

Annual Report

For the year ending December 31, 2017

2017

HIGHLIGHTS

A Growing Community

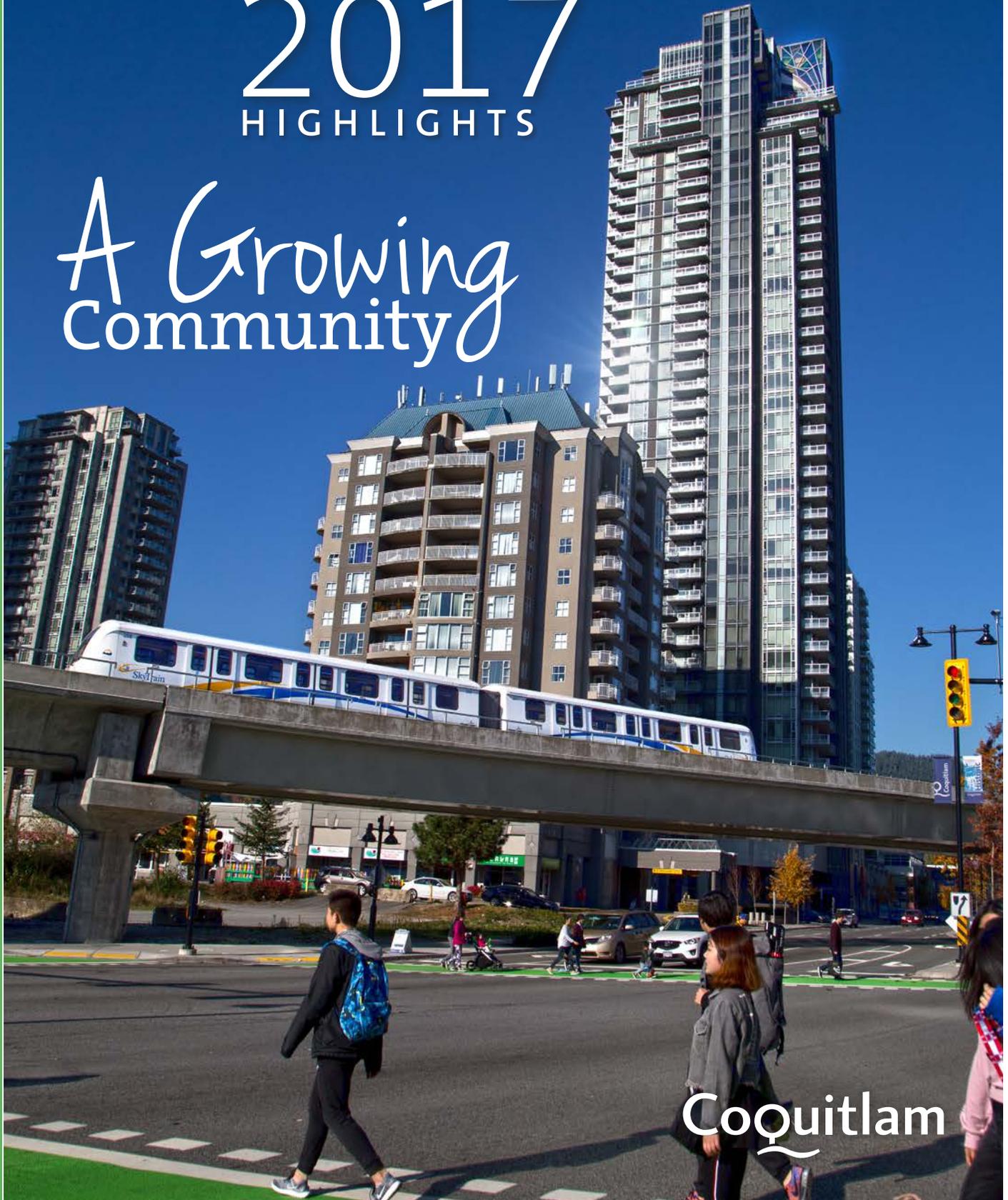




PHOTO: K. REINHEIMER

Coquitlam at a Glance

HEALTHY, ACTIVE & INVOLVED

An active and vibrant community, Coquitlam is attracting new residents and businesses that appreciate its quality of life, central location in Metro Vancouver and countless opportunities for recreational, cultural and outdoor pursuits. We're the sixth largest – and one of the fastest-growing – cities in B.C., home to over 150,000 people who rank among the highest in the province in terms of overall health and educational levels.

150,000 people call Coquitlam home

+6,700 licensed businesses operate in our community

98% of residents rate the quality of life as "good" or "very good"

1 in 4: over the age of 18 either work or go to school in Coquitlam

40.2 average age of Coquitlam residents (younger than the B.C. average)

44% of Coquitlam residents were born outside of Canada (top three countries: China, South Korea, Iran)

70% of residents over the age of 25 hold a post-secondary degree, diploma or certificate

1: rank of the Coquitlam school district in the Fraser Health Authority in terms of high school completion rates

51,325: total number of housing units

72% of residents own their home

\$925,800: average MLS selling price for a Coquitlam home (including apartments) at Dec. 31, 2017

\$93,837: average household income

\$74,383: median household income

On the cover: Coquitlam is one of the fastest-growing cities in British Columbia, home to more than 150,000 people.

Almost a quarter of those people live in the City Centre area — Coquitlam's downtown made up of retail, office, industrial, cultural, recreational and educational services.

Learn more about the history of this area, as well as future plans, at coquitlam.ca/ccap.

Coquitlam City Council



BACK ROW: Councillor Chris Wilson, Councillor Teri Towner, Councillor Dennis Marsden, Councillor Bonita Zarrillo

FRONT ROW: Councillor Craig Hodge, Councillor Terry O'Neill, Mayor Richard Stewart, Councillor Mae Reid, Councillor Brent Asmundson



29

Regular Council Meetings

29

In-Committee Meetings

12

Public Hearings

8

Advisory Committees held 35 Meetings

Coquitlam City Council includes the Mayor and eight Councillors who are elected for a four-year term. Members of the current City Council were elected in November 2014 and took office on December 1, 2014.

City Council is responsible for local government leadership and decision-making – responsibilities that include establishing and implementing the priorities of the City of Coquitlam and for overseeing the overall administration of civic business.

The Mayor and Councillors also serve on many committees, boards and advisory groups on which they provide strategic input and direction on City initiatives, set budget priorities, and advise on regional issues.



Message from the Mayor

Coquitlam is one of the fastest-growing municipalities in British Columbia, a fact reflected by the theme of our 2017 Annual Report: A Growing Community. Our growth is not surprising. We are a diverse, progressive and well-connected city with room to grow, and where – according to the annual Citizen Satisfaction Survey – most residents say they have a good quality of life, are satisfied with City services, and feel safer than in past years.

More growth is coming. Metro Vancouver's Regional Growth Strategy estimates that one million more people will live in the region by 2040, and Coquitlam will need to accommodate its share.

Our citizens can feel confident that we are up for the challenge. Coquitlam has experienced rapid growth for many years, and has developed sophisticated financial, community-planning and decision-making processes to deliver the increasingly complex services required to serve our new and established areas. This solid foundation is enhanced by an ongoing dedication to innovation and improvement.

Amid this exciting environment, we continued to deliver tangible benefits in 2017.

Housing Affordability: We want to be a city where people of all ages and incomes can live. Our Housing Affordability Strategy has resulted in thousands of new rental units being planned or built within the last two years, and earned an honourable mention in the 2017 Planning Institute of British Columbia Awards.

Transportation: We started planning the extensive upgrades coming to Pipeline Road in 2019. Other projects included education and infrastructure to help students walk or bike safely to school, and improved parking and wayfinding (including signs, maps and kiosks) along the SkyTrain corridor. This is in addition to our ongoing investment in road rehabilitation and expansion, sidewalks and bicycle routes.

Public Safety: This was our highest spending priority of 2017 and included continued support for an increased RCMP presence at local hot spots, and additional Fire/Rescue life safety equipment. More good news: crime statistics showed a decrease in areas such as break and enter, auto theft and collisions.

Parks and Green Spaces: We opened Victoria, Princeton and Rochester parks, started construction of Burke Mountain Pioneer Park, and planned for Cottonwood and Riley parks. We also completed a new master plan for Town Centre Park, which was named 2017's Greatest Public Space in Canada by the Canadian Institute of Planners.

Events and Celebrations: Coquitlam again hosted many amazing events in 2017, including Coquitlam Celebrates Canada Day, year two of the Kaleidoscope Arts Festival, and the first Summer Concert Series.

Read more about these and other achievements throughout this report – evidence of your City's ability to meet the needs of a growing community and harness emerging opportunities while protecting taxpayers with sound planning and financial sustainability.

Richard Stewart
Mayor



Performance by Strategic Goal

How did we do in 2017?

On these pages, we review our five strategic goals, looking at what we set out to accomplish and what we actually achieved. The list below sets out some of our 2017 achievements. The complete list is available in the 2017 Annual Report, coquitlam.ca/annualreport

Strategic Goal 1: Strengthen Neighbourhoods

What We Set Out to Achieve

Develop complete, well connected neighbourhoods.

What We Achieved

- Completed the Burquitlam-Lougheed Neighbourhood Plan.
- Established a long-term vision for future development on Northwest Burke Mountain.

Create a balanced system of facilities, parks and amenities to enhance connectivity and belonging.

- Completed multiple park construction projects including Rochester Park, Smiling Creek Park, Mackin Park and the Coquitlam Crunch stairs twinning.
- Made significant progress on planning for Cottonwood Park and Riley Park, as well as the Town Centre Park Master Plan.

Encourage a suitable mix of housing in our neighbourhoods.

- Continued to implement the Housing Affordability Strategy; over 700 dedicated rental units and non-market rental units were approved in 2017.

Support the continued operations and refinement of the fire/safety, crime prevention and emergency response preparedness programs.

- Conducted over 5,000 fire inspections and responded to over 7,000 fire incidents.
- Break and enter and thefts from vehicles decreased for the third straight year, increasing public safety.

Facilitate cultural and recreational experiences that foster interaction, connection and a sense of belonging within neighbourhoods and communities.

- Won Silver in International Communities in Bloom competition by engaging residents, businesses, community organizations and staff.

Strategic Goal 2: Expand Local Jobs, Local Prosperity

What We Set Out to Achieve

Foster local employment opportunities by working with other agencies and groups in promoting a business-friendly climate.

What We Achieved

- Worked with the Tri-Cities Chamber of Commerce on the 2017 Economic Summit, Small Business Week Business Showcase, CMPNY co-working space project, and the TriCelerate accelerator initiative.

Support the retention, expansion and attraction of business to strengthen Coquitlam's economic base.

- Issued 146 film permits, generating \$137,000 in revenue.

Support a vital economy by moving people and goods efficiently and capitalize on major transportation infrastructure.

- Worked with the Ministry of Transportation and Infrastructure and City of New Westminster on options to improve the Brunette Interchange.

Through a collaborative and holistic approach with citizens and businesses, create an inspiring public realm through public art and natural and designed spaces that enhance quality of life and encourage private-sector investment.

- Held the free Lights at Lafarge Winter Lights Display with an estimated attendance of 223,000 who walked the 1.2-kilometre lakeside trail loop.
- Sponsored Coquitlam Public Library's delivery of the Canada 150 Mosaic project, a nation-wide public art project across 150 Canadian communities.

Strategic Goal 3: Increase Active Participation & Creativity

What We Set Out to Achieve

Create a balanced offering of programs and services accessible to all ages, abilities, genders, interests, income levels and cultures.

Encourage all citizens to be active through a wide range of recreational activities in our facilities, parks and trails.

Enhance creativity and cultural experiences through programs, performances, multicultural events and festivals.

Develop a sustainable system of parks and open space that contributes to the ecological, social and economic well-being of our community.

What We Achieved

- Completed significant work on the development of a Seniors Services Strategy, creating a framework for the future participation of older adults and seniors in recreation, parks and culture.
- Completed a Tennis and Pickleball Strategy, guiding the delivery of service over the next 20 years to ensure appropriate service levels are maintained.

- Registered over 70,000 participants in the City's recreation programs and saw an estimated 240,000 people use the Coquitlam Crunch.
- Saw over 1 million paid admissions to City recreational facilities, an increase of 7% from 2016.

- Parks, Recreation and Culture supported 71 festivals and cultural events in 2017 attracting over 165,000 participants.
- Facilitated 97 block parties, and distributed over \$13,000 in Block Party grants.

- Completed a draft master plan for Town Centre Park, enhancing a significant community amenity in Coquitlam's City Centre.
- Continued tree planting initiatives with approximately 4,000 native shrubs and trees planted in City parks.
- Completed upgrades to four parks (Shiloh, Dawes Hill, Good Neighbour and Crestwood) as part of the Southwest Park Revitalization (Park Blitz) program.

Strategic Goal 4: Enhance Sustainability of City Services & Infrastructure

What We Set Out to Achieve

Explore service improvements through new opportunities for partnership with community organizations.

Create an energy-efficient community through conservation of environmental assets, resources and energy by increasing community and organizational awareness and stewardship.

Minimize the impact of City processes and infrastructure on the environment by reducing the City's air emissions, material consumption, energy and water usage.

Support the continued viability and sustainability of community organizations in their implementation of services, events and programs.

What We Achieved

- Facilitated a new operating agreement for the Foster Avenue covered tennis facility.

- Continued to see a diversion rate of above 70%, resulting in 0.31 tonnes of solid waste per household, below the five-year average.
- Received provincial Bear Smart accreditation for ongoing work to reduce human-bear conflicts – the only municipality in Metro Vancouver or Fraser Valley Regional District to be recognized.

- Corporate Greenhouse Gas (GHG) emissions continued to decrease, reaching approximately 21% reduction compared to the base year (2012).

- Provided over \$440,000 in Spirit of Coquitlam and Block Party grants to the community to support events and experiences.

Strategic Goal 5: Achieve Excellence in City Governance

What We Set Out to Achieve

Develop strategic partnerships and positive working relationships with the businesses, community groups and many government organizations who work with, for and in Coquitlam.

Support, encourage and empower employees by living the City's values, recognizing success and fostering a positive team environment.

Improve customer service and enhance efficiency and effectiveness through innovation, high customer service standards and a commitment to continuous improvement.

What We Achieved

- Continued to develop media partnerships throughout the region to promote Coquitlam events, valued at over \$40,000.
- Partnered with Fortis BC to deliver Neighbourhood Nights, a free, family event held at various parks throughout the City, and with Envision Financial to host the free Summer Concert Series in Town Centre Park.

- Received Canadian Association of Municipal Administrators (CAMA) Award for the City's Leadership Development Program, 'Leading with Purpose'.

- Through the Staff Committee on Business Improvements and Customer Service, completed 70 items enhancing the customer experience and reducing red tape.

Financial Overview

The Consolidated Financial Statements include the 2017 results for the City's General Fund, Utility Funds, Trust and Reserve Funds, as well as the Coquitlam Public Library and the Coquitlam Optical Network Corporation (QNet), which is a wholly owned municipal corporation of the City of Coquitlam.

The year 2017 resulted in a surplus on a consolidated basis and reflects the City's continued high level of growth and development. The successful delivery of public services and capital infrastructure projects continues to be expressed both through the presented financial results as well as through residents' feedback as part of the annual Citizen Satisfaction Survey conducted by Ipsos Reid.

The City's financial position remains strong with an increase in the financial assets resulting from additions to capital and statutory reserves including the land sales reserve, affordable housing reserve and reserves for development-related revenues. This is offset by liabilities that include deferred revenues related to the collection of Development Cost Charges as well as monies on deposit for particular purposes, including performance deposits from development. The City's long-term debt with the Municipal Finance Authority continues to decline through annual payments and the outstanding balance at the end of 2017 was \$18.7 million or approximately \$125 per capita, which is a decrease of \$12 from 2016.

Financial Sustainability

The City has a number of financial policies adopted by City Council aimed at ensuring the City's long-term financial sustainability. These policies are a significant step toward ensuring that municipal services and infrastructure will be provided for future generations. The following key policies have contributed to the positive results in 2017 and the City's strong financial position:

- Surplus Policy
- Debt Policy
- Land Sale Reserve Policy
- Casino Revenue Policy
- Asset Management Policy

In summary, the City's strong economic growth, low debt burden and careful financial management under the direction of City Council has formed the foundation of financial sustainability for the City to provide infrastructure and services to its residents now and into the future

Respectfully submitted,

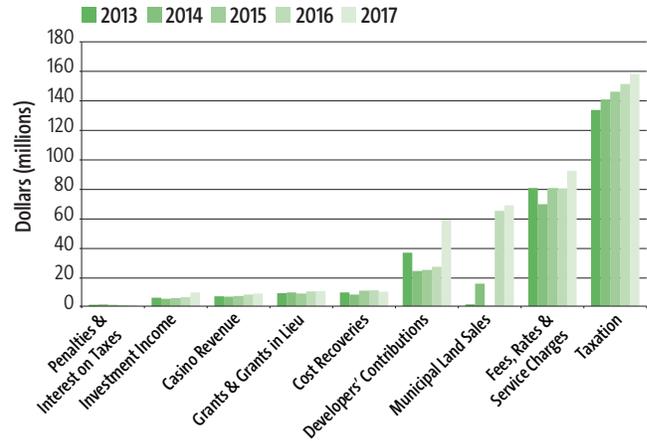


Michelle Hunt, CPA, CMA
General Manager, Finance and Technology

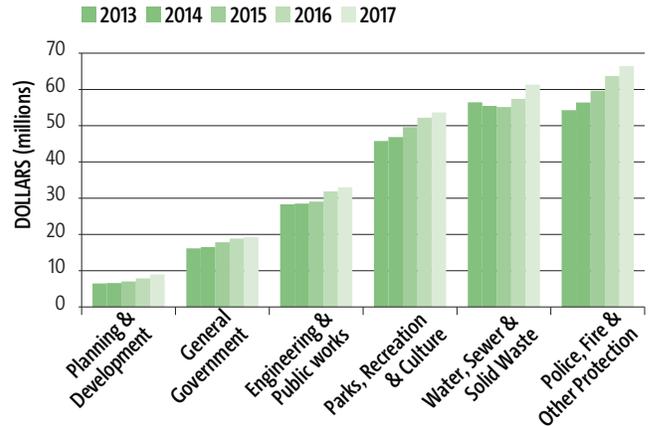
The above is an excerpt. To read the full Letter of Transmittal, view page 31 of the 2017 Annual Report at coquitlam.ca/annualreport.

Financial data used to prepare this information is taken directly from the Consolidated Financial statements for highlight purposes only. This information is presented in conformity with generally accepted accounting practices (GAAP). For a copy of the full 2017 Annual Report, including the Audited Financial Statements, go to coquitlam.ca/annualreport or contact the City of Coquitlam Finance & Technology Department at 604-927-3030.

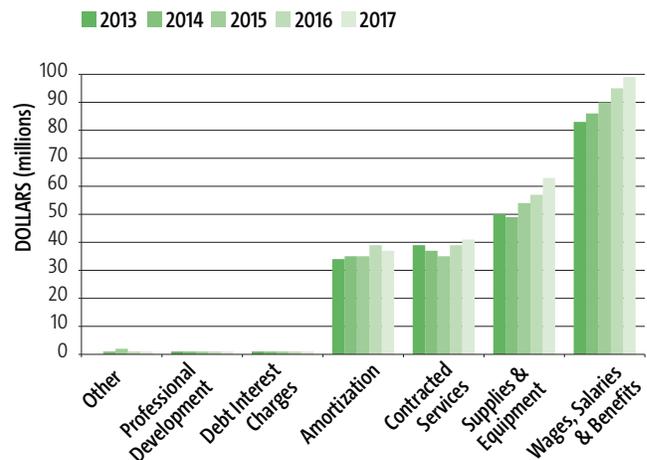
Revenue by Source (\$) 2013–2017*



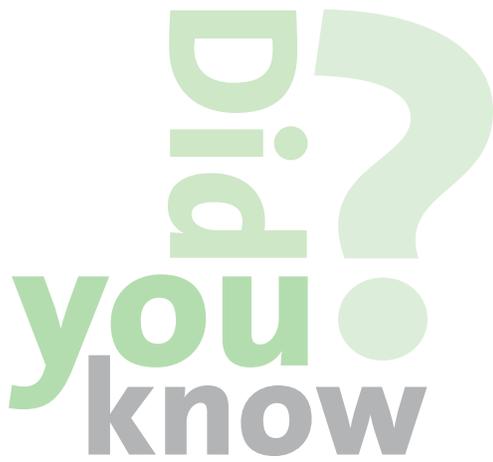
Expenses by Function (\$) 2013–2017*



Expenses by Account (\$) 2013–2017*



* Source: City of Coquitlam Finance & Technology Department



2,057

new residential units added to Coquitlam's housing stock

7,237

fire incident responses

5,000+

fire inspections performed

98%

of residents say they have a good quality of life, according to the 2017 Citizen Satisfaction Survey

24,254 m²

of new industrial or commercial space added

1,448

new business licences issued

165,495

people attended 71 City-sponsored festivals and events

146

film permits issued, generating over \$137,000 in revenues

4,000

native trees and shrubs planted in City parks

3,000,000+

visitors to the City Centre Aquatic Complex and Poirier Sport & Leisure Complex

97

block parties held

85,000

visitors to the Evergreen Cultural Centre

\$427,800

provided in Spirit of Coquitlam Grants in 2017 to support community-led projects

71.4%

of household waste diverted from the landfill

86%

of residents say they get good value for tax dollars, according to the Citizen Satisfaction Survey

21%

Corporate Greenhouse Gas (GHG) emissions reduction compared to 2012 base year

44,566

volunteer-hours for recreation and culture activities in Coquitlam

70

business improvement initiatives completed

783,570

visits to coquitlam.ca – a 16% increase from 2016

100+

residents and organization representatives volunteered on City advisory committees and boards

Coquitlam

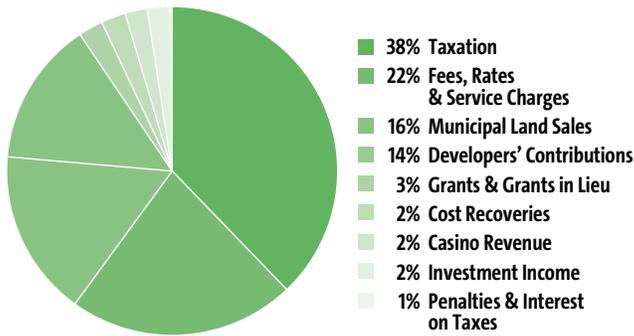
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Finance & Technology

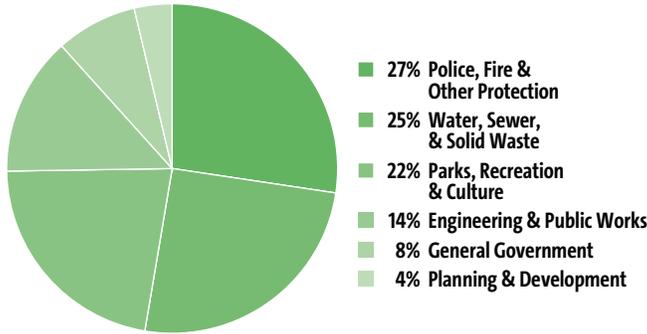
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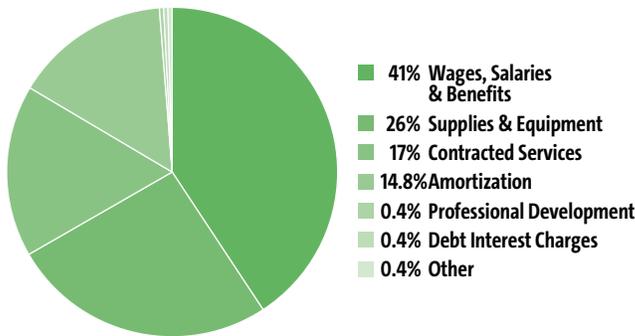
Revenue by Source (%) 2017*



Expenses by Function (%) 2017*



Expenses by Account (%) 2017*



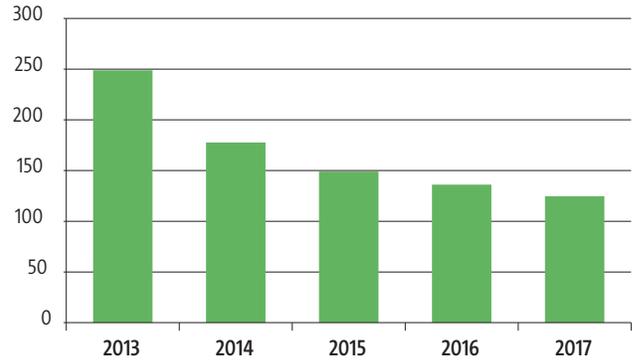
Principal Employers in Coquitlam (over 200 employees reported)

(Source: City of Coquitlam)

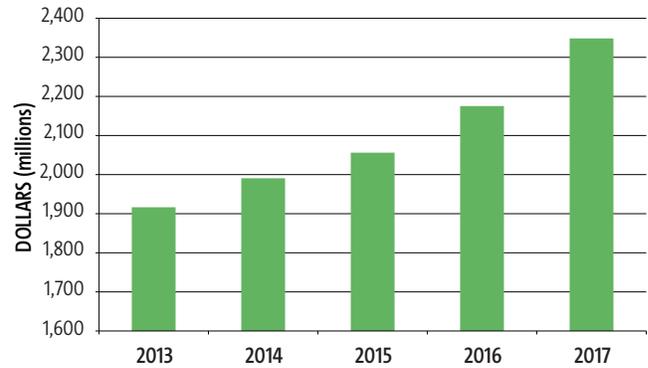
Business Type	Name
Retail Sales	The Real Canadian Superstore (2 stores)
Casino	Hard Rock Casino
Retail Sales	Ikea
Manufacturer	Factors Group of Nutritional Companies Inc
Restaurant Sales	McDonald's Restaurants (6 restaurants)
Retail Sales	Canada Safeway (3 stores)
Warehouse	WN Pharmaceuticals Ltd.
Retail Sales	Save On Foods (2 stores)
Restaurant Sales	Tim Hortons (5 restaurants)
Manufacturer	Superior Poultry Processors Ltd
Retail Sales	Shoppers Drug Mart (5 stores)
Manufacturer	Jack Cewe Ltd

Note: Information on employment numbers (over 200) is provided by the business licence applicant and may or may not be the most current.

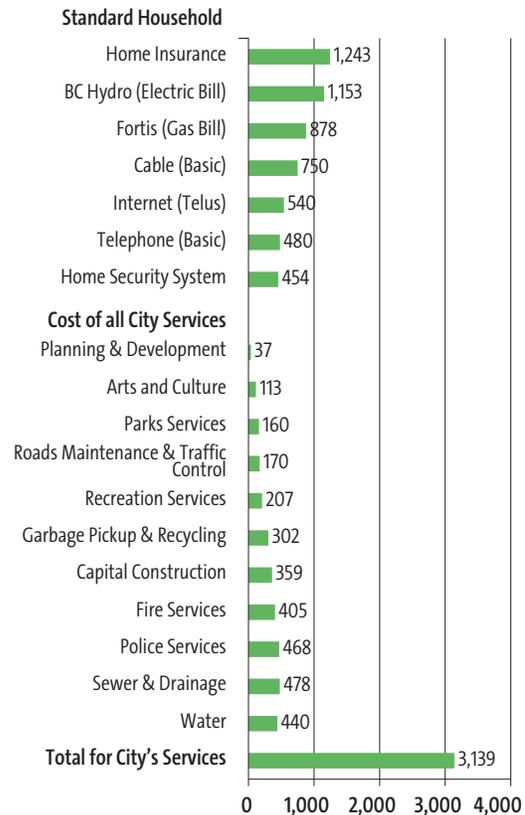
Coquitlam Debt per Capita (\$) 2013–2017*



Accumulated Consolidated Surplus (\$) 2013–2017*



Comparison of the Average 2016 Annual Tax Bill for all City Services to Other Standard Household Costs*



* Source: City of Coquitlam Finance & Technology Department