to be initiated in 2023.

- > PRIMARY ACCOUNTABILITY
 - *Parks, Recreation, Culture and Facilities*
- > SECONDARY ACCOUNTABILITY
 - *Corporate Services*
 - *Engineering and Public Works*
 - *Finance, Lands and Police*
 - *Legislative Services*
 - *Planning and Development*

B PRIORITIES

Climate Action Plan

- > PRIMARY ACCOUNTABILITY
 - *Engineering and Public Works*
- > SECONDARY ACCOUNTABILITY
 - *All Departments*

Coquitlam Metro Vancouver Water Projects

- > PRIMARY ACCOUNTABILITY
 - *Engineering and Public Works*
- > SECONDARY ACCOUNTABILITY
 - *Corporate Services*
 - *Finance, Lands and Police*
 - *Parks, Recreation, Culture and Facilities*
 - *Planning and Development*



Environmental Sustainability Plan Implementation

- > PRIMARY ACCOUNTABILITY
 - *Engineering and Public Works*
- > SECONDARY ACCOUNTABILITY
 - *Corporate Services*
 - *Finance, Lands and Police*
 - *Legislative Services*
 - *Parks, Recreation, Culture and Facilities*
 - *Planning and Development*

C PRIORITIES

Asset Retirement Obligations

- > PRIMARY ACCOUNTABILITY
 - *Finance, Lands and Police*
- > SECONDARY ACCOUNTABILITY
 - *Engineering and Public Works*
 - *Parks, Recreation, Culture and Facilities*

E-Mobility Strategy

- > PRIMARY ACCOUNTABILITY
 - *Engineering and Public Works*
- > SECONDARY ACCOUNTABILITY
 - *Corporate Services*
 - *Finance, Lands and Police*
 - *Legislative Services*
 - *Parks, Recreation, Culture and Facilities*
 - *Planning and Development*

Excellence in City Governance



A PRIORITIES

Development Application Process Review Initiatives

Continuous improvement program to accelerate application renewal time frames focused on streamlining the development approvals process through enhanced customer service, increased automation and operational efficiencies.

- > PRIMARY ACCOUNTABILITY
 - *Planning and Development*
- > SECONDARY ACCOUNTABILITY
 - *All Departments*

Equity, Diversity and Inclusion Initiatives

Continue to work on equity, diversity and inclusion to enhance the experiences of those we serve.

- > PRIMARY ACCOUNTABILITY
 - *Corporate Services*
- > SECONDARY ACCOUNTABILITY
 - *All Departments*

Hybrid Work Implementation

Rollout of the Hybrid Work Policy across the City, including hybrid work agreements, tools, and materials for optimal adoption and allocation of space.

- > PRIMARY ACCOUNTABILITY
 - *Corporate Services*
- > SECONDARY ACCOUNTABILITY
 - *All Departments*

Organizational Transition

Changes to the organization as a result of the retirement of the City Manager.

- > PRIMARY ACCOUNTABILITY
 - *Deputy City Manager*
- > SECONDARY ACCOUNTABILITY
 - *All Departments*

Property Tax Initiatives

Review and analyze the implications of new provincial property tax legislation targeting property tax relief for commercial properties, and review and update the Permissive Tax Exemption policy and bylaw.

- > PRIMARY ACCOUNTABILITY
 - *Finance, Lands and Police*
- > SECONDARY ACCOUNTABILITY
 - *Corporate Services*
 - *Deputy City Manager*
 - *Legislative Services*
 - *Planning and Development*

Reconciliation Initiatives

Establishing processes and undertaking specific actions, both operationally and at the government-to-government level, to initiate, foster and support the creation of the reconciliation framework necessary to advance a mutually respectful relationship between indigenous and non-indigenous peoples.

- > PRIMARY ACCOUNTABILITY
 - *Legislative Services*
- > SECONDARY ACCOUNTABILITY
 - *All Departments*

B PRIORITIES

Business Improvement Initiatives

- > PRIMARY ACCOUNTABILITY
 - *Corporate Services*
- > SECONDARY ACCOUNTABILITY
 - *All Departments*

Collective Bargaining

- > PRIMARY ACCOUNTABILITY
 - *Corporate Services*
- > SECONDARY ACCOUNTABILITY
 - *All Departments*

Digital Services Strategy Renewal

- > PRIMARY ACCOUNTABILITY
 - *Corporate Services*
- > SECONDARY ACCOUNTABILITY
 - *All Departments*

C PRIORITIES

Bylaw Enforcement Review

- > PRIMARY ACCOUNTABILITY
 - *Legislative Services*
- > SECONDARY ACCOUNTABILITY
 - *Corporate Services*
 - *Engineering and Public Works*
 - *Parks, Recreation, Culture and Facilities*
 - *Planning and Development*

Financial Systems Replacement Planning

- > PRIMARY ACCOUNTABILITY
 - *Finance, Lands and Police*
- > SECONDARY ACCOUNTABILITY
 - *Corporate Services*



Hazard, Risk and Vulnerability Analysis Update

- > PRIMARY ACCOUNTABILITY
 - *Legislative Services*
- > SECONDARY ACCOUNTABILITY
 - *All Departments*

Information and Communications Technology Infrastructure Upgrades

- > PRIMARY ACCOUNTABILITY
 - *Corporate Services*
- > SECONDARY ACCOUNTABILITY
 - *All Departments*

Space Planning Strategy

- > PRIMARY ACCOUNTABILITY
 - *Corporate Services*
- > SECONDARY ACCOUNTABILITY
 - *All Departments*

Strategic Plan Renewal

- > PRIMARY ACCOUNTABILITY
 - *Corporate Services*
- > SECONDARY ACCOUNTABILITY
 - *All Departments*