



8. Plan Implementation and Monitoring

Plans provide important guidance for the future, but their real value lies in translating their vision into reality through implementation. Achieving the various goals, objectives, and polices can be a challenging process, requiring scarce resources, coordination, commitment, and responses to address many factors that may be outside the City's control.

The CWOCP guides implementation through more detailed land use policies as well as related corporate strategies, programs, services, and investment decisions. In some cases, this guidance will take the form of direct action. In other cases, further analysis, preparation or dialogue may be required before specific actions can be formulated. This chapter contains some general provisions for both types of implementation, recognizing the importance of a coordinated and fiscally responsible approach. More detail is also reflected in capital plans (e.g. The 5-year Financial Plan), Council-approved work programs, and the related plan implementation strategies. The latter will be adopted by resolution as opposed to being part of the bylaw, to allow for refining and fine-tuning efforts in response to new needs which may arise from time to time.

Because conditions may change during the life of the CWOCP, adjustments could be required to fine-tune detailed provisions while continuing to work toward broader plan goals and objectives. To provide for such adjustments, it is intended that this plan will be implemented, reviewed, and from time to time amended, in accordance with the provisions and procedures set out in the *Local Government Act*, other provincial statutes as may be applicable, other City policies and bylaws, such as the Zoning Bylaw, and the plan itself. Further criteria to ensure adjustments reinforce plan provisions are listed under 8.2.

COORDINATED IMPLEMENTATION WITH THE CORPORATE STRATEGIC PLAN

The CWOCP is intended as a key implementation tool of the Corporate Strategic Plan. Over time it will be increasingly important to ensure coordination between the CWOCP and other implementation tools such as the Corporate Plan and the Financial Plan. Further strategies and initiatives could help maximize this coordination.

FISCAL MANAGEMENT AND PRIORITIES

The *Local Government Act* requires that municipal expenditures be in line with budgets adopted through the City's Five-Year Financial Plan. As the City provides a diverse range of services to residents and property, the demand for new or expanded capital improvements must be balanced by the need to operate within fiscal objectives for the City. In the context of changing levels of fiscal support from senior governments, there could be increasing competition for limited financial resources.

To ensure a fiscally prudent approach to achieving OCP goals and objectives, the plan will be implemented in accordance with the following:

- A coordinated approach to capital maintenance and infrastructure rehabilitation planning which explicitly provides for implementing CWOCP goals;
- Processes and procedures to ensure that the additional services and costs related to growth are supported by that growth. Various means could include Development Cost Charges, front end financing, and other mechanisms;
- Consideration of innovative infrastructure and facility financing initiatives, including public/private partnerships.

8.1 Land Use Implementation

DETAILED LAND USE PLANNING

Coquitlam's Regional Context Statement at the beginning of this plan clearly states that area and neighbourhood planning processes will be a key vehicle for achieving many of the more detailed policies contained in the CWOCP. Other studies and plans will also help achieve these policies. This approach recognizes the need for a flexible approach and consideration of a broad range of factors that contribute to the individual characteristics of localized areas.

ZONING BYLAW

The Zoning Bylaw is another major implementation tool of the CWOCP. Many plan policies point towards revisiting and adjusting current Zoning Bylaw provisions, in response to evolving needs. In the course of refining bylaw provisions, it would be beneficial to re-evaluate the City's criteria for issuing variances to current zoning requirements, and to explore additional tools that have not previously been considered, such as Comprehensive Development Zones.

Since new implementation tools may pose implications for the administration of development procedures, a thorough investigation of implementation procedures, along with consideration of possible criteria for ensuring their focused and appropriate use, should be conducted before such tools are adopted. To further the use of zoning as an implementation tool, additional studies and planning projects could be required.

DEVELOPMENT PERMIT PROCESS

The Development Permit process is also an important vehicle for plan implementation. Coquitlam currently has a number of development permit areas, with corresponding development permit guidelines. Over time, opportunities exist to refine these guidelines and develop new ones to advance plan objectives and policies. To continue providing for a fair and efficient process, the City may consider identifying a number of exemptions to obtaining development permits, subject to a range of criteria to ensure that plan provisions are still met.



8.2 Plan Administration and Amendments

PLAN REVIEW

The *Local Government Act* requires that the Regional Context Statement in the OCP be reviewed and submitted to the GVRD Board for acceptance at least every five years. This could entail a corresponding review of the plan as a whole, which should be conducted in a manner that:

- Assesses the continued appropriateness of OCP policies;
- Considers relevant factors arising from any new regional planning initiatives;
- Measures the success of the various policies, programs and activities, including the Financial Plan, in achieving the OCP goals and objectives;
- Identifies the need for changes to policies and implementation mechanisms to better achieve the objectives of the CWOCP.

APPLICATIONS IN PROCESS

For the sole purpose of completing applications in process at the time the CWOCP is adopted, the original bylaws under which such applications were initiated will be deemed to remain in full force and effect until such applications are given final adoption. The CWOCP will be amended as necessitated following the final adoption of any outstanding OCP amendments.

PLAN AMENDMENTS

The CWOCP provides policy direction for the future and also gives flexibility to address future changes. Consideration of any future amendments should be justified on the basis of their achievement of:

- Need for the proposed change;
- Effect of the proposed change on City services, the Financial Plan and its embodied capital expenditure provisions;
- Implications, if any, that the amendment may have for other parts of the CWOCP;
- Impact of the proposed change on the ability of the City to achieve the goals, objectives, and policies expressed in the CWOCP;
- New corporate directions which could result from each three year review of the Corporate Strategic Plan; and
- Need for regular housekeeping amendments to ensure the plan is relevant and consistent with the current provincial regulatory framework.

8.2.1 Plan Amendment Criteria¹

The CWOCP is intended to provide a flexible framework to guide development over the next 20 to 25 years. Recognizing that areas evolve and change over time, proposed plan amendments may be considered, provided they address the following evaluation criteria:

- a) Provide a comprehensive planning rationale;
- b) Provide a property size / assembly rationale;
- c) Further implement the vision, principles, and policies of the CWOCP;
- d) Further implement the policies of another City of Coquitlam plan or strategy;
- e) Secure additional community benefit;
- f) Secure a housing affordability component;
- g) Facilitate an improved land use transition between building forms;
- h) Consider the impact on transportation and infrastructure;
- i) Consider community consultation outcomes;
- j) Lack of capacity for the proposed form of development in the local area; and
- k) Where the amendment is to facilitate increased density, the proposed site shall meet at least one of the following location criteria:
 - i. Be located directly adjacent to an existing area of the proposed designation;
 - ii. Be located within a designated Municipal Town Centre or Frequent Transit Development Area as defined in the Regional Context Statement;
 - iii. Be within 400 m of the Frequent Transit Network (FTN); and
 - iv. Be located on an arterial or collector street.



8.3 Plan Monitoring and Evaluation

ISSUES

A USEFUL TOOL TO BE DEVELOPED WITH CARE

Once work to implement the plan is underway, how will we assess its effectiveness? The answer is through a careful, balanced monitoring approach. Monitoring is an important tool for a community to use in planning its future. It can help determine whether or not the actions being taken are helping or hindering progress toward community goals. Positive results suggest the appropriateness of past actions, or at least a synchronization of efforts among many participants. Negative or disappointing results suggest that either:

- The actions are inappropriate;
- The actions are appropriate, but insufficient on their own;
- That recommended actions may not have been implemented; or
- Plan changes should be considered.

Either way, results are useful because they suggest either a continuation of current actions, or a change in direction to improve matters.

Developing a monitoring framework is a large and complex task. First, appropriate selection of indicators requires substantial effort because indicators must closely relate to the broader plan goals and objectives. Even where indicator choice seems straightforward, the required data is often unavailable or requires considerable effort to produce. Second, the causal relationship between actions and results may often be distorted by actions or inactions that are either not readily apparent, or difficult to compensate for. Some important factors which may affect a monitoring framework are actions beyond the control of local government, such as the activities of private individuals, businesses, and senior levels of government. Finally, it is important to strike a balance between efforts towards monitoring, and the projects and programs intended to implement the plan. These challenges do not preclude the development of a monitoring framework, but they do speak to the need for a thoughtful approach.

RESPONSES

OBJECTIVE 1

To develop a comprehensive Community Sustainability monitoring framework that measures the City's progress towards achieving community goals, as expressed in the Citywide Official Community Plan.

POLICIES

- a) **Provide for a comprehensive approach.** Base components of the monitoring framework on the major topic areas of this plan (Chapters 2 through 7).
- b) **Ensure useful and effective results.** This may be achieved through careful selection of indicators which:
 - Can be measured through data collected by the City under consistent quality control standards, or by another accredited agency with the requisite expertise;
 - Allow for repeated monitoring;
 - Provide the most appropriate measure possible of progress towards community goals; and
 - Convey meaningful information on the effectiveness of City programs and policies.
- c) **Provide for interim assessment of efforts towards plan implementation and reflection of results in future activities.** This may include such things as annual progress reports coordinated with work program development.

