

City of Coquitlam, BRITISH COLUMBIA



2023 – 2027 Financial Plan Building for the Future

Coquitlam

We acknowledge with gratitude and respect that the name Coquitlam was derived from the hə́nqə́mínə́m word kʷikʷə́ləm (kwee-kwuh-tlum) meaning “Red Fish Up the River”. The City is honoured to be located on the kʷikʷə́ləm (Kwikwetlem) traditional and ancestral lands, including those parts that were historically shared with the s̓qə́ciyaʔt təməxʷ (Katzie), and other Coast Salish Peoples.

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Reader's Guide

This document provides an overview of the *2023 – 2027 Financial Plan*, including the City's integrated planning process, details about key elements of the *Financial Plan* and 2023 budget, impacts to residents and a look forward to the future of Coquitlam.

Incorporating Equity, Diversity and Inclusion

At the City of Coquitlam, equity, diversity, and inclusion (EDI) is a top priority, including making our documents accessible and inclusive. To support our commitment to EDI, we've made this document accessible by using gender-neutral language, simple and easy-to-understand language, and inclusive photos. We've also considered font size, colour contrast, and assistive technology compatibility. As we move forward in our efforts to support universal accessibility, we will continue to refine how we present information both internally and to the community we serve.

The *2023 – 2027 Financial Plan* is organized into the following chapters:

- 1. Executive Summary**
Provides a summary of the *2023 – 2027 Financial Plan* including key highlights and impact to residents in terms of property tax and other rate changes.
- 2. Coquitlam Overview**
Provides an overview of the City of Coquitlam's history, location, population and demographics as well as the City's governance structure.
- 3. Integrated Planning Framework**
Outlines Coquitlam's corporate planning framework including the *Strategic Plan*, *Business Plan* and financial planning processes.
- 4. Financial Policies, Fund Structure and Reserves**
Highlights the financial policies and regulatory requirements related to the development of the City's *Financial Plan*. This section also identifies Coquitlam's financial fund structure, which is a combination of the general fund, utility funds, reserve and trust funds, and includes a summary of reserve funding.
- 5. Financial Plan Overview**
Provides an assessment of the internal and external conditions affecting the City of Coquitlam along with the budget highlights, the City's major fund balances, consolidated financial summary, and staffing history.
- 6. 2023 Five-Year Consolidated Operating Plan**
Outlines the Five-Year Consolidated Operating Plan and identifies major revenue sources, budget increases and departmental budget details including related key performance measures.
- 7. 2023 Five-Year Capital Plan**
Outlines the Five-Year Capital Plan and includes the City's approach to capital planning, guiding principles, funding sources, and a summary of capital projects by category. This section also outlines the City's asset management program.
- 8. Appendix**
Provides a glossary of defining terms that are either technical in nature or have a unique meaning for the City of Coquitlam.

Distinguished Budget Presentation Award



The Government Finance Officers Association (GFOA) of the United States and Canada presented a Distinguished Budget Presentation Award to City of Coquitlam, B.C. for its annual budget for the fiscal year beginning January 1, 2022. In order to receive this award, a governmental unit must publish a budget document that meets program criteria as a policy document, as a financial plan, as an operations guide, and as a communications device. This award is valid for a one-year period only. We believe our current document continues to meet program requirements and we are submitting it to the GFOA to determine its eligibility for another award.

Coquitlam City Council



Mayor
Richard Stewart



Councillor
Brent Asmundson



Councillor
Trish Mandewo



Councillor
Matt Djonlic



Councillor
Dennis Marsden



Councillor
Craig Hodge



Councillor
Robert Mazzarolo



Councillor
Steve Kim



Councillor
Teri Towner



Message From Mayor Richard Stewart

The City of Coquitlam's 2023 – 2027 *Financial Plan* lays out our five-year operating and capital budget. This plan is developed annually by City

Council, with input from the community and support from staff, and addresses Coquitlam's funding priorities.

Our work for 2023 centers around four overarching *Business Plan* themes: Balanced Growth and Livability; Resiliency; Reconciliation; and Equity, Diversity and Inclusion. These themes span across all departments, impacting all our business plan priorities, and are reflected in the way we work and the services we deliver to our community.

A Balanced Approach

Like many municipalities in Metro Vancouver, Coquitlam is being impacted by unusual challenges on the heels of the pandemic, including rising costs, as well as supply-chain issues and labour shortages. Despite these challenges, we can't set aside our obligation to provide the diversity of services our community relies on, while continuing to plan and prepare for the future.

Coquitlam's strong commitment to fiscal responsibility is reflected in this year's budget. The approved operating budget of \$398 million will maintain core services and make important investments in our community for now and into the future. It includes an average residential property tax increase of 5.48% that breaks down to a \$123 increase for the average homeowner. One percent of that increase is to fund the RCMP labour settlement increases that are beyond the control of the City. Most of the remainder covers increased costs associated with inflation, labour contracts and new facilities that have come on stream.

We understand the burdens facing taxpayers and we strive to create a budget that balances the community's needs and priorities with fiscal discipline. As a result, we rank very high for our financial and capital assets, revenues, investments and reserve levels, while having among the lowest debt and liabilities per capita in the region.

Budget Highlights

As mentioned above, our work in 2023 will be guided by four key themes:

Balanced Growth and Livability: Our work in this area will continue to focus on Housing Affordability Strategy initiatives to help meet the demand for more rental and multi-family housing, updates to the Strategic Transportation Plan, the renewal of the Austin Works Yard, and the implementation of the Environmental Sustainability Plan.

Resiliency: A focus on further bolstering our local economy and creating local jobs through the creation of an Economic Development Strategy that will provide a unifying and guiding roadmap towards a clear five-year action plan.

Reconciliation: There is ongoing work in building trust and respectful relationships with local Indigenous peoples, and increasing community and staff understanding of reconciliation through learning resources, training opportunities, information sessions and the implementation of a structured process for Indigenous territorial land acknowledgement.

Equity, diversity and inclusion: Further incorporating equity, diversity and inclusion in all City business – including policies and practices, the language used, how neighbourhoods are planned, and how and what services the City provides remains a priority.

Capital Investments

Last year, we saw the completion of the Bettie Allard YMCA and the Maillardville Community Centre, which had been approved as part of past financial plans. The work towards delivering community priorities continues this year with the five-year capital budget of \$631 million. This budget includes:

- Cedar Drive Upgrade Project
- Spani Pool renewal
- Renovation and repurposing the Town Centre Park Community Centre, formerly known as the Innovation Centre
- New parks, including a joint school/park on Burke Mountain, and the new track surface at Percy Perry stadium

Saving for the Future

As we look towards the future, we've identified a gap between the eventual costs of new infrastructure and the replacement of existing assets, and how much we're saving for them. Our new Sustainable Infrastructure Renewal Funding Strategy will provide us with options to fill that gap, including phased annual funding, starting with an increase to the contribution of \$900,000 in 2023. This is an equivalent of a tenth of the proposed tax increase.

Although development fees pay for all new growth-related infrastructure, planning and building often takes place in advance of when the fees will be collected. By leveraging Coquitlam's low overall debt levels, we are able to borrow and bridge that timing gap to ensure facilities are in place as they are needed, with repayments to be covered through the development fees, and not through taxes.

Conclusion

Council and staff work together to present a budget with a balanced approach – one that meets the community's needs and priorities while being sensitive to the impact inflation is having on our taxpayers.

All who are involved are committed to ensuring Coquitlam remains a great place to live, raise a family, start a business, invest, and enjoy work/life balance, now and into the future.



Richard Stewart
Mayor



Chapter 1: Executive Summary



In compliance with the *Community Charter*, Coquitlam City Council adopted the *2023 – 2027 Financial Plan* in February 2023. The *Financial Plan* supports maintaining the delivery of City core services in an environment of significant cost increases while also planning for ongoing community growth and capital investment required to provide public services.

In addition to the significant inflationary pressures and volume increases in operational activities related to growth, the City's operating environment continues to respond to new legislation, additional service demands and public expectations when it comes to the delivery of services to the community. The *Financial Plan* therefore addresses these pressures while also maintaining core service levels, critical foundational supports that ensure quality control as well as good corporate governance.

The *Financial Plan* complements Coquitlam's *Business Plan* which, in turn, aligns with the City's *Strategic Plan*. The corporate *Strategic Plan* and accompanying annual *Business Plan* ensure that staff focus on Council priorities and that the City delivers optimal services to its residents. The City's 2023 *Business Plan* incorporates four themes to guide the City's priorities in 2023: Balanced Growth and Livability; Equity, Diversity and Inclusion; Reconciliation; and Resiliency. The *2023 Financial Plan* includes funding to advance initiatives to support these themes as key priorities in 2023.

The *Financial Plan* was developed using best practices, robust policies and financial principles of long-term financial sustainability, stability in property taxation and flexibility to respond to emerging priorities and opportunities. It is based on robust financial forecasting and analysis, staff input, Council direction, and public feedback collected over the year through a variety of public engagement opportunities. The results of public input on the budget highlight that the majority of the respondents continue to prefer retaining existing service levels and associated funding allocations.

The Plan therefore supports a balance between maintaining existing services and making investments for the future to ensure the City is able to respond to the pressures and opportunities of a growing community, all while preserving the City's financial flexibility and ongoing fiscal stability.

With this in mind, the *2023 – 2027 Financial Plan* incorporates an average property tax increase of 5.48%. This is made up of 3.63% to maintain the current service levels, which have been impacted by the recent significant inflationary increases, and includes 1.07% for the federally-negotiated RCMP wage settlement. Another 0.58% is for the investment in enhancements to public safety, with 0.77% for infrastructure sustainability, and a further 0.5% to support priority areas required for the effective delivery of core City services and to support emerging and new priorities. The solid waste collection rate increased by 4%, the water utility rate increased by 4%, and the sewer and drainage utility rate increased by 4%. For an average residential home, the total municipal property taxes and utility levies will be approximately \$3,834 in 2023, an increase of \$179 over 2022.

Long-term View

A long-range perspective for decision makers provides a basis to avoid financial challenges, stimulate strategic thinking, and drive consensus on the long-term financial direction.

The City's long-range planning continues to support the balance between maintaining core services that residents and businesses expect with growth and development across the City. This includes providing the funding for the maintenance, adaptation and timely replacement of the City's existing assets as well as the ongoing capital investment required to serve the growing community. Continued development in the City's northeast area is anticipated, where approximately one-quarter of residents new to Coquitlam will reside in the next 30 years, as well

as the substantial infill and redevelopment throughout the rest of the municipality, where neighbourhoods are being densified and revitalized following the arrival of the SkyTrain to the City in 2016. To manage this period of significant population growth, major capital investments planned for this and subsequent years include infrastructure and amenities to ensure that all the required municipal services are in place to serve these changing neighbourhoods.

As Coquitlam residents and visitors enjoy these new amenities and services, it is important to recognize they come with associated costs that result in increased pressure on the City's operating budget. Though the City receives additional tax revenues from shifting to more compact forms of development, these tax revenues do not occur at the same time as the related expenses. As a result, the anticipated property tax increases in the future years of the Plan (2024-2027) to support the planned level of investment and growth could range from 5% to 9%. This volatility is being addressed through the use of various tax stabilizing mechanisms including the use of a Development Stabilization Reserve which will help match growth related revenues to growth related expenses, thus mitigating the projected tax increases to an approximate 6% annually.

Coquitlam's long-term financial planning strategies reflect a responsible and sustainable forward-thinking approach to fiscal planning that seeks to protect Coquitlam's financial position and ensure adequate reserves to minimize impacts on taxpayers in the future.

Capital Investment

The *2023 – 2027 Capital Plan* includes a total investment of \$631 million over the five-year period supporting the City's existing assets and infrastructure as well as ensuring new capital infrastructure is in place to support a growing community. Balancing capital investment priorities is an inherently challenging task as is, and this year has proven particularly difficult against the backdrop of significant construction cost escalation caused by supply chain disruption, labour shortages and the lingering effects of the COVID-19 pandemic as well as other global economic uncertainty. The Plan is supported by long-term funding strategies and includes funding from a combination of Development Cost Charges (DCCs), other development-related revenues such as Density Bonus and Community Amenity Contributions, General and Utilities Revenues, Reserves and Grants.

The City owns a variety of assets valued at approximately \$4 billion (excluding land) that are used to deliver services to the community. The performance of, and access to, these

capital assets is vital to the health, safety and quality of life of residents. The City continues to invest in the improvement of asset replacement information systems and resources including financial policies that provide funding mechanisms for future asset replacement needs and long-term sustainability. In addition, an assessment of the City's long-term asset replacement requirements and funding in the form of a Corporate Asset Management Update is completed on a bi-annual basis with the most recent update completed in 2022.

Based on the 2022 city-wide asset replacement needs assessment, for the next 20–40 years, the gap between the average annual asset replacement optimal funding level and existing annual funding for the assets is calculated at \$23 million (\$15 million in the General Fund including buildings and \$8 million in the Utility Funds). The review was accompanied by a Sustainable Infrastructure Renewal Funding Strategy, which provides a two-pronged approach to ensuring the sustainability of the City's infrastructure and assets over the long term while balancing the impact on current and future taxpayers. The first is to address the funding required for a 10-Year Asset Replacement Capital Plan, which includes required asset replacement projects in the next 10 years, of which the first five years have been incorporated into the *2023 – 2027 Financial Plan*. The second component is addressing the long-term calculated infrastructure funding gap to support long-term sustainability, which is proposed to be addressed through gradual, reasonable tax and utility rate increases. The funding strategy together with the existing Council's financial sustainability policies enables the City to continue taking steps towards sustaining its existing infrastructure over the long-term.

The City recognizes that in the coming years, significant investment will be required in a variety of new infrastructure, community facilities and amenities. The strategy for funding capital projects is based on utilizing a combination of balances within the existing City reserves and future development related revenues through leveraging the City's debt financing sources. This includes the City's top priority project, the Northeast Community Centre (NECC) and adjacent park and plaza. Both projects are funded fully by development revenues, which will require debt financing in order to bridge cash flow gaps. A debt management strategy has been developed to support the delivery of the project in the near term with debt repayment from future development revenues. This includes an initiation of a Loan Authorization Bylaw to authorize the City to seek external borrowing through the Municipal Finance Authority (MFA), should it be determined that future external debt is prudent.



The City’s Major Facilities Roadmap, currently under development, will propose sequencing of decisions and necessary investment to support the renewal and replacement of existing, and building of new, recreation, cultural and major civic facilities to deliver the City’s core programs and services for a growing population. The Major Facilities Roadmap will be accompanied by a long-term funding strategy that takes into account both financial and resource implications, while ensuring continuity of community services.

2023 – 2027 Financial Plan

The revenues and expenditures identified within the *2023 – 2027 Financial Plan* fund City services and programs to the levels and standards established by Council, as well as address the requirements of the *Community Charter* and other regulatory bodies. Council has approved initiatives that have been established in accordance with priorities and issues identified by the community and in a manner that adheres to the core principles of fiscal sustainability.

The *2023 – 2027 Financial Plan* provides an overview of Coquitlam’s community profile and demographics, as well as the City’s governance and organizational structure. Coquitlam also has a number of financial policies in place that support its fiscal responsibility and protect the City’s long-term financial sustainability. The Plan is centered around the principles in the City’s Capital Funding Framework and the related available funding sources, utilizing debt where needed to bridge cash flows gaps, and within the

context of the City’s ability to maintain a reasonable stabilized annual tax impact.

This is further supported by the City’s Debt Management Policy, which promotes long-term financial sustainability, maintaining sound financial position, optimizing borrowing costs and ensuring that financial flexibility is maintained in the context of the City’s opportunities and changing service priorities. The policy guides the management of the capital financing program and provides a framework to establish prudent financing of the City’s capital and infrastructure needs.

The financial details included in the *2023 – 2027 Financial Plan* are the Consolidated Statement of Financial Activities, the 2023 Five-Year Consolidated Operating Plan and the 2023 Five-Year Capital Plan. In each chapter, examples are provided of how this funding is allocated to support the City’s goals, with particular emphasis on the first year of the *2023 – 2027 Financial Plan*.

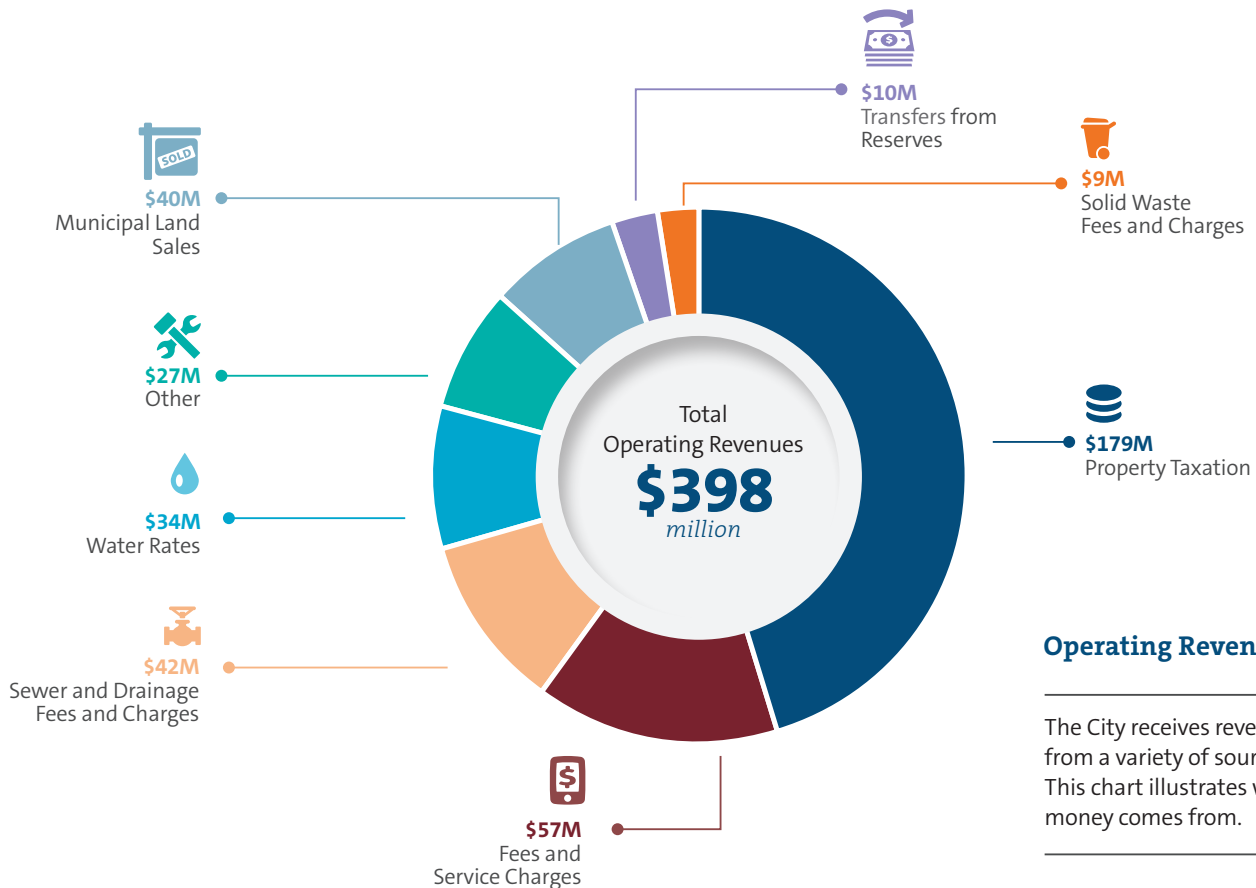
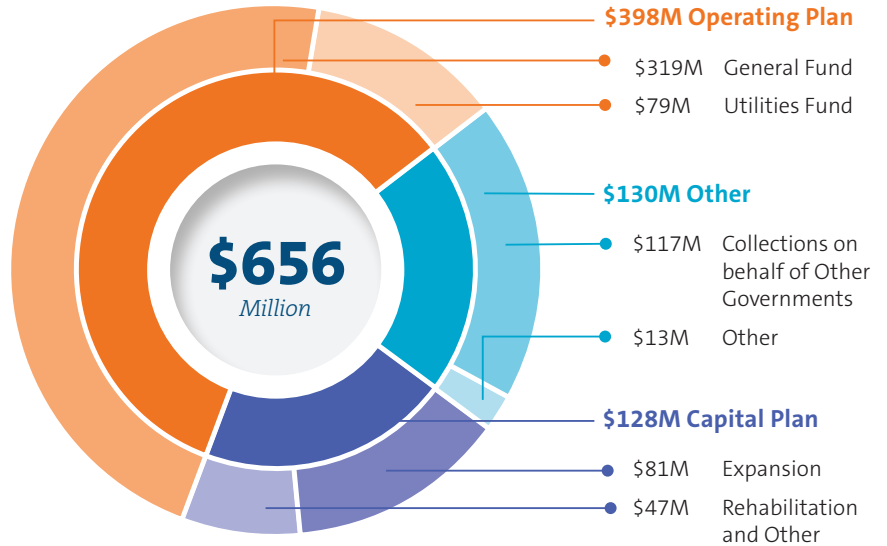
The City regularly reports on its progress towards achieving the City’s strategic goals and how the financial activities and priorities in the budget align with these goals. Together, these components provide a comprehensive report on the City of Coquitlam’s financial planning for the next five years. The result is a well-formulated approach to financial and strategic management that will enable Coquitlam to meet the needs of the community and move toward achieving its vision of a community where people choose to live, learn, work and play.

2023 Budget Highlights

Please visit Coquitlam's Open Book to explore the City's Financial Plan by going to coquitlam.openbook.questica.com.

Total Financial Plan

The first year of the 2023–2027 Financial Plan totals **\$656 million** and is made up of the Operating Plan (\$398 million) to fund the daily operations and maintenance of the City, the Capital Plan (\$128 million) to fund the rehabilitation and expansion of the City's infrastructure, and other (\$130 million) primarily made up of developer contributed assets and non-City collections such as Province of BC School Tax.

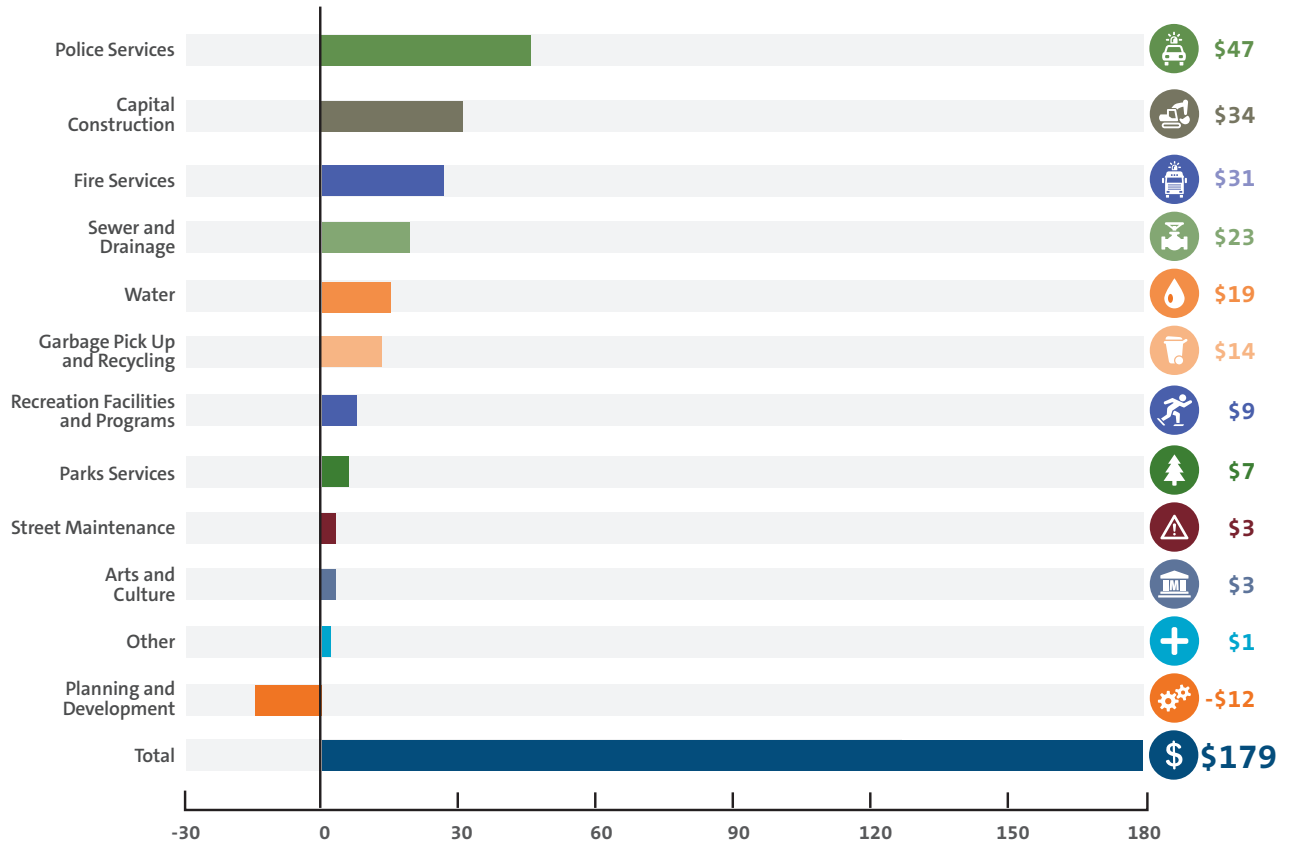


Operating Revenues

The City receives revenues from a variety of sources. This chart illustrates where the money comes from.

Financial Impact of Inflationary Budget Increases

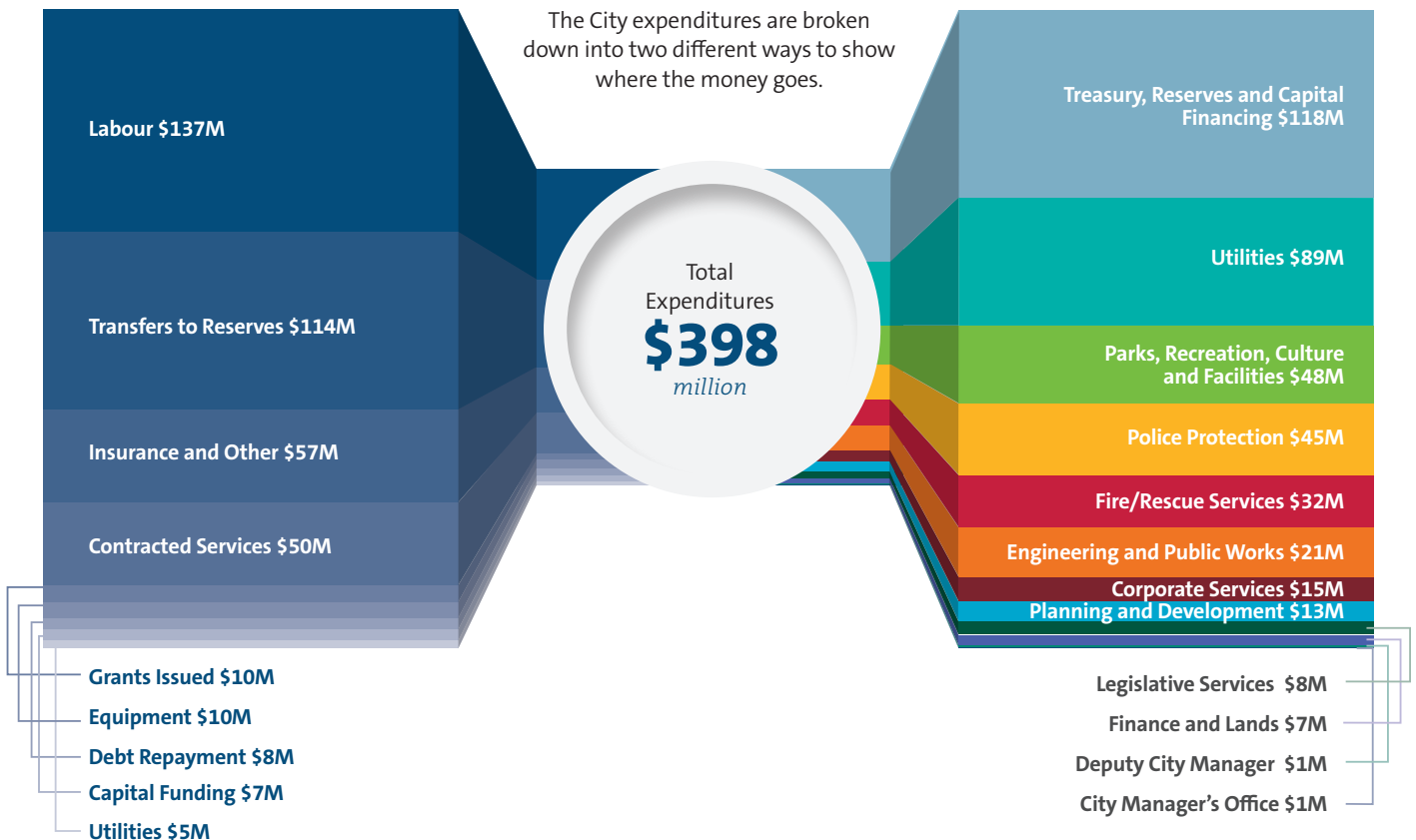
The financial impact of inflationary increases and 2023 service level adjustments is a **\$179** increase for the average Coquitlam household, including property taxation, water, sewer and drainage and solid waste. This chart illustrates how this increase is allocated.



By Type

Operating Expenditures

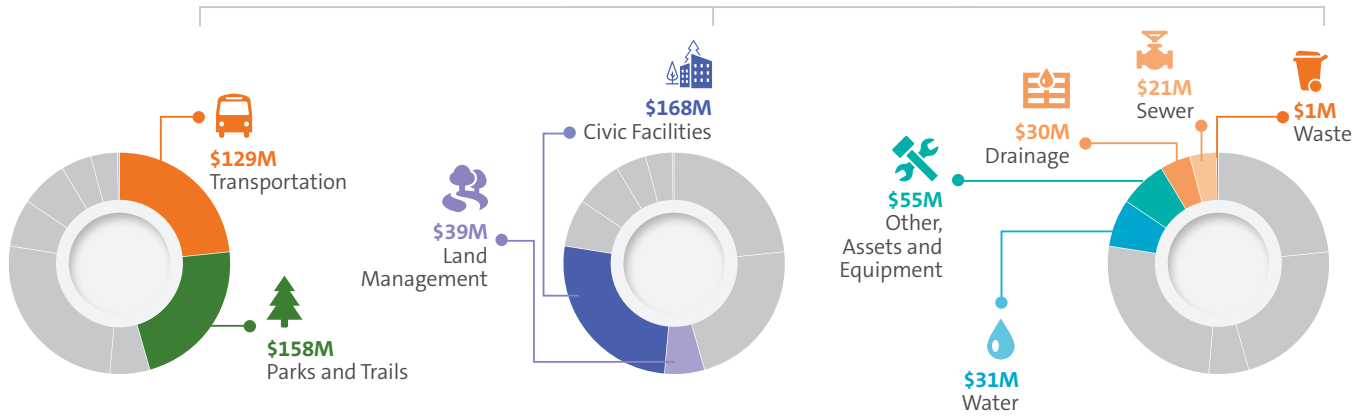
By Department



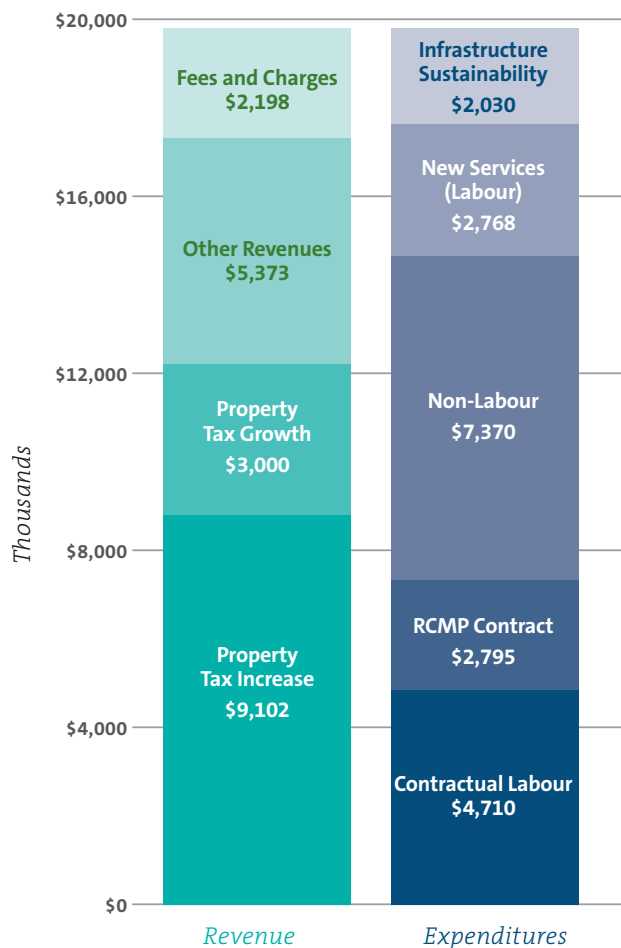
2023–2027 Capital Plan

Over the next 5 years, the City plans to invest **\$631 million** in capital infrastructure (\$128 million planned in the first year), broken down as follows:

\$631 million



2023 Budget Increases



Approved Tax Increases

The 2023 budget incorporate a 5.48% average increase in property taxes. The property tax increase is allocated to the budget as follows:

	%	\$000s	Explanation
Revenue			
New Assessment Growth	1.81	3,000	New taxation revenues from development growth
Other Revenues	3.28	5,437	Transfers from reserves to supplement asset replacement funding and fund one-time expenditures, increase in grants in lieu and rental revenues
Fees and Charges	1.32	2,198	Increase to the fees & charges revenues
Other Adjustments	(0.04)	(64)	Net decrease in Port Coquitlam RCMP cost share recovery
	6.37	10,571	
Expenditures			
Labour	4.50	7,478	Net collective agreement and other labour costs
Non-Labour	4.45	7,370	Contractual increases, operating costs for new capital partially offset by a decrease to the contribution to development stabilization, and new services
RCMP Contract	1.68	2,795	RCMP contract renewal impact and additional investment in public safety
Asset replacement	1.22	2,030	Increase in contribution for asset replacement and infrastructure sustainability
	11.85	19,673	
Approved Tax Increase	5.48	9,102	

Chapter 2:

Coquitlam: A Growing City



Located on the traditional and ancestral lands of the kwikwə́łəm (Kwikwetlem), Coquitlam is a dynamic regional urban centre within the Metro Vancouver area. As the sixth-largest city in British Columbia and one of the fastest-growing cities in Canada, Coquitlam is committed to achieving balanced growth that prioritizes livability, resiliency and inclusion for its 150,000 residents and local business community.

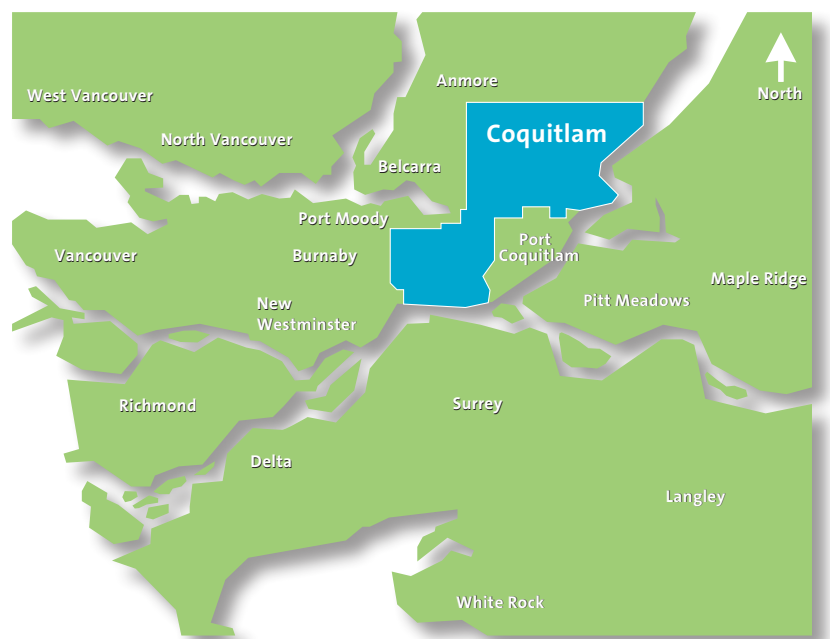
Guided by Metro Vancouver's Regional Growth Strategy, Coquitlam is focused on prioritizing smart growth, active transportation and sustainable development that provides residents access to quality amenities and services. This approach also ensures the City's long-term resiliency in the face of environmental and economic challenges.

Coquitlam is a diverse and vibrant community that will continue to grow. With this in mind, the City is investing in sustainable modern urban services that support both current and future residents. This includes improving and expanding recreation facilities to meet the rising demand for multi-family living and responding to the growing interest in improved micromobility options, including walking and cycling amenities. This investment allows the City to better serve our diverse community by incorporating an Equity, Diversity and Inclusion lens to all City businesses, including our policies and practices, the language we use, how we plan neighbourhoods and what services we provide.

To achieve its vision for the future, Coquitlam has developed long-term plans such as the Environmental Sustainability Plan, City Centre Area Plan, Housing Affordability Strategy, and Parks, Recreation & Culture Master Plan. Supported by the

overarching citywide *Strategic Plan*, these plans outline the City's commitment to excellence in City governance, safe and complete neighbourhoods, local economy and local jobs, active citizens, and sustainability. Coquitlam also recognizes the need for reconciliation and is committed to fostering positive relationships with Indigenous peoples through meaningful engagement and action with the local First Nations.

Through innovative solutions like a City-owned fibre-optic network, incentive-based housing affordability strategy and strategic partnerships to provide recreation and other services, Coquitlam is making positive strides towards achieving its population target of 224,000 by 2041. And with smart and sustainable growth, strategic community enhancements, and redevelopment remaining a top priority, Coquitlam's future looks brighter than ever.





Community Profile and Demographics

Population

Coquitlam’s current population is 148,652 based on the 2021 Census of Population data from Statistics Canada. The City is working towards a population target of 224,000 by 2041.

Household Income

According to the 2021 Census, Coquitlam’s median income for households within the city is \$92,000.

	2020
Under \$20,000	5%
\$20,000–\$39,999	.12%
\$40,000–\$59,999	.13%
\$60,000–\$79,999	.13%
\$80,000–\$99,999	.11%
\$100,000 and over	46%

Source: Statistics Canada, 2021 Census

Immigration and Languages

In 2021, 46% of Coquitlam’s population were immigrants. The top three source countries continue to include China, South Korea and Iran.

After English, at 63%, the top five languages* spoken most often at home in Coquitlam according to the 2021 Census.

Chinese (including Mandarin, Cantonese and not otherwise specified)	.13%
Korean	6%
Persian (Farsi)	4%
Russian	1%

*94% of people who gave a single response
Source: Statistics Canada, 2021 Census

Housing

The December 2021 Housing Price Index produced by the Real Estate Board of Greater Vancouver (REBGV) indicates a benchmark price of \$1,698,400 for a detached dwelling in Coquitlam, \$978,400 for an attached/ townhouse unit and \$653,300 for an apartment. The benchmark represents the estimated sale price of a typical property within the market.

Housing Composition

2021

Single-family / duplex38%
Low-rise apartment buildings (under 5 storeys)21%
Rowhouse10%
High-rise apartment buildings (5 storeys and over)15%
Total number of housing units	55,945

Source: Statistics Canada, 2021 Census

Business Community

Major Employers in Coquitlam (200 or more employees)

Name	Description
McDonald’s Restaurants (6)	Restaurants
The Real Canadian Superstore (2).	Retail Sales
Hard Rock Casino Vancouver	Casino
Ikea	Retail Sales
Save-on-Foods (2)	Retail Sales
Factors Group of Nutritional Companies Inc.	Warehouse
Waste Management of Canada Corporation	Industrial
Safeway (2)	Retail Sales
Vancouver Horror Nights	Entertainment
Superior Poultry Processors Ltd	Industrial
Walmart Supercentre	Retail Sales
WN Pharmaceuticals Ltd.	Pharmaceutical
Tim Hortons (5 locations)	Restaurant
Shoppers Drug Mart (6 locations)	Retail Sales
Cineplex SilverCity (Theatres)	Entertainment
GFL Environmental Inc.	Industrial

Source: City of Coquitlam Business Licence Data (2022)

Schools

School District #43

Douglas College (David Lam Campus) Coquitlam College

Other private and independent schools



City Government Overview

City Council

Coquitlam City Council includes a Mayor and eight Councillors who are democratically elected and hold office for a four-year term. City Council is responsible for local government leadership and decision-making in the City of Coquitlam, and is granted its powers by the provincial government. The legal framework and foundation for all local governments in British Columbia is set out in the *Local Government Act* and the *Community Charter*, which provide City Councils, and other local government bodies, the necessary powers and discretion to address existing and future community needs, the authority to determine the public interest in their community within the established legislative framework, and the ability to draw on financial and other resources that are required to support community needs.

City Council has the authority to enact and enforce bylaws and policies that relate directly to community needs, and to collect taxes and fees to fund those activities and services.

City Council is ultimately responsible for establishing the policies, for carrying out those policies, and for the overall administration of civic business. City Council meets as a whole on three Mondays a month (with some exceptions), starting with a Council-in-Committee meeting in the afternoon and ending with a Regular Council Meeting that same evening. It is during these meetings that Council adopts the bylaws and policies referred to above. In accordance with the Provincial Health Officer Order (Events and Gatherings) and Ministerial Order #192, all open meetings of Council will continue to be “public,” and are webcast live via the City’s web-streaming service.

Standing Committees

In addition to Council-in-Committee, the Mayor has established a Finance Standing Committee and Strategic Priorities Standing Committee to address budget and policy

decisions. The Mayor serves as Chair of both Committees and the current Acting Mayor (according to the approved schedule) serves as Vice-Chair. These Committees include all members of Council and meet as required or at the call of the Chair.

Advisory Committees, Task Forces and Boards

Advisory Committees and Boards are created by Council to provide information, well-considered advice and recommendations for consideration by Council and staff on specific issues of civic concern. Advisory Committees and Task Forces are made up of citizen representatives and one or two Council members appointed by Council. Council adopts Terms of Reference for each Advisory Committee that outline the Committee’s mandate, term, composition and procedures.

For 2023, Council has established the following Advisory Committees:

- Community Safety Advisory Committee
- Culture Services Advisory Committee
- Economic Development Advisory Committee
- Multiculturalism Advisory Committee
- Sports and Recreation Advisory Committee
- Sustainability and Environmental Advisory Committee
- Universal Access-Ability Advisory Committee

Statutory Committees

Statutory Committees or Boards are established by specific legislation and they have a unique function within the municipal framework. Statutory Committee membership is determined by the Committee or Board’s enabling legislation.

Following are the City’s Statutory Committees/Boards:

- Board of Variance
- Library Board





Top Employer

Recognized as one of British Columbia's Top Employers in 2023 for the sixth consecutive year, the City of Coquitlam's mission is to sustain Coquitlam's high quality of life for current and future generations, and having outstanding employees is what makes that possible. The City of Coquitlam's greatest asset is its people, and investing in their development and growth is a priority for the organization.

As a top employer, the City of Coquitlam focuses on supporting employee growth and retention by creating opportunities for training and advancement. With an award-winning Leadership Development Program and regular mentorship pop-ups, staff are encouraged to connect with leaders across the organization, and to collaborate with other business areas to enhance their skillsets and knowledge base.

In addition to a comprehensive benefits package and a formal hybrid work policy, the City prides itself on its health and safety record. From ergonomic support to programs that include a Supervisor Safety certification and Mental Health Champions training, Coquitlam facilitates peer support and continuous education to support mental and physical wellbeing. The City also encourages staff to prioritize physical wellness with an amazing network of walking paths and trails near civic facilities.



BC Municipal Safety Association 2022 Organizational Safety Excellence Award

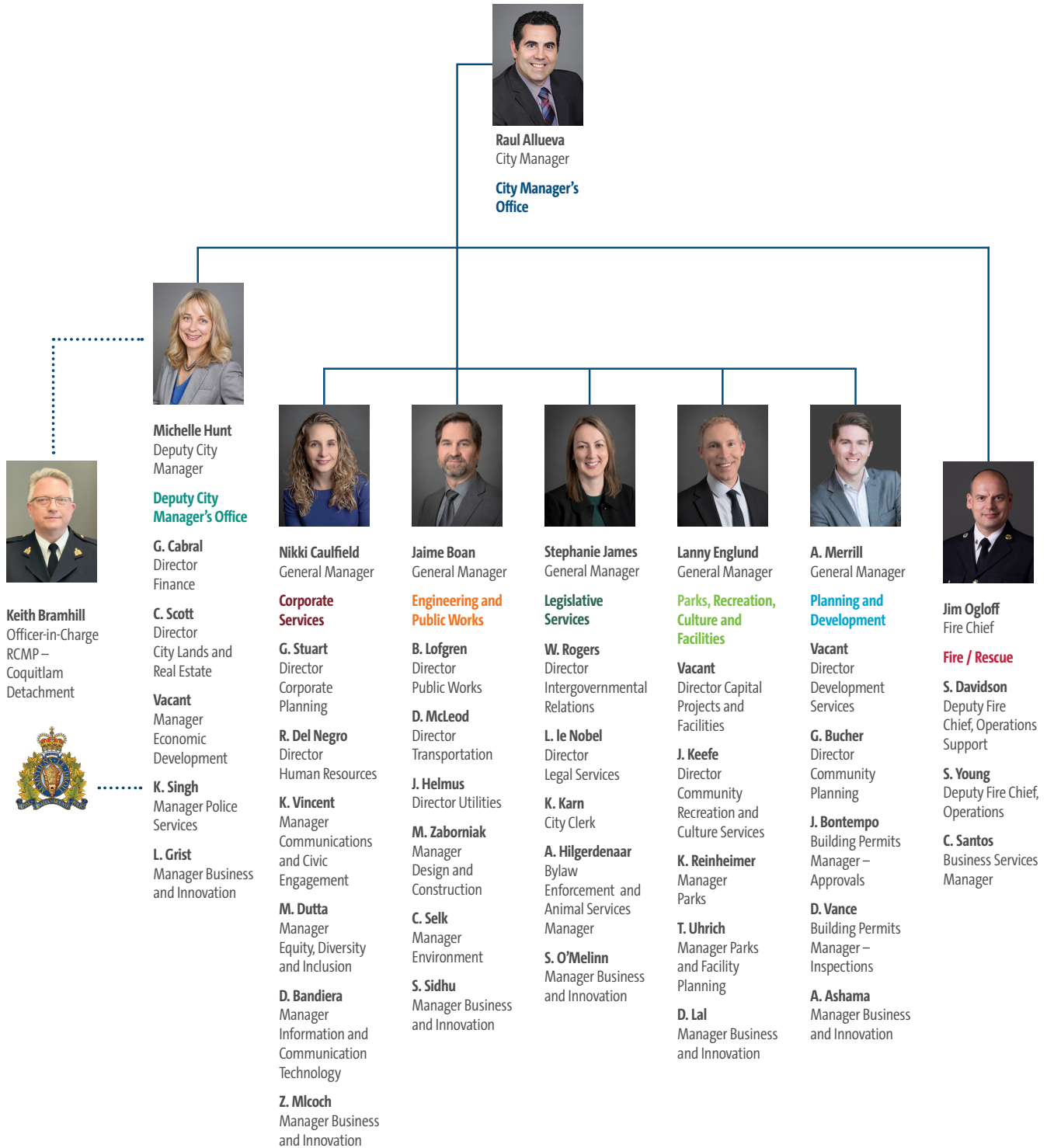
The City of Coquitlam was recognized by the BC Municipal Safety Association for an Organizational Safety Excellence Award for activities that improve experience rating, and ultimately reduce injuries, illness, disease and fatalities. This is awarded to a few select municipalities in B.C. who have shown leadership, innovation and the utmost care in their Occupational Health and Safety (OHS) efforts. This is a remarkable achievement given the safety needs that arose throughout the COVID-19 pandemic and this award is recognition of the City's excellence in occupational health and safety.

The City has also turned its attention to wellness initiatives to address our top challenges, focusing on education and tools to increase awareness, staff knowledge, and understanding of how to achieve mental wellness, decrease musculoskeletal disorders, prevent diabetes and for those living with the diabetes, how to thrive with the disease.

Coquitlam remains a leader in B.C. in meeting the complex occupational health and safety needs of a municipality.

City of Coquitlam Organization Chart

Effective May 23, 2023



Disclaimer: While the Organizational structure changed in early 2023, the contents of this document reflect the structure as at February 27, 2023, the adoption of the City's 2023-2027 Financial Plan.

Chapter 3:

Integrated Planning Framework

Coquitlam’s integrated planning framework comprises separate but complementary planning processes. These processes result in a set of integrated plans that support the overall vision and mission of the City, and they enable us to align activities and resources to achieve the strategic goals and annual business plan priorities set by Council.

The *Strategic Plan* is the highest-level statement of the City’s aspirations for the future. It is developed with a long timeframe in mind and is updated every four years following the municipal election. The *Strategic Plan* articulates Coquitlam’s vision, mission, values and broad strategic goals. We monitor our progress on the plan through an annual review of key performance measures.

The *Business Plan* translates high-level strategic goals into priorities for action. These priorities—and their associated work items—are established annually by Council. We monitor our progress on the business plan through reports to Council every four months and through annual reviews of operational performance measures.

The *Financial Plan* outlines the financial resources needed to support the *Strategic Plan*, *Business Plan* and the City’s operational business. Updated annually, the *Financial Plan* is a five-year plan that includes a budget for revenues, expenditures and capital projects.

Council approves all plans & projects

Community Engagement through:

- Public meetings
- Community stakeholders
- Government partners
- City employees
- Businesses
- Residents





Coquitlam's 2020-2023 *Strategic Plan* is goal-oriented and includes the City's vision, mission, values, strategic goals and directions, as well as anticipated outcomes and results. This plan forms the foundation for all other long-range planning for the City, including the *Business Plan*, *Financial Plan*, *Official Community Plan* and other targeted plans related to transportation, land use and parks planning. The *Strategic Plan* includes the following components:

Vision

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

Mission

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

Organizational Values

Organizational values form the foundation for the City's decision-making framework and relationships with our stakeholders – employees, residents and clients. The City of Coquitlam strives to be an organization recognized for its excellence in City governance and employee, resident and client relations.

As an organization, we will:

1. Be accountable for our actions and decisions
2. Treat people fairly
3. Innovate to sustain community quality of life
4. Be leaders in municipal governance



Strategic Goals

Coquitlam has identified **five strategic goals** to support its vision:

- Safe and Complete Neighbourhoods
- Local Economy and Local Jobs
- Healthy Community and Active Citizens
- Sustainable Services, Environment and Infrastructure
- Excellence in City Governance

Strategic Planning Review Process

In December 2019, Coquitlam’s City Council approved a new *Strategic Plan* that included a 12-year vision, mission, values and goals for the organization and community. This renewed *Strategic Plan* builds on the excellent results that the City has seen over the life of the previous *Strategic Plan*. Coquitlam residents continue to be highly satisfied with city services and their quality of life, with the City consistently scoring higher than lower mainland and BC counterparts in a normative comparison across multiple metrics. The 2020–2023 *Strategic Plan* was developed following one of the most robust civic engagement efforts to-date, with over 2,500 responses across multiple activities.

Monitoring Success and Performance by Strategic Goal

A strong governance model that is based on the principles of openness, fairness and accountability and that ensures informed decision-making throughout the organization and draws on the energies of citizen participation.



Whereas Coquitlam's *Strategic Plan* outlines five major strategic goals for the City, the *Business Plan* provides the annual action plan for the organization. The City provides a broad range of services to the community and the *Business Plan* helps staff focus resources, including staff time, on the most important City priorities each year. Council bases the *Business Plan* priorities on the following criteria:

- Strategic goals
- Council priorities
- Public priorities based on statistically-valid Citizen Satisfaction surveys and general feedback
- Initiatives currently underway and budgeted
- Required externally-driven initiatives

Although the City's budgeted resources are aligned on a departmental basis to facilitate resource management, the *Business Plan* priorities help each manager determine and assign the work performed by various staff to ensure that the organization, as a whole, focuses on what is most important. The *Business Plan* is not meant to capture all activities and services that the City provides, nor should it be used as the only lens through which to view the Financial Plan. It is a way to prioritize major initiatives that the City undertakes on an annual basis and communicates to the public the projects deemed to be the most important. The work that is generated from items on the *Business Plan* also has indirect impacts on the City's supporting services; many of the priorities will generate activities such as legal research and advice, marketing and advertising, recruiting, purchasing and other related financial transactions, and supplying required technology.



Business Planning Process

The *Business Plan* priorities established at the beginning of each year enable staff to focus resources on the most important tasks that will accomplish the goals outlined in the City's *Strategic Plan*. Specifically, the *Business Plan* priorities link strategy with action by:

- ▶ Ensuring consistency between strategic goals and departmental work plan priorities
- ▶ Linking the *Financial Plan*, including staff resources and capital budgets, to those items identified as strategic priorities
- ▶ Aligning corporate efforts to mitigate the key risks and challenges facing the city

As a public institution, the City of Coquitlam recognizes that we play a unique role in understanding and addressing the realities our community is facing. These range from structural inequities, supporting livability and responding and recovering from the COVID-19 pandemic. To ensure our annual business plan focuses on these important areas in addition to the five strategic goals in the 2020–2023 *Strategic Plan*, the 2022 *Business Plan* introduces four themes that will guide the City's priorities in 2022 and that impact the work of all City departments: Equity, Diversity and Inclusion; Reconciliation; Sustainability, Growth and Livability; and Pandemic Recovery. These themes span across all goals and departments and will inform the City's decision-making across all lines of business and service areas.

Monitoring Progress

Staff work on the priorities during the year and submit trimester reports to Council summarizing their progress. The purpose of the trimester reports is to allow Council to view the City's activities and progress balanced with the status of the City's financial and human resources. As part of the trimester update, each business plan item is given a status to apprise Council of progress:

- ▶ On track – the business plan item is on schedule.
- ▶ Minor delay – the business plan item is delayed one trimester since the previous update.
- ▶ Major delay – the business plan item is delayed two or more trimesters since the previous update.
- ▶ On hold – the business plan item is on hold.

On an annual basis, Council is provided a corporate performance report that outlines key performance indicators and highlights the City's actions and accomplishments over the past year, measuring outcomes against the strategic plan.



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** Town Centre Park Community 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*
-

Economic Development Strategy

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

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*
-

Road Safety Strategy

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

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*
-

Streetscape Enhancement Initiatives

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

Healthy Community and Active Citizens



A PRIORITIES

Town Centre Park Community 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 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*
-

Library Services and Spaces Study

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

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*



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*

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*

Space Planning Strategy

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

Strategic Plan Renewal

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

Financial Planning

The City of Coquitlam develops its *Five-Year Financial Plan* consistent with the requirements of the *Community Charter* and generally accepted accounting principles.

Basis of Budgeting

The City's consolidated financial statements are prepared in accordance with Canadian Public Sector Accounting Standards, using the accrual method of accounting in which revenues are recognized in the year in which they are earned and measurable and expenses are recognized as they are incurred and measurable. The Financial Plan on the other hand is prepared in accordance with the requirements outlined in the *Community Charter* using a modified accrual method in which revenues are recognized at the time they are earned and expenses are recognized at the time they are planned. The budget is organized by type of operation (e.g. general fund and utility funds), with each operation considered a separate budgeting and accounting activity.

Funds are budgeted and reported along departmental lines, with accountability and authority for budgetary approval and financial plan amendments resting with Council. Council delegates the authority for actual disbursement and implementation of the *Five-Year Financial Plan* to the City Manager, Deputy City Manager and General Managers.

All financial and operational policies related to accounting practices are adhered to in the development of the *Five-Year Financial Plan*.

Financial Planning Process

The City of Coquitlam's *Financial Plan* development process includes a number of key budget assumptions, and begins with strategic planning and includes public consultation, extensive background briefings for Council and comprehensive discussion sessions that culminate in a proposed *Five-Year Financial Plan* for Council approval. Using this as a framework, work plans are developed for each department, with resource needs identified. The base budget is developed to maintain existing service levels in accordance with Council policies. Recommended service level changes are presented to Council for their consideration through a service enhancement request process which includes any costs in excess of what is permitted as part of base budget adjustments.

Major capital expenditures are identified on a five-year cycle, with annual reviews and updates. The *Five-Year Capital Plan* reflects projects consistent with corporate objectives and long-range plans.

As such, the City of Coquitlam emphasizes a city-wide perspective in developing the *2023 – 2027 Capital Plan*. This provides a balanced review of submissions to ensure they are consistent with the corporate objectives as outlined in the *Business Plan*, *Strategic Plan*, *Citywide Official Community Plan* and other approved master plans and strategies. Within this context, teams consisting of staff from one or more departments work with Finance to submit a prioritized list of projects within the available funding envelope. Finance coordinates the submissions and a summarized project list is then presented to the Executive Team who evaluates and prioritizes the capital projects for the *2023 – 2027 Financial Plan*. This prioritization is based on selected criteria with an emphasis on corporate direction and fit with City strategies.

The City's strategic goals form the capital evaluation criteria as follows:

- Safe and Complete Neighbourhoods
- Local Economy and Local Jobs
- Healthy Community and Active Citizens
- Sustainable Services, Environment and Infrastructure
- Excellence in City Governance

Together with the *Strategic Plan* and *Business Plan*, this approach to financial planning provides a thorough and strategic focus in the budget deliberations. The finalized plan is presented to Council for review and approval.

Public Consultation

This *Financial Plan* has been prepared with public consultation completed in accordance with the provisions of the *Community Charter*. The City's typical public consultation process includes multiple engagement opportunities that are generally spread out over two years: a Town Hall Meeting, a statistically-valid Citizen Satisfaction Survey conducted by Ipsos, an online Budget Survey and posting of the Draft Budget Highlights for public review and feedback. The Town Hall Meeting and Citizen Satisfaction Survey were cancelled for 2022 but are anticipated to resume for 2023.

The online Budget Survey aims to help inform citizens about the City's budget and allow them to indicate their preferences for how Council might make budget choices on their behalf. The participation rate for this online engagement tool continues to increase with each subsequent year of use. This

year’s survey results gathered using the online tool indicated that the majority of the respondents prefer to retain existing service levels and associated budget allocations. An infographic summarizing the results from the Citizen Budget survey can be found at coquitlam.ca/607/Financial-Plan. The community also had the opportunity to review and provide comment on the Draft 2023 – 2027 Financial Plan, a package of Draft Budget Highlights which provided an overview of the draft financial plan for each of the departments, which was posted on the City’s website prior to adoption.

Informed by the feedback received, the Financial Plan is a balance between maintaining existing service levels while also investing in public safety, community services and infrastructure sustainability to service a growing community.

Key Steps

1. Identify Community Priorities
 - A statistically valid survey of residents provides the opportunity to gain feedback on priorities, issues and progress towards goals (results are accurate to ±4.4 percentage points, 19 times out of 20)
 - An online budget survey tool for community members provides input on programs and services.
 - Inviting the public to review and provide input on the Draft Financial Plan, which was made available on the City’s website prior to adoption.
2. Develop Business Plan Priorities and Align Activities
 - Council establishes Business Plan priorities (see pages 18–19).
 - City business processes and projects are reviewed, updated as needed and aligned with objectives as part of the departmental work plans.
3. Align Financial Plan with Business Plan Priorities
 - New budget requests require strategic alignment rationale to demonstrate how they support Coquitlam’s goals and objectives.
 - Each request is evaluated based on Business Plan priorities.
4. Review Budget Priorities and Requirements
 - The operating budget is reviewed to ensure base budget funding is sufficient for the outlined work plan as defined by the City’s objectives. If insufficient resources exist, the manager must:
 - (a) Identify improved cost efficiencies
 - (b) Re-allocate resources
 - (c) Request additional funding
 - (d) Adjust the assigned work plan to align with existing resources

2023 Financial Planning Process Schedule



April 2022
Town Hall Meeting –
CANCELLED for 2022



April–July, 2022
Department Budget
Submissions



August 2022
Finance Department
Detailed Review



November 2022
Council Review
of the Capital
and Utilities Plan



November 1–30, 2022
Online Community
Budget Survey



October 2022
Local General
Election



September 28, 2022
Executive Team
Review of the Draft
Financial Plan



December 5, 2022
Council gave 1st, 2nd, 3rd readings of the 2023 Utility
Fees Bylaw and Fees and Charges Bylaw and approval
of a Council resolution in support of the Capital Plan



December 12, 2022
Council adopted the 2023
Utility Fees Bylaw and
Fees and Charges Bylaw



February 27, 2023
Council adopted
the 2023 – 2027
Financial Plan Bylaw



February 13, 2023
Council gave 1st, 2nd, 3rd readings of the
2023 – 2027 Financial Plan Bylaw and
Northeast Community Centre, Park and
Plaza Loan Authorization Bylaw



January 2023
Council Review of the
Draft Financial Plan
and Departmental
Budget Presentations

The *Financial Plan* goes through a variety of iterations prior to being officially adopted as part of the *Financial Plan* Bylaw. The table below provides a summary of the changes from the draft plan to the final approved plan.

	January Draft Budget Increase		February Approved Budget Increase		Variance Explanation
GENERAL FUND					
Base Operating Plan	6,544,000	3.94%	6,034,000	3.63%	Police contingency reduced; Labour vacancy allowance increased
Fees & Charges Increase	(644,000)	-0.39%	(644,000)	-0.39%	
New Priorities:					
Public Safety	853,100	0.51%	977,500	0.58%	Unapproved and partially approved new budget requests
Infrastructure Sustainability	2,071,200	1.25%	1,281,200	0.77%	Unapproved and partially approved new budget requests
Community Services and Resiliency	2,576,900	1.56%	1,453,572	0.89%	Unapproved and partially approved new budget requests
	11,401,200	6.87%	9,102,272	5.48%	
Non-Tax Funding:					
Resource Reallocation	965,600	0.00%	965,600	0.00%	
Priorities funded by Other Funding Sources	6,586,584	0.00%	6,556,984	0.00%	Unapproved requests
2023 Budget	18,953,384	6.87%	16,624,856	5.48%	
UTILITY FUND					
Base Budget					
Water		4.00%		4.00%	
Sewer/Drainage		4.00%		4.00%	
Solid Waste		4.00%		4.00%	
CAPITAL FUND	127,794,215		127,794,215		

Budget Bylaw

As per the *Community Charter*, the *Five-Year Financial Plan* Bylaw is to be adopted by Council by May 15 of the first year of the plan. Coquitlam Council has a practice to adopt the annual *Five Year Financial Plan* before December 31 of each year, except in election years. As there was a local general election in October 2022, adoption of the 2023 *Five-Year Financial Plan* Bylaw was deferred to February 2023. Any time, subsequent to the original adoption, an amended financial planning bylaw can be adopted by Council for that year.

Budget Monitoring

The City monitors its financial performance against its budget through a trimester budget to actual spending variance analysis. Each General Manager provides a detailed analysis of revenues and expenditures as they compare to the approved budget. This regular monitoring gives management and Council time to decide on any changes that might be necessary to ensure the year's actual revenues and expenditures are within budget.

Measuring, Evaluating and Reporting

The *Business Plan* priorities and associated work items are reported with a review of operating and capital budget variances, labour vacancies, major spending and economic activity during the trimester. This review provides Council with a holistic view of the City's activities and progress.

Chapter 4:

Financial Policies, Fund Structure and Reserves

Financial Policies

Governing Policy and Regulatory Requirements

The *Community Charter* requires that a *Five-Year Financial Plan* for both the operating and capital expenditures be adopted by May 15 of the first year of the plan. In addition, the *Community Charter* directs that the public must be consulted prior to adoption of the Financial Plan. The *Financial Plan* must be adopted by bylaw and cover a five-year period, that period being the year that the plan is specified to come into force and the following four years. The *Financial Plan* can be amended by bylaw at any time.

Balanced Budget

In compliance with Section 165 of the *Community Charter*, the City's *Five-Year Financial Plan* must be balanced. The total of proposed expenditures and transfers to other funds for a year must not exceed the total of proposed funding sources and transfers from other funds for the year.

Long-Range Financial Policies

Based on one of Council's key strategic goals to make Coquitlam financially sustainable, Council has adopted a series of financial policies. These policies are a significant step toward achieving long-term financial sustainability and ensuring municipal services and infrastructure continue to be provided at established service levels for future generations.

The financial policies adopted by City Council include:

Sustainability Policies

► Surplus Policy

The City's Accumulated Surplus will be maintained at an adequate level to provide working capital, interest earnings and an emergency fund. Any additional surplus will be transferred to the City Initiatives Reserve to address one time capital needs.

Policy Statement:

The City's Accumulated Surplus will be maintained at a constant percentage (15%) of the annual tax

collection to ensure that it grows over time in proportion to the growth in the City. The additional surplus earned in any year will be transferred to the City Initiatives Reserve to support a variety of City priorities.

► Utility Funds' Accumulated Operating Surplus Policy

The City's Utility Funds' Accumulated Operating Surplus will be maintained at an adequate level to provide for rate stabilization, operating contingencies, working capital and operating financing. Any additional surplus will be transferred to the respective Utility Asset Replacement Reserves to address ongoing asset management needs.

Policy Statement:

The City maintains Utility Operating Reserves for the Water Utility and Sewer and Drainage Utility in order to effectively manage rate fluctuations, operating contingencies, working capital and financing. The City has established a reasonable reserve target (60% of expenditures) in order to cover the financial needs of the utilities and mitigate impacts to ratepayers. Any unplanned surpluses that exceed the targeted maximum will be transferred to the respective Utilities Asset Replacement Reserve to support the Utility's capital program.

► Operating Costs for New Capital Policy

The City will manage new infrastructure in a sustainable manner by allocating funding to operate new capital infrastructure.

Policy Statement:

The City will recognize the costs to operate new capital assets built each year by adding a reasonable amount of operating and maintenance costs related to new capital infrastructure in the base budget.

➤ **Debt Management Policy**

The goal of the policy is to promote long-term financial sustainability, maintain the City’s sound financial position, optimize borrowing costs and ensure that financial flexibility is maintained in the context of the City’s opportunities and changing service priorities. The policy establishes debt limits for both internal and external financing within the context of the City’s ongoing sustainable revenue generating capacity. This is to ensure long-term sustainability of services in terms of affordability and equity.

Policy Statement:

The Debt Management Policy will serve to guide the management of the City’s capital financing program with an overarching goal of maintaining a sustainable level of debt.

➤ **Debt Retirement Policy**

The City will address current and future capital funding needs by reallocating the savings achieved from debt retirement to fund capital improvements in the City.

Policy Statement:

The City’s operating budget savings achieved as a result of debt retirement will be used to increase the City’s annual contribution to the DCC capital program.

➤ **Land Management and Land Sale Reserve Fund Policy**

The City strives to create and maintain sustainable land-based resources, both land inventory and land reserve funds, for the benefit of the community now and in the future, by adhering to the following principles for Strategic Land Management in the City:

- Strategically acquire and dispose of lands in a way that ensures maximum benefit to the community
- Establish a Land Sales Reserve (LSR) fund to receive land inventory sale proceeds and set aside a portion of the ongoing land sale proceeds to offset the decrease in land inventory, and to be used for strategic acquisition and development of properties
- Make a portion of the LSR funds available to internally finance capital projects with repayment of those funds over a pre-defined period of time with interest

Policy Statement:

The City of Coquiltam is fortunate to have significant land assets that provide a long-term benefit to residents. The land portfolio is made up of two components: land holdings and cash held in the City’s Land Sale Reserve Fund. The City holds and manages

land for development and civic purposes with the intent of shaping the community. The mix of land assets and cash will shift over time in accordance with strategic land investments (land purchases and development costs) and lands sold (land sale proceeds).

Funding Policies

➤ **City Initiatives Reserve Policy**

As per the Surplus Policy, the City’s Accumulated Surplus is maintained at a constant percentage of the annual tax collection and any additional surplus earned in any year is transferred to the City Initiatives Reserve.

Policy Statement:

The City Initiatives Reserve is intended to support the City’s overall financial plan. Since the funding in this reserve is a result of one-time operating surpluses, the funding from this reserve will support one-time spending on capital projects or operating activities in the short-term.

➤ **Land Sale Reserve Investment Fund Policy**

The City is realizing significant value for land holdings in Northeast Coquiltam, which brings unprecedented cash flows into the City’s Land Sale Reserve Fund. In an effort to provide an immediate benefit to Coquiltam residents, in 2016 Council approved the creation of a new Land Sale Reserve Investment Fund to provide amenities and infrastructure to the community. This reserve is funded through a dividend of 5% of the land sales and the interest earned on the City’s Land Sale Reserve fund cash balance each year.

Policy Statement:

The Land Sale Reserve Investment Fund is intended to provide capital funding for community amenities and infrastructure projects that will deliver immediate/ short-term benefits to residents since these profits are being realized from the sale of their land holdings.

► **Density Bonus Reserve Policy**

Density Bonus funds are a contribution paid by developers who are seeking additional density for their development during the rezoning process. The intention of this reserve is to provide funding towards the capital costs of a wide range of infrastructure and amenities that are aligned with the City's Strategic and *Business Plans*.

Policy Statement:

The allocation of funds in the Density Bonus Reserve will be balanced between the City's obligations to deliver amenities in the short-term that benefit current residents while also ensuring there is available capital funding to address amenity needs in the long-term due to overall population growth.

► **Community Amenity Contributions Reserve Policy**

Community Amenity Contributions (CAC) is a voluntary program where development applicants offer funds to help offset the burden of their rezoning. The intention of this reserve is to help fund the capital cost of new parks, recreation, arts and cultural facilities and amenities needed in Coquitlam to keep pace with population growth.

Policy Statement:

CAC revenues collected from new development are placed in a reserve and intended to provide funding towards the capital cost of new community parks, recreation, arts and cultural facilities or amenities as identified in the Parks, Recreation and Culture Master Plan.

► **Casino Revenue Policy**

The City will utilize the revenue received under the Casino Host Agreement with the province to provide funding for the capital cost of municipal infrastructure projects as well as community grants and projects. The policy currently allocates 87.5% of casino revenue to the Municipal Capital Fund and 12.5% to the Community Capital Fund.

Policy Statement:

The City receives a portion (10%) of revenue from provincial casino operations. The City will use Casino Revenue to provide funding for the capital cost of municipal infrastructure projects as well as one-time funding for community grants and projects.

► **Cultural Partners Funding Policy**

The City will support externally-provided cultural services by recognizing the impact of inflation on these partner organizations' budgets and provide an annual inflation

adjustment to the cultural grants paid to the Coquitlam Public Library, Evergreen Cultural Centre, Place des Arts, Société Place Maillardville and the Coquitlam Heritage Society.

Policy Statement:

The City will recognize the increased costs for cultural services provided by external organizations in the City's budget process through an annual inflation adjustment.

► **Community Grants Policy**

The City provides grant funding to non-profit organizations who deliver services in the community that support the City of Coquitlam's strategic goals and provide benefits to the residents of Coquitlam.

Policy Statement:

The City will ensure funding for non-profit organizations follows a consistent evaluation process, including defined application requirements, performance measures and funding cap guidelines.

Operating Policies

► **Investment Policy**

The investment of City funds must reflect a conservative management philosophy based on three fundamental objectives, in the following order of priority:

1. Safety of Principal
Investments shall be made to ensure preservation of capital within the portfolio. Preservation of capital is accomplished through placement of funds with credit-worthy institutions and through portfolio diversification. Diversification is required to minimize potential losses on individual securities and to maximize the yield from a blend of financial products.
2. Liquidity
The investment portfolio shall remain sufficiently liquid to meet all reasonably anticipated operating requirements.
3. Return on Investment
The investment portfolio shall be designed with the objective of maximizing market rate of return subject to the investment risk constraints and liquidity requirements of the City.

Policy Statement:

The City of Coquitlam will invest City funds to provide the optimal blend of investment return while meeting the daily cash flow demands of the City and

complying with the statutory requirements of the *Community Charter*.

➤ **Liability (Insurance) Reserve Funding Policy**

The City will manage risk through a combination of external and self-insurance. By budgeting for the average insurance needs each year, and contributing any unspent funding to an Insurance Reserve, the City will provide for years with unusual losses.

Policy Statement:

The City will use a combination of external insurance and reserve funds to protect City assets.

➤ **Extreme Weather Funding Policy**

The City will ensure that the funding needs for unusual extreme weather events are addressed without impacting the City's operating budget.

Policy Statement:

The City will manage its response to extreme weather events by budgeting for the average weather response each year and contributing any unspent funding to an Extreme Weather Reserve to provide for additional funding in years with unusual weather.

➤ **Procurement Policy**

The purpose of the City's Procurement Policy and Operating Guidelines is to provide general direction to staff on how to achieve best value in the procurement of goods and services by balancing the benefits of competition with the efficient allocation of City resources. The City's Procurement Policy and operating guidelines provide direction to City staff to meet a number of procurement objectives:

1. Safeguarding of public funds—the City must endeavour to get the best value for our taxpayers when we purchase goods and services.
2. Transparency—the City must be able to demonstrate that our procurement processes are fair and open to all bidders.
3. Compliance with legislation—the City is required to conduct public procurement in compliance with the following legislation:
 - NWPTA—North West Partnership Trade Agreement
 - CETA—Canada-European Union Comprehensive Economic and Trade Agreement
 - CFTA—Canadian Free Trade Agreement

- FOIPPA—Freedom of Information and Protection of Privacy Act

- Competition Act and Contract Law

4. Efficient allocation of resources—since City resources are limited, to achieve real value, resources are focused where we get the best return. To that end, the City's Procurement Policy uses different procurement methods for different values and types of purchases so that the level of resources used are matched to the potential savings that may be achieved. The Policy focuses most efforts on high value and more complex purchases such as construction, and ongoing service contracts, since the savings are worth the process cost in terms of City resources.

Policy Statement:

The City of Coquitlam will purchase goods and services on behalf of Coquitlam residents in accordance with evolving best practices in procurement for local governments.

Asset Management Policies

➤ **Corporate Asset Management Policy**

The City delivers services to the public utilizing an extensive range of infrastructure and capital assets. This policy defines the City's overarching asset management objectives to ensure that services are provided and infrastructure utilized in a sustainable manner. It establishes asset management principles to guide the implementation of these objectives which are carried out through asset management plans and programs.

Policy Statement:

This policy supports the City's mandate under the *Community Charter* to provide proper stewardship of the public assets of the community, and it supports the City's Strategic Goal to maintain the sustainability of City services and infrastructure.

➤ **Asset Replacement Reserve Funding Policy**

The City will increase the contribution to asset replacement in the annual budget each year for newly added assets as well as incrementally addressing inflationary pressures on asset replacement funding.

Policy Statement:

Continuing its commitment to sustainable asset management, the City will increase the annual contribution to asset replacement in the annual budget each year to help address inflationary pressures and will identify the contribution for asset

replacement for any newly acquired assets. The additional funds will be transferred to the related asset replacement reserves and drawn on to address replacement costs as part of the annual *Capital Plan*.

► **Building Component Replacement Reserve Policy**

The City targets full replacement funding of building components by contributing to the Building Component Replacement Reserve to ensure that each new facility does not increase the existing funding gap.

Policy Statement:

The City will work toward full replacement funding of building components by annually budgeting a contribution to a Building Component Replacement Reserve fund and by increasing the annual contribution by 2% of the construction cost of each new facility as part of the “Operating Costs for New Capital” budget funding.

► **Vehicle Fleet Policy**

The City will maintain a Vehicle Replacement Reserve Fund to assist in the management of its vehicle fleet, which will be funded by fleet charge-out rates including a depreciation component calculated based on the estimated replacement value of each vehicle over its lifecycle. The rate components will be adjusted annually based on changing vehicle replacement values.

Policy Statement:

The City will manage the fleet of vehicles used for City operations in a sustainable manner including proper maintenance and replacement at the end of the vehicle’s lifecycle.



Fund Structure

The resources and operations of the City are segregated into: General; Sewer and Drainage Utility; Water Utility; Trust; and Reserve funds for budgeting and accounting purposes. Each fund is treated as a separate entity, as identified in the budget reports provided in this document.

Fund	Department	FTE
General Fund	City Manager's Office	2.1
	Finance, Lands and Police Includes: Police 277.4*	331.5
	Parks, Recreation, Culture and Facilities	409.2
	Deputy City Manager Includes: Fire & Rescue 183.4	191.8
	Engineering and Public Works	143.3
	Planning and Development	110.0
	Legislative Services	65.9
	Corporate Services	78.3
	Sewer Fund	Engineering and Public Works
Water Fund	Engineering and Public Works	40.1
Total FTE		1,414.9

*includes 171 contracted RCMP members

General Fund

The General Fund is the primary fund for most municipal services and departments. This fund has a number of revenue sources – the largest of which is property taxation. The General Fund includes the following departments that provide a number of services to the community including:

City Manager's Office:

- Oversees the broad requirements of the organization
- Provides policy advice to Council and executes its decisions

Deputy City Manager's Office:

- Provides direct oversight to Legislative Services, Economic Development, Planning and Development and Parks, Recreation, Culture and Facilities and Fire & Rescue Services

Corporate Services:

- Responsible for strategic planning and business planning
- Develops and maintains systems to support the information and communications technology needs of the organization
- Provides operational support services (Human Resources, Occupational Health and Safety, Communications and Civic Engagement and Facilities Space Planning) to all other City departments

- Supports Equity, Diversity and Inclusion work across the organization

Engineering and Public Works:

- Provides road maintenance and traffic control services through the repair of road pavement, signs, streetlights, sidewalks, traffic signals, bridges and culverts
- Manages the City's fleet and structures
- Develops and implements environmental programs, policies and objectives
- Provides waste collection and disposal services
- Constructs and rehabilitates roads, traffic intersections, fleet, neighbourhood improvements and public safety projects

Finance, Lands and Police Services:

- Stewards the City's financial resources
- Manages City-owned developable lands and optimizes real estate assets
- Provides policing services through the Coquitlam RCMP Detachment to prevent and investigate crime and promote public safety in partnership with community

Fire & Rescue Services:

- Provides fire suppression, specialized and technical rescues, first responder and non-emergency services

Legislative Services:

- Prepares agendas and minutes for Council meetings and manages corporate records
- Manages bylaw compliance, animal-care and business licensing services
- Liaises with other levels of government including the kwikwə'əm First Nation and other Indigenous peoples
- Guides risk management, emergency preparedness and planning within the City
- Provides legal advice and support to the City

Parks, Recreation, Culture and Facilities:

- Provides programs at recreational facilities and parks
- Provides and maintains parks, recreational infrastructure, open spaces and trails, and the urban forest
- Provides services through partnerships with the Coquitlam Public Library, Evergreen Cultural Centre, Place des Arts,

Coquitlam Heritage Society (Mackin House Museum) and other community and non-profit organizations

- ▶ Provides the planning, operations, maintenance and technical services for City facilities
- ▶ Plans and designs new parks and facilities through community engagement
- ▶ Manages the construction of civic facilities and parks
- ▶ Reviews development applications and seeks park, recreation and cultural amenities from private land development processes
- ▶ Creates internal and external partnerships and opportunities in support of corporate strategic directives

Planning and Development:

- ▶ Prepares plans and policies for shaping urban development and growth
- ▶ Provides environment, building and development approval services

Sewer and Drainage Utility Fund

The Coquitlam Sewer and Drainage Utility is a self-funded entity that operates, maintains, regulates and extends sewage collection and storm drainage systems that serve residential, commercial and industrial premises in Coquitlam. The services in this fund are provided by the Engineering and Public Works department.

Coquitlam is in the Fraser Sewerage Area (FSA) of the Metro Vancouver Sewerage and Drainage District (MVS&DD), which operates and maintains regional systems of trunk sewers, pumping stations and sewage treatment plants. Sewage from Coquitlam is conveyed to the regional system for treatment and disposal. The Utility also collects and conveys storm water to reduce the risk of property damage due to flooding and landslides.

Water Utility Fund

The Coquitlam Water Utility is a self-funded entity that delivers water to residential, commercial and industrial premises in Coquitlam for domestic use, irrigation, and cooling and fire suppression. The services in this fund are provided by the Engineering and Public Works department. This Utility is a member of the Metro Vancouver Water District (MVWD), which operates and maintains regional systems of supply works, transmission mains, reservoirs and treatment facilities.

Trust Funds

The Trust Funds have been created to hold assets that are administered as directed by agreement or statute for certain beneficiaries.

Reserve Funds

Reserves are established pursuant to Section 188 of the *Community Charter* allowing funds to be set aside for a specific purpose. The City's reserves are classified into three categories as follows:

1. **Capital Reserves**—refers to reserve funds that have a specified purpose of capital nature and are either:
 - Established under section 188 (1) of the *Community Charter* and the creation of capital reserves is at the discretion of Council; or
 - Established under section 188 (2) of the *Community Charter* and are non-discretionary on the part of the Council.
2. **Operating Reserves**—refers to reserve funds established under section 188 (1) of the *Community Charter* that have a specified purpose of an operating nature.
3. **Utility Reserves**—refers to reserves in the utility funds that have a specified purpose of either capital or operating nature depending on the reserve.

In adherence to the Chartered Professional Accountants Canada Public Sector Accounting Standards, reserve transactions are identified separately from expenditures and revenues in portions of the 2023 budget document.

The City's Operating Reserve Funds will be used to fund ongoing projects and potential liabilities such as insurance claims. Capital reserves, along with Development Cost Charges, will be used to finance additional capital projects in future years. The reserve amounts available for expenditures over the 2023 – 2027 planning period are in the Schedule on p.40.

Capital Reserve Funding

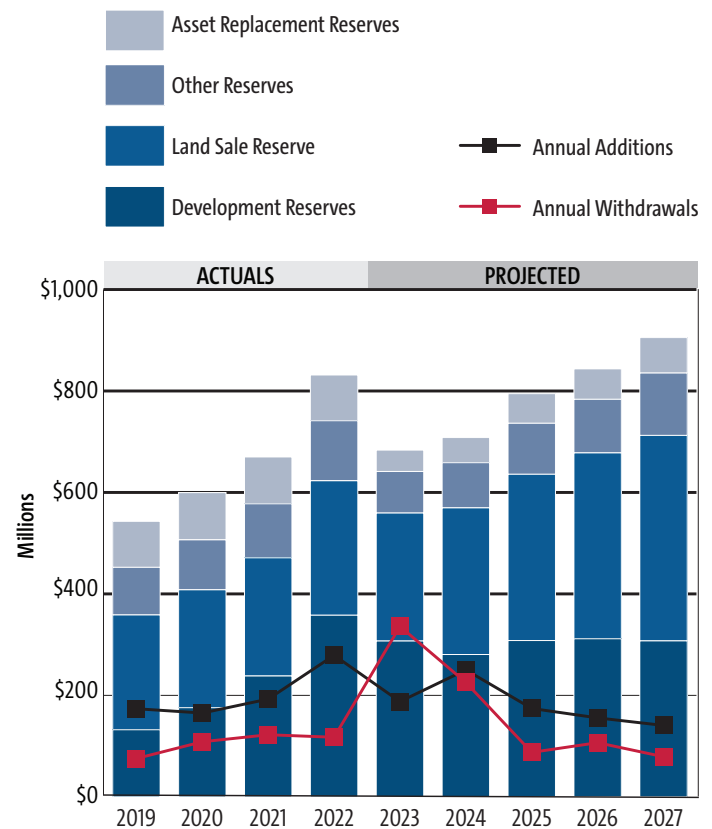
The 2023 – 2027 Capital Plan includes new facilities and facility upgrades, road expansion and rehabilitation and the acquisition and development of parkland for a growing community. Some of these are ongoing projects that will continue into the 2024 to 2028 budget period. Many of these projects are funded from reserves that will result in a drawdown of the reserve fund balances from 2023 to 2027.

The following capital reserve balances will experience significant changes as a result of project expenditures that meet the criteria for which the reserve was intended:

- **Building Component Asset Replacement Reserve**—funding for the lifecycle replacement of facility components.
- **Density Bonus, Community Amenity Contributions and Major Facilities Reserves**—funding for the Spani Pool Renewal and the planning and design of the Northeast Community Centre.
- **DCC Matching Reserve**—funding for the municipal portion of the projects in the DCC program.
- **Major Transportation Reserve**—funding for major, primarily non-DCC eligible transportation projects including Quarry Road to connect to Widgeon Regional Park and the Fremont Connector (Lincoln to Victoria).
- **Park Infrastructure Asset Replacement Reserve**—funding for the lifecycle replacement of parks infrastructure and equipment.
- **Road Asset Replacement Reserve**—funding for the acceleration of the local road network repaving.
- **DCC Reserves**—funding growth-related DCC-eligible projects throughout the city, including parkland acquisition, park development as well as transportation and utility projects.
- **Land Sale Reserve**—funding internally financed projects, land development work and strategic land purchases.
- **Vehicle Replacement Reserve**—funding the ongoing vehicle replacement.

The following chart summarizes the capital reserve activity and indicates a gradual growth in reserve balances. The additions to the City’s development and land sale reserves tend to fluctuate due to the variability in the overall level and type of development and/or land sale activity which affects the amount and timing of the related revenues such as density bonus. The remaining reserves tend to have a more constant and steady increase mainly due to the City’s contributions to asset replacement. The City actively utilizes these reserves for funding of a variety of related capital projects. The significant increase in 2023 withdrawals and related decrease in reserve balances is due to the funding of the capital work in progress for projects that are carried forward from previous years.

Capital Reserve Balances 2019–2027



The following is the Schedule of Capital Reserves.

Capital Reserves	Actuals				Projected				
	2019	2020	2021	2022*	2023	2024	2025	2026	2027
Asset Replacement Reserves									
Building Asset Replacement Reserve	33,474,551	36,212,640	39,501,350	34,341,933	27,708,961	5,614,317	10,247,657	14,927,327	19,653,797
Additions	3,802,541	4,077,902	3,887,304	4,271,159	4,587,465	4,633,340	4,679,670	4,726,470	4,773,730
Withdrawals	1,064,452	789,192	9,046,721	10,904,131	26,682,109	-	-	-	-
Balance @ December 31st	36,212,640	39,501,350	34,341,933	27,708,961	5,614,317	10,247,657	14,927,327	19,653,797	24,427,527
Building Component Asset Replacement Reserve	8,123,150	8,888,557	8,568,799	9,627,490	9,278,164	3,530,748	6,094,817	7,551,056	9,528,911
Additions	4,487,931	4,473,652	4,720,429	4,974,544	4,991,365	5,026,130	5,061,240	5,096,700	5,132,520
Withdrawals	3,722,523	4,793,410	3,661,739	5,323,870	10,738,781	2,462,061	3,605,001	3,118,845	4,669,414
Balance @ December 31st	8,888,557	8,568,799	9,627,490	9,278,164	3,530,748	6,094,817	7,551,056	9,528,911	9,992,017
IT Asset Replacement and Upgrade Reserve	1,965,917	1,386,052	1,936,987	1,821,579	1,615,148	685,620	250,150	578,350	785,500
Additions	1,188,781	1,856,341	1,131,585	1,175,644	1,238,150	1,266,530	1,295,200	1,324,150	1,353,390
Withdrawals	1,768,647	1,305,406	1,246,993	1,382,075	2,167,678	1,702,000	967,000	1,117,000	1,242,000
Balance @ December 31st	1,386,052	1,936,987	1,821,579	1,615,148	685,620	250,150	578,350	785,500	896,890
LED Traffic Signals Reserve	187,489	252,489	317,489	389,445	466,319	533,289	600,929	669,249	738,249
Additions	65,000	65,000	71,956	76,874	66,970	67,640	68,320	69,000	69,690
Withdrawals	-	-	-	-	-	-	-	-	-
Balance @ December 31st	252,489	317,489	389,445	466,319	533,289	600,929	669,249	738,249	807,939
Printing Equipment Asset Replacement Reserve	759,946	947,702	1,077,109	1,281,791	1,444,810	953,225	333,535	490,715	552,785
Additions	202,247	203,911	204,682	217,528	185,460	187,310	189,180	191,070	192,980
Withdrawals	14,491	74,504	-	54,509	677,045	807,000	32,000	129,000	102,000
Balance @ December 31st	947,702	1,077,109	1,281,791	1,444,810	953,225	333,535	490,715	552,785	643,765
Recreation and Fitness Asset Replacement Reserve	21,768	73,554	136,046	246,566	321,212	34,672	56,042	79,152	104,022
Additions	153,000	153,000	157,943	163,089	172,640	174,370	176,110	177,870	179,650
Withdrawals	101,214	90,508	47,423	88,442	459,180	153,000	153,000	153,000	153,000
Balance @ December 31st	73,554	136,046	246,566	321,212	34,672	56,042	79,152	104,022	130,672

*Unaudited

Capital Reserves	Actuals				Projected				
	2019	2020	2021	2022*	2023	2024	2025	2026	2027
Road Asset Replacement Reserve	12,559,433	13,984,882	14,711,258	14,570,669	14,714,864	7,769,746	7,647,426	8,114,906	11,063,776
Additions	2,429,094	2,588,348	2,714,326	4,319,792	3,264,450	3,620,680	3,980,480	4,343,870	4,710,900
Withdrawals	1,003,645	1,861,972	2,854,915	4,175,597	10,209,568	3,743,000	3,513,000	1,395,000	1,400,000
Balance @ December 31st	13,984,882	14,711,258	14,570,669	14,714,864	7,769,746	7,647,426	8,114,906	11,063,776	14,374,676
TransLink Road Rehabilitation Reserve	4,234,697	4,760,046	2,534,112	3,257,300	4,063,252	380,647	312,015	452,195	77,339
Additions	1,758,000	-	2,056,369	2,092,369	2,148,369	2,186,369	1,998,180	2,038,144	2,078,906
Withdrawals	1,232,651	2,225,934	1,333,180	1,286,417	5,830,974	2,255,000	1,858,000	2,413,000	2,048,000
Balance @ December 31st	4,760,046	2,534,112	3,257,300	4,063,252	380,647	312,015	452,195	77,339	108,245
TransLink Road Rehabilitation Non-Pavement Reserve	2,919,682	3,242,658	756,758	1,075,652	1,085,018	6,958	15,958	20,958	28,958
Additions	705,068	177,150	732,194	736,750	759,000	774,000	789,000	805,000	821,000
Withdrawals	382,092	2,663,050	413,300	727,385	1,837,060	765,000	784,000	797,000	814,000
Balance @ December 31st	3,242,658	756,758	1,075,652	1,085,018	6,958	15,958	20,958	28,958	35,958
Vehicle Replacement Reserve	17,705,418	18,986,534	21,251,336	23,047,613	26,523,482	19,466,015	20,617,107	21,960,032	13,679,543
Additions	3,481,838	3,793,259	4,434,732	4,375,333	3,893,400	3,893,400	3,893,400	3,893,400	3,893,400
Withdrawals	2,200,722	1,528,457	2,638,456	899,464	10,950,866	2,742,308	2,550,475	12,173,889	3,137,894
Balance @ December 31st	18,986,534	21,251,336	23,047,613	26,523,482	19,466,015	20,617,107	21,960,032	13,679,543	14,435,049
Waste Bins Replacement Reserve	1,566,296	1,945,379	2,329,190	2,661,900	2,975,040	3,143,292	3,376,625	3,609,958	3,843,291
Additions	379,083	383,811	377,852	402,917	333,333	333,333	333,333	333,333	333,333
Withdrawals	-	-	45,142	89,777	165,081	100,000	100,000	100,000	100,000
Balance @ December 31st	1,945,379	2,329,190	2,661,900	2,975,040	3,143,292	3,376,625	3,609,958	3,843,291	4,076,624

*Unaudited

Capital Reserves	Actuals				Projected				
	2019	2020	2021	2022*	2023	2024	2025	2026	2027
Development Reserves									
Affordable Housing Reserve	11,995,747	15,057,090	16,246,714	18,379,464	21,960,664	16,897,874	21,185,354	24,985,354	28,185,354
Additions	3,815,954	1,210,776	5,446,430	6,894,121	2,000,000	4,300,000	3,800,000	3,200,000	2,900,000
Withdrawals	754,610	21,152	3,313,680	3,312,921	7,062,790	12,520	-	-	-
Balance @ December 31st	15,057,090	16,246,714	18,379,464	21,960,664	16,897,874	21,185,354	24,985,354	28,185,354	31,085,354
Community Amenity Contributions Reserve	9,813,106	18,234,139	11,378,919	12,538,787	16,849,273	6,981,733	8,625,333	8,625,333	8,625,333
Additions	9,164,992	5,387,229	3,681,718	8,233,345	7,600,000	3,100,000	-	-	-
Withdrawals	743,959	12,242,449	2,521,849	3,922,859	17,467,541	1,456,400	-	-	-
Balance @ December 31st	18,234,139	11,378,919	12,538,787	16,849,273	6,981,733	8,625,333	8,625,333	8,625,333	8,625,333
Density Bonus Reserve	39,771,703	61,640,305	51,479,132	65,678,307	105,699,457	76,154,236	9,212,489	23,491,707	31,861,710
Additions	24,161,638	10,026,600	38,180,137	61,399,699	11,300,000	34,900,000	30,400,000	24,500,000	21,500,000
Withdrawals	2,293,036	20,187,773	23,980,962	21,378,550	40,845,221	101,841,747	16,120,782	16,129,997	16,339,397
Balance @ December 31st	61,640,305	51,479,132	65,678,307	105,699,457	76,154,236	9,212,489	23,491,707	31,861,710	37,022,312
Major Transportation Reserve	-	-	27,624,890	44,435,430	62,617,529	70,242,647	101,242,647	106,242,647	111,242,647
Additions	-	27,624,890	16,810,539	18,236,218	14,346,000	31,000,000	5,000,000	5,000,000	5,000,000
Withdrawals	-	-	-	54,119	6,720,881	-	-	-	-
Balance @ December 31st	-	27,624,890	44,435,430	62,617,529	70,242,647	101,242,647	106,242,647	111,242,647	116,242,647
Major Facilities Reserve	-	-	10,000,000	20,270,000	30,901,675	35,901,675	631,675	10,631,675	20,631,675
Additions	-	10,000,000	10,270,000	10,631,675	15,856,000	10,000,000	10,000,000	10,000,000	10,000,000
Withdrawals	-	-	-	-	10,856,000	45,270,000	-	-	-
Balance @ December 31st	-	10,000,000	20,270,000	30,901,675	35,901,675	631,675	10,631,675	20,631,675	30,631,675
Parkland Acquisition 5% Cash In Lieu Reserve	8,709,823	7,628,826	25,198,030	27,477,875	24,651,216	14,122,634	14,122,634	14,122,634	14,122,634
Additions	850,360	21,542,107	2,279,845	1,249,493	-	-	-	-	-
Withdrawals	1,931,357	3,972,903	-	4,076,152	10,528,582	-	-	-	-
Balance @ December 31st	7,628,826	25,198,030	27,477,875	24,651,216	14,122,634	14,122,634	14,122,634	14,122,634	14,122,634

*Unaudited

Capital Reserves	Actuals				Projected				
	2019	2020	2021	2022*	2023	2024	2025	2026	2027
DCC Drainage Reserve	2,531,188	2,549,006	3,481,167	2,365,923	5,580,770	5,256,318	8,675,033	9,243,938	8,925,427
Additions	1,972,376	2,254,343	2,232,955	4,113,725	2,791,249	5,718,929	2,350,119	1,462,703	-
Withdrawals	1,954,558	1,322,182	3,348,199	898,878	3,115,701	2,300,214	1,781,214	1,781,214	1,781,214
Balance @ December 31st	2,549,006	3,481,167	2,365,923	5,580,770	5,256,318	8,675,033	9,243,938	8,925,427	7,144,213
DCC Drainage Area 2 - Reserve	15,346	25,679	35,281	16,670	378,168	4,895	4,895	4,895	4,895
Additions	10,334	9,602	7,068	361,498	-	-	-	-	-
Withdrawals	-	-	25,679	-	373,273	-	-	-	-
Balance @ December 31st	25,679	35,281	16,670	378,168	4,895	4,895	4,895	4,895	4,895
DCC Parkland Acquisition Reserve	13,362,401	11,618,080	13,822,595	21,828,548	39,294,018	41,432,648	59,074,172	55,127,382	45,998,707
Additions	8,305,679	10,204,515	17,005,952	22,465,470	20,138,630	35,641,524	14,053,210	8,871,325	-
Withdrawals	10,050,000	8,000,000	9,000,000	5,000,000	18,000,000	18,000,000	18,000,000	18,000,000	18,000,000
Balance @ December 31st	11,618,080	13,822,595	21,828,548	39,294,018	41,432,648	59,074,172	55,127,382	45,998,707	27,998,707
DCC Parkland Improvement Reserve Fund	2,198,502	4,444,355	4,393,862	7,335,826	15,212,456	12,072,303	20,545,563	18,808,896	11,811,820
Additions	3,152,182	3,807,086	4,823,843	10,665,554	6,564,189	14,488,879	5,795,736	3,567,881	-
Withdrawals	906,329	3,857,579	1,881,879	2,788,924	9,704,343	6,015,620	7,532,403	10,564,956	1,004,956
Balance @ December 31st	4,444,355	4,393,862	7,335,826	15,212,456	12,072,303	20,545,563	18,808,896	11,811,820	10,806,864
DCC Parkland Interest Reserve	2,696,757	641,266	1,022,369	1,378,507	2,145,595	2,145,595	2,145,595	2,145,595	2,145,595
Additions	344,509	381,103	356,138	767,088	-	-	-	-	-
Withdrawals	2,400,000	-	-	-	-	-	-	-	-
Balance @ December 31st	641,266	1,022,369	1,378,507	2,145,595	2,145,595	2,145,595	2,145,595	2,145,595	2,145,595
DCC Sewer Reserve	640,564	881,834	1,058,049	764,360	1,522,992	2,100,642	4,357,764	3,258,953	2,490,266
Additions	508,341	611,286	739,733	1,025,704	1,291,631	3,520,551	1,439,617	902,841	-
Withdrawals	267,071	435,071	1,033,422	267,071	713,981	1,263,429	2,538,429	1,671,529	1,013,389
Balance @ December 31st	881,834	1,058,049	764,360	1,522,992	2,100,642	4,357,764	3,258,953	2,490,266	1,476,877
DCC Transportation Reserve	5,685,758	7,277,390	7,275,075	11,751,585	24,609,856	19,016,232	23,317,747	22,954,542	17,674,525
Additions	5,027,209	6,154,063	7,190,087	16,463,848	8,116,253	13,602,137	5,837,473	3,902,997	-
Withdrawals	3,435,577	6,156,377	2,713,577	3,605,577	13,709,877	9,300,622	6,200,678	9,183,014	3,698,274
Balance @ December 31st	7,277,390	7,275,075	11,751,585	24,609,856	19,016,232	23,317,747	22,954,542	17,674,525	13,976,251

*Unaudited

Capital Reserves	Actuals				Projected				
	2019	2020	2021	2022*	2023	2024	2025	2026	2027
DCC Water Reserve	1,763,808	2,212,638	2,688,808	3,958,662	6,497,823	4,773,066	7,390,055	8,434,176	7,860,574
Additions	1,478,944	1,766,614	1,907,299	5,021,794	1,952,439	3,494,735	1,501,586	908,903	-
Withdrawals	1,030,114	1,290,444	637,445	2,482,633	3,677,196	877,745	457,465	1,482,505	1,770,445
Balance @ December 31st	2,212,638	2,688,808	3,958,662	6,497,823	4,773,066	7,390,055	8,434,176	7,860,574	6,090,129
Land Sale Reserve Fund	191,444,690	226,284,686	232,363,735	232,979,542	265,105,275	252,272,184	289,059,774	327,689,803	366,363,322
Additions	60,020,723	22,687,955	37,078,263	50,322,197	48,499,876	44,646,348	44,688,786	44,732,276	44,753,836
Withdrawals	25,180,727	16,608,906	36,462,457	18,196,464	61,332,967	7,858,757	6,058,757	6,058,757	6,058,757
Balance @ December 31st	226,284,686	232,363,735	232,979,542	265,105,275	252,272,184	289,059,774	327,689,803	366,363,322	405,058,401
Other Reserves									
Canada Community-Building Fund Reserve	719,393	1,158,716	1,154,068	1,403,684	967,075	400,250	485,757	512,460	551,165
Additions	948,598	499,224	988,323	522,862	515,506	515,506	538,704	538,705	538,706
Withdrawals	509,275	503,872	738,707	959,471	1,082,332	430,000	512,000	500,000	500,000
Balance @ December 31st	1,158,716	1,154,068	1,403,684	967,075	400,250	485,757	512,460	551,165	589,871
Casino Community Reserve	487,574	815,764	667,549	971,958	1,103,066	1,278,916	1,454,766	1,630,616	1,806,466
Additions	1,339,573	187,766	714,985	937,993	860,000	860,000	860,000	860,000	860,000
Withdrawals	1,011,383	335,981	410,576	806,885	684,150	684,150	684,150	684,150	684,150
Balance @ December 31st	815,764	667,549	971,958	1,103,066	1,278,916	1,454,766	1,630,616	1,806,466	1,982,316
Casino Municipal Reserve	17,108,085	23,127,487	24,474,214	25,008,003	21,756,065	19,930,235	23,720,235	28,200,235	30,990,235
Additions	7,378,119	1,733,012	3,768,893	9,211,018	6,000,000	6,000,000	6,000,000	6,000,000	6,000,000
Withdrawals	1,358,717	386,285	3,235,104	12,462,956	7,825,830	2,210,000	1,520,000	3,210,000	1,510,000
Balance @ December 31st	23,127,487	24,474,214	25,008,003	21,756,065	19,930,235	23,720,235	28,200,235	30,990,235	35,480,235
DCC Matching Reserve	11,131,012	13,787,087	14,792,229	16,549,848	18,256,273	14,070,897	14,929,230	15,864,782	10,465,270
Additions	3,638,257	3,651,113	3,594,078	3,743,278	3,591,758	3,591,758	3,591,758	3,591,758	3,591,758
Withdrawals	982,182	2,645,971	1,836,460	2,036,852	7,777,134	2,733,425	2,656,206	8,991,270	3,563,000
Balance @ December 31st	13,787,087	14,792,229	16,549,848	18,256,273	14,070,897	14,929,230	15,864,782	10,465,270	10,494,028
Fire Equipment Asset Replacement Reserve	-	278,630	563,576	853,970	1,159,353	1,152,341	873,661	717,991	230,361
Additions	278,630	284,946	290,394	305,383	298,340	301,320	304,330	307,370	310,440
Withdrawals	-	-	-	-	305,352	580,000	460,000	795,000	420,000
Balance @ December 31st	278,630	563,576	853,970	1,159,353	1,152,341	873,661	717,991	230,361	120,801

*Unaudited

Capital Reserves	Actuals				Projected				
	2019	2020	2021	2022*	2023	2024	2025	2026	2027
Fire Forestry Program Reserve	237,172	243,433	237,614	241,891	241,891	241,891	241,891	241,891	241,891
Additions	6,261	5,681	4,277	-	-	-	-	-	-
Withdrawals	-	11,500	-	-	-	-	-	-	-
Balance @ December 31st	243,433	237,614	241,891	241,891	241,891	241,891	241,891	241,891	241,891
Frontage Works Reserve	2,523,706	4,300,215	3,773,314	3,794,310	3,986,555	3,054,743	2,854,743	2,654,743	2,454,743
Additions	3,625,889	1,167,069	2,189,834	1,909,531	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000
Withdrawals	1,849,380	1,693,970	2,168,838	1,717,286	2,431,811	1,700,000	1,700,000	1,700,000	1,700,000
Balance @ December 31st	4,300,215	3,773,314	3,794,310	3,986,555	3,054,743	2,854,743	2,654,743	2,454,743	2,254,743
IT New Initiatives Reserve	835,660	1,140,088	560,316	622,419	608,717	98,523	56,983	49,443	242,903
Additions	325,740	707,140	350,140	470,457	323,460	323,460	323,460	323,460	323,460
Withdrawals	21,312	1,286,912	288,036	484,160	833,654	365,000	331,000	130,000	405,000
Balance @ December 31st	1,140,088	560,316	622,419	608,717	98,523	56,983	49,443	242,903	161,363
Land Sale Reserve Investment Fund Reserve	12,782,900	17,016,558	20,254,747	23,223,693	29,323,907	24,459,679	27,005,749	34,483,479	40,653,479
Additions	7,242,518	7,950,277	6,513,967	9,012,391	7,553,350	5,590,000	9,228,000	7,900,000	15,337,501
Withdrawals	3,008,860	4,712,088	3,545,021	2,912,176	12,417,578	3,043,930	1,750,270	1,730,000	2,821,420
Balance @ December 31st	17,016,558	20,254,747	23,223,693	29,323,907	24,459,679	27,005,749	34,483,479	40,653,479	53,169,560
Local Area Service Reserve	2,535,782	2,715,943	2,473,417	2,388,983	2,330,194	1,470,041	1,470,041	1,470,041	1,470,041
Additions	368,420	61,281	43,371	-	-	-	-	-	-
Withdrawals	188,259	303,807	127,805	58,789	860,153	-	-	-	-
Balance @ December 31st	2,715,943	2,473,417	2,388,983	2,330,194	1,470,041	1,470,041	1,470,041	1,470,041	1,470,041
Local Government Climate Action Program Reserve	-	-	-	-	438,495	10,577	247,659	151,659	151,659
Additions	-	-	-	438,495	433,082	433,082	-	-	-
Withdrawals	-	-	-	-	861,000	196,000	96,000	-	-
Balance @ December 31st	-	-	-	438,495	10,577	247,659	151,659	151,659	151,659
Multi-Modal Statutory Reserve	20,218	65,333	170,113	223,625	889,870	746,870	746,870	746,870	746,870
Additions	45,115	104,780	53,512	666,245	-	-	-	-	-
Withdrawals	-	-	-	-	143,000	-	-	-	-
Balance @ December 31st	65,333	170,113	223,625	889,870	746,870	746,870	746,870	746,870	746,870

*Unaudited

Capital Reserves	Actuals				Projected				
	2019	2020	2021	2022*	2023	2024	2025	2026	2027
New Vehicle Reserve	48,482	44,919	4,554	256,886	516,432	16,432	16,432	16,432	16,432
Additions	251,217	250,584	252,332	259,546	250,000	250,000	250,000	250,000	250,000
Withdrawals	254,779	290,949	-	-	750,000	250,000	250,000	250,000	250,000
Balance @ December 31st	44,919	4,554	256,886	516,432	16,432	16,432	16,432	16,432	16,432
Non-DCC Eligible Parks Amenities Reserve	-	-	-	-	1,113,748	1,613,748	1,621,748	168,748	1,268,748
Additions	-	-	-	1,113,748	1,100,000	1,100,000	1,100,000	1,100,000	1,100,000
Withdrawals	-	-	-	-	600,000	1,092,000	2,553,000	-	555,600
Balance @ December 31st	-	-	-	1,113,748	1,613,748	1,621,748	168,748	1,268,748	1,813,148
Other Capital Reserves	16,747,495	22,240,289	21,479,234	21,292,084	23,092,327	6,192,255	6,196,415	6,200,615	6,204,855
Additions	8,270,020	4,301,724	2,789,309	6,165,885	208,100	4,160	4,200	4,240	4,280
Withdrawals	2,777,226	5,062,779	2,976,459	4,365,642	17,108,173	-	-	-	-
Balance @ December 31st	22,240,289	21,479,234	21,292,084	23,092,327	6,192,255	6,196,415	6,200,615	6,204,855	6,209,135
Park & Ride Lafarge Lake Reserve	4,030,243	4,136,641	4,235,507	4,311,746	4,311,746	4,311,746	4,311,746	4,311,746	4,311,746
Additions	106,398	98,866	76,239	-	-	-	-	-	-
Withdrawals	-	-	-	-	-	-	-	-	-
Balance @ December 31st	4,136,641	4,235,507	4,311,746	4,311,746	4,311,746	4,311,746	4,311,746	4,311,746	4,311,746
Park Infrastructure Asset Replacement Reserve	-	926,388	695,503	1,443,792	2,822,867	302,383	563,023	834,923	1,527,573
Additions	1,317,069	1,424,153	1,584,132	2,034,292	2,242,040	2,264,460	2,287,100	2,309,970	2,333,070
Withdrawals	390,681	1,655,038	835,843	655,217	4,762,524	2,003,820	2,015,200	1,617,320	2,447,670
Balance @ December 31st	926,388	695,503	1,443,792	2,822,867	302,383	563,023	834,923	1,527,573	1,412,973
Parking in Lieu Statutory Reserve	65,203	245,248	679,670	742,354	1,421,566	1,421,566	1,421,566	1,421,566	1,421,566
Additions	180,045	434,422	62,684	679,212	-	-	-	-	-
Withdrawals	-	-	-	-	-	-	-	-	-
Balance @ December 31st	245,248	679,670	742,354	1,421,566	1,421,566	1,421,566	1,421,566	1,421,566	1,421,566
Pavement Cut Restoration Reserve	947,341	869,269	928,545	1,000,315	1,008,707	366,460	366,460	366,460	366,460
Additions	71,928	73,409	78,706	45,076	50,000	50,000	50,000	50,000	50,000
Withdrawals	150,000	14,133	6,935	36,685	692,247	50,000	50,000	50,000	50,000
Balance @ December 31st	869,269	928,545	1,000,315	1,008,707	366,460	366,460	366,460	366,460	366,460

*Unaudited

Capital Reserves	Actuals				Projected				
	2019	2020	2021	2022*	2023	2024	2025	2026	2027
Pinetree Partnership Parking Reserve	52,090	52,090	57,965	59,009	59,009	59,009	59,009	59,009	59,009
Additions	-	5,876	1,043	-	-	-	-	-	-
Withdrawals	-	-	-	-	-	-	-	-	-
Balance @ December 31st	52,090	57,965	59,009	59,009	59,009	59,009	59,009	59,009	59,009
Sports Field Asset Replacement Reserve	-	177,310	755,652	1,557,921	2,397,325	404,608	48,828	48,828	48,828
Additions	777,310	786,017	803,386	839,404	798,490	806,470	814,530	822,680	830,910
Withdrawals	600,000	207,675	1,117	-	2,791,208	1,162,250	814,530	822,680	830,910
Balance @ December 31st	177,310	755,652	1,557,921	2,397,325	404,608	48,828	48,828	48,828	48,828
Waste Utility Capital Reserve	495,454	508,534	520,688	530,060	524,345	376,115	376,115	376,115	376,115
Additions	13,080	12,154	9,372	-	-	-	-	-	-
Withdrawals	-	-	-	5,716	148,230	-	-	-	-
Balance @ December 31st	508,534	520,688	530,060	524,345	376,115	376,115	376,115	376,115	376,115
Total Capital Reserves									
Opening Balance	444,915,550	543,025,728	599,667,537	669,957,975	831,552,571	683,472,496	708,211,919	794,750,081	843,607,070
Additions	173,650,009	165,180,037	192,668,356	279,012,245	187,820,995	250,166,421	174,182,721	155,606,115	140,723,460
Withdrawals	75,539,831	108,538,229	122,377,917	117,417,650	335,901,071	225,426,998	87,644,559	106,749,126	79,070,490
Total Balance @ December 31st	543,025,728	599,667,537	669,957,975	831,552,571	683,472,496	708,211,919	794,750,081	843,607,070	905,260,040

*Unaudited

Utility Reserve Funding

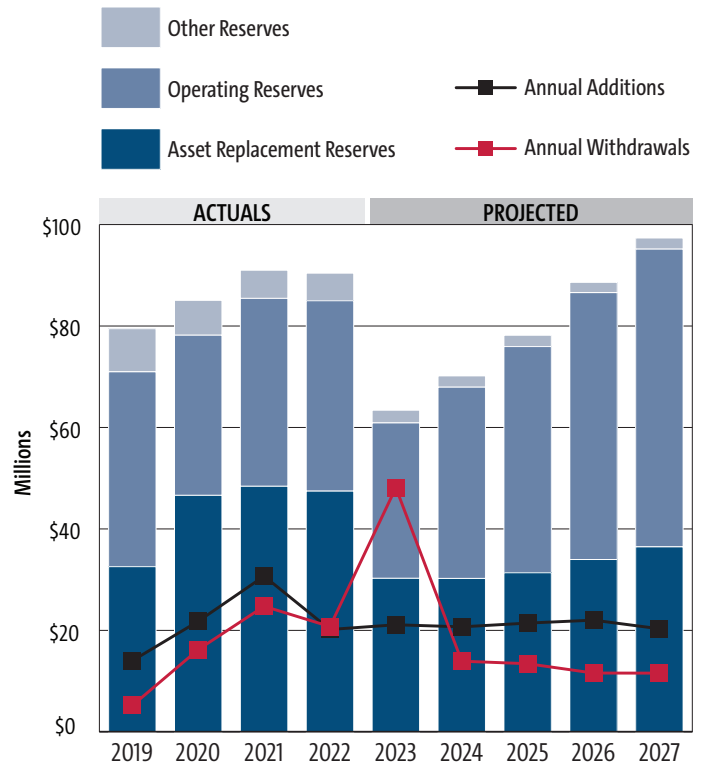
The following utility reserve balances will experience significant changes as a result of project expenditures that meet the criteria for which the reserve was intended:

- ▶ **Water Asset Replacement Reserve**—funding the water utility asset replacement needs.
- ▶ **Sewer and Drainage Asset Replacement Reserve**—funding the sewer and drainage utility asset replacement needs.
- ▶ **Sewer and Drainage Operating Surplus Reserve** – funding internally financed projects (e.g. Cedar Drive works) to be repaid with future DCC receipts.

The following chart summarizes the utility reserve activity and indicates a steady growth in reserve balances, mainly driven by the contributions to the Water and Sewer and Drainage Operating Reserve to address the anticipated significant Metro Vancouver Regional District rate increases required to accommodate the impacts of the growing regional capital infrastructure improvements. This will assist in stabilizing these increases and mitigate the volatility in the financial impacts to Coquitlam rate payers. The significant increase in 2023 withdrawals is due to the funding of the capital work in progress for projects that are carried forward from previous years, such as Phase 1 of the Austin Works Yard Renewal. The increase in 2023 withdrawals is also related to significant water asset replacement projects to align with the City’s acceleration of local road paving works and the interim borrowing from the Sewer and Drainage Operating Surplus Reserve with repayment from DCCs for the Cedar Drive

project and related servicing requirements in the Northeast required to facilitate development.

Utility Reserve Balances 2019–2027



The following is the Schedule of Utility Reserves.

Utility Reserves	Actuals				Projected					
	2019	2020	2021	2022*	2023	2024	2025	2026	2027	
Asset Replacement										
Sewer & Drainage Asset Replacement Reserve	17,784,467	22,858,556	28,042,198	31,334,874	34,659,614	28,254,957	29,096,721	29,854,574	32,072,037	
Additions	6,546,427	6,673,187	7,294,565	7,346,928	7,161,200	7,304,424	7,450,512	7,599,523	7,751,513	
Withdrawals	1,472,338	1,489,545	4,001,889	4,022,189	13,565,856	6,462,660	6,692,660	5,382,060	5,659,700	
Balance @ December 31st	22,858,556	28,042,198	31,334,874	34,659,614	28,254,957	29,096,721	29,854,574	32,072,037	34,163,850	
Water Asset Replacement Reserve										
Water Asset Replacement Reserve	8,463,981	9,704,633	18,575,223	17,067,133	12,789,891	2,004,428	1,142,799	1,506,431	1,899,415	
Additions	3,803,162	11,804,982	4,065,296	4,261,654	4,340,265	4,427,071	4,515,612	4,605,924	4,698,043	
Withdrawals	2,562,510	2,934,392	5,573,386	8,538,896	15,125,728	5,288,700	4,151,980	4,212,940	4,296,000	
Balance @ December 31st	9,704,633	18,575,223	17,067,133	12,789,891	2,004,428	1,142,799	1,506,431	1,899,415	2,301,458	

*Unaudited

Utility Reserves	Actuals				Projected				
	2019	2020	2021	2022*	2023	2024	2025	2026	2027
Operating									
Buildings Maintenance Sewer Reserve	592,757	632,370	677,070	702,069	727,068	741,068	755,068	769,068	783,068
Additions	43,609	44,699	24,999	24,999	25,000	25,000	25,000	25,000	25,000
Withdrawals	3,996	-	-	-	11,000	11,000	11,000	11,000	11,000
Balance @ December 31st	632,370	677,070	702,069	727,068	741,068	755,068	769,068	783,068	797,068
Buildings Maintenance Water Reserve	52,284	52,923	56,309	109,310	162,311	191,311	220,311	249,311	278,311
Additions	3,303	3,385	53,001	53,001	53,000	53,000	53,000	53,000	53,000
Withdrawals	2,664	-	-	-	24,000	24,000	24,000	24,000	24,000
Balance @ December 31st	52,923	56,309	109,310	162,311	191,311	220,311	249,311	278,311	307,311
Sewer and Drainage Operating Surplus Reserve	13,583,632	14,165,821	15,655,475	20,939,298	20,455,408	13,254,112	19,031,560	25,308,810	31,402,344
Additions	582,189	1,489,655	13,205,255	5,573,878	6,727,121	5,777,447	6,277,250	6,093,535	4,599,541
Withdrawals	-	-	7,921,432	6,057,768	13,928,417	-	-	-	-
Balance @ December 31st	14,165,821	15,655,475	20,939,298	20,455,408	13,254,112	19,031,560	25,308,810	31,402,344	36,001,885
Water Operating Surplus Reserve	23,005,820	23,556,896	15,177,353	15,293,626	16,188,508	16,450,433	17,692,998	18,260,626	20,145,378
Additions	551,076	-	5,072,408	1,245,007	1,045,133	1,355,565	1,359,628	1,884,752	1,437,617
Withdrawals	-	8,379,543	4,956,135	350,125	783,208	113,000	792,000	-	-
Balance @ December 31st	23,556,896	15,177,353	15,293,626	16,188,508	16,450,433	17,692,998	18,260,626	20,145,378	21,582,996

*Unaudited

Utility Reserves	Actuals				Projected				
	2019	2020	2021	2022*	2023	2024	2025	2026	2027
Others									
Capital Sewer and Drainage Fund Reserve	5,123,833	6,190,318	4,032,397	3,416,119	3,263,790	1,233,230	1,524,230	1,186,230	650,730
Additions	1,947,141	1,090,832	795,745	1,282,794	1,286,000	1,286,000	1,286,000	1,286,000	1,286,000
Withdrawals	880,656	3,248,753	1,412,023	1,435,123	3,316,560	995,000	1,624,000	1,821,500	1,489,000
Balance @ December 31st	6,190,318	4,032,397	3,416,119	3,263,790	1,233,230	1,524,230	1,186,230	650,730	447,730
Capital Water Fund Reserve	939,090	1,187,423	1,694,303	972,697	1,011,506	369,163	704,163	1,039,163	1,372,163
Additions	521,297	668,178	164,115	388,975	470,000	470,000	470,000	470,000	470,000
Withdrawals	272,964	161,298	885,720	350,166	1,112,343	135,000	135,000	137,000	93,000
Balance @ December 31st	1,187,423	1,694,303	972,697	1,011,506	369,163	704,163	1,039,163	1,372,163	1,749,163
Water Restricted Debt Reserve	259,812	259,812	259,812	259,812	259,812	-	-	-	-
Additions	-	-	-	-	-	-	-	-	-
Withdrawals	-	-	-	-	259,812	-	-	-	-
Balance @ December 31st	259,812	259,812	259,812	259,812	-	-	-	-	-
Water Utility Reserve	840,366	862,552	883,167	899,064	899,064	899,064	64	64	64
Additions	22,186	20,615	15,897	-	-	-	-	-	-
Withdrawals	-	-	-	-	-	899,000	-	-	-
Balance @ December 31st	862,552	883,167	899,064	899,064	899,064	64	64	64	64
Total Utility Reserves									
Opening Balance	70,646,042	79,471,305	85,053,307	90,994,002	90,416,971	63,397,767	70,167,914	78,174,276	88,603,509
Additions	14,020,389	21,795,533	30,691,280	20,177,236	21,107,719	20,698,507	21,437,002	22,017,734	20,320,714
Withdrawals	5,195,127	16,213,531	24,750,585	20,754,267	48,126,923	13,928,360	13,430,640	11,588,500	11,572,700
Total Balance @ December 31st	79,471,305	85,053,307	90,994,002	90,416,971	63,397,767	70,167,914	78,174,276	88,603,509	97,351,524

*Unaudited

Operating Reserve Funding

The following chart summarizes the activity within the operating reserves which are mainly used to smooth out fluctuations in expenditures that are operational in nature. This includes reserves such as the Extreme Weather Reserve where any surplus in the extreme weather activity within the City's operating budget is transferred to this reserve to help offset related potential future deficits given the volatility and impact of extreme weather events. Also included is the Development Stabilization Reserve, created in 2022, to better match development revenues to growth-related expenses, and help limit large fluctuations in property tax increases in future years. This is in recognition that though the City does receive additional property tax revenues from growth and development, these tax revenues do not occur at the same time as the provision of new amenities and services (i.e. related expenses) to service the growth. This is being addressed through setting aside a portion of tax growth revenues in a Development Stabilization Reserve that will be drawn on in future years to offset the anticipated growth related expenses.

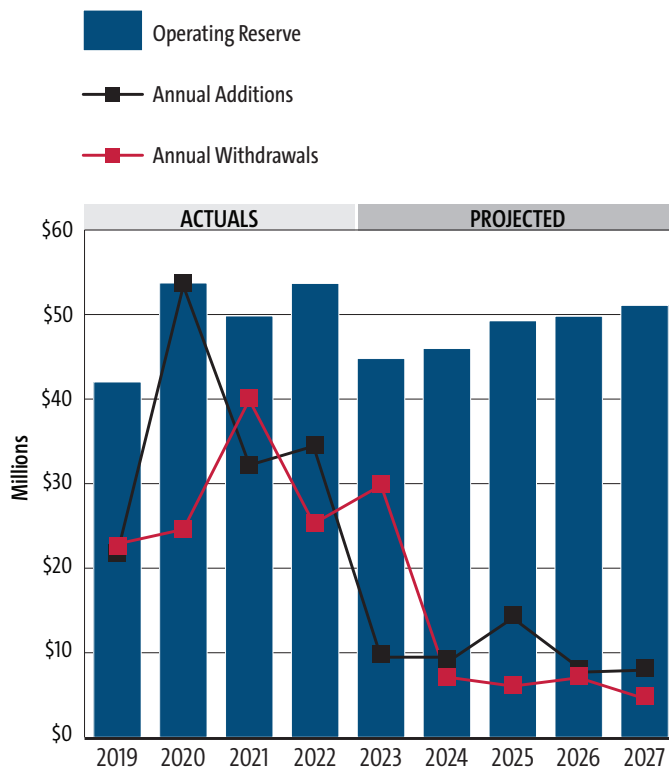
The increase in the withdrawals in 2021 reflects the draw down of the City's BC Safe Restart Grant and the Community Support and Recovery Plan Reserves to address the financial effects of the pandemic.

The following is the Schedule of Operating Reserves.

Operating Reserves	Actuals				Projected				
	2019	2020	2021	2022*	2023	2024	2025	2026	2027
Animal Shelter Reserve	121,131	151,081	189,822	211,789	255,812	224,396	204,396	184,396	164,396
Additions	29,950	40,048	23,105	51,469	-	-	-	-	-
Withdrawals	-	1,307	1,138	7,445	31,417	20,000	20,000	20,000	20,000
Balance @ December 31st	151,081	189,822	211,789	255,812	224,396	204,396	184,396	164,396	144,396
BC Safe Restart Grant Reserve	-	-	7,232,000	2,351,137	-	-	-	-	-
Additions	-	8,293,000	-	-	-	-	-	-	-
Withdrawals	-	1,061,000	4,880,863	2,351,137	-	-	-	-	-
Balance @ December 31st	-	7,232,000	2,351,137	-	-	-	-	-	-

*Unaudited

Operating Reserve Balances 2019–2027



Operating Reserves	Actuals				Projected				
	2019	2020	2021	2022*	2023	2024	2025	2026	2027
Buildings Preventative Maintenance Reserve	770,587	776,112	960,573	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000
Additions	1,168,420	1,304,559	1,239,873	1,285,833	1,313,101	1,313,101	1,313,101	1,313,101	1,313,101
Withdrawals	1,162,895	1,120,098	1,200,446	1,285,833	1,313,101	1,313,101	1,313,101	1,313,101	1,313,101
Balance @ December 31st	776,112	960,573	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000
Carbon Offsets Reserve	794,253	821,614	914,023	949,530	882,626	80,892	103,977	127,062	150,147
Additions	121,885	121,885	138,507	144,594	121,885	121,885	121,885	121,885	121,885
Withdrawals	94,524	29,476	103,000	211,498	923,619	98,800	98,800	98,800	98,800
Balance @ December 31st	821,614	914,023	949,530	882,626	80,892	103,977	127,062	150,147	173,232
Cemetery Open/Close Reserve	233,416	233,638	231,600	226,245	-	-	-	-	-
Additions	6,086	5,494	4,126	-	-	-	-	-	-
Withdrawals	5,864	7,532	9,481	226,245	-	-	-	-	-
Balance @ December 31st	233,638	231,600	226,245	-	-	-	-	-	-
City Archives Reserve	-	-	-	-	319,859	319,859	319,859	319,859	319,859
Additions	-	-	-	319,859	-	-	-	-	-
Withdrawals	-	-	-	-	-	-	-	-	-
Balance @ December 31st	-	-	-	319,859	319,859	319,859	319,859	319,859	319,859
City Initiatives Reserve	13,759,173	12,230,812	8,113,831	13,943,291	13,967,833	5,176,784	5,133,754	5,133,754	5,133,754
Additions	4,879,523	3,609,760	9,308,986	3,040,235	-	-	-	-	-
Withdrawals	6,407,884	7,726,741	3,479,527	3,015,693	8,791,049	43,030	-	-	-
Balance @ December 31st	12,230,812	8,113,831	13,943,291	13,967,833	5,176,784	5,133,754	5,133,754	5,133,754	5,133,754
Commodity Tax Payable Reserve	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000
Additions	854	419	308	639	-	-	-	-	-
Withdrawals	854	419	308	639	-	-	-	-	-
Balance @ December 31st	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000
Community Support & Recovery Plan Reserve	-	-	4,930,675	95,058	-	-	-	-	-
Additions	-	5,000,000	-	-	-	-	-	-	-
Withdrawals	-	69,325	4,835,617	95,058	-	-	-	-	-
Balance @ December 31st	-	4,930,675	95,058	-	-	-	-	-	-

*Unaudited

Operating Reserves	Actuals				Projected				
	2019	2020	2021	2022*	2023	2024	2025	2026	2027
CUPE Employee Assistance Program Reserve	132,952	126,890	129,796	133,455	124,812	143,312	161,812	180,312	198,812
Additions	58,500	58,500	58,500	58,500	58,500	58,500	58,500	58,500	58,500
Withdrawals	64,562	55,594	54,841	67,142	40,000	40,000	40,000	40,000	40,000
Balance @ December 31st	126,890	129,796	133,455	124,812	143,312	161,812	180,312	198,812	217,312
Development Stabilization Reserve	-	-	-	-	2,728,877	3,296,877	3,864,877	6,482,877	6,550,877
Additions	-	-	-	3,000,000	1,818,000	1,568,000	3,368,000	568,000	568,000
Withdrawals	-	-	-	271,123	1,250,000	1,000,000	750,000	500,000	250,000
Balance @ December 31st	-	-	-	2,728,877	3,296,877	3,864,877	6,482,877	6,550,877	6,868,877
Economic Development Reserve	466,408	436,017	436,017	436,017	436,017	436,017	436,017	436,017	436,017
Additions	-	-	-	-	-	-	-	-	-
Withdrawals	30,391	-	-	-	-	-	-	-	-
Balance @ December 31st	436,017	436,017	436,017	436,017	436,017	436,017	436,017	436,017	436,017
Elections Reserve	354,837	477,778	500,000	500,000	211,760	361,760	511,760	600,000	350,000
Additions	138,333	138,333	138,333	150,000	150,000	150,000	150,000	150,000	150,000
Withdrawals	15,392	116,111	138,333	438,240	-	-	61,760	400,000	-
Balance @ December 31st	477,778	500,000	500,000	211,760	361,760	511,760	600,000	350,000	500,000
Exempt Staff Employee Assistance Program Reserve	13,143	11,758	11,758	12,758	10,916	11,916	12,916	13,916	14,916
Additions	6,000	6,000	6,000	6,000	6,000	6,000	6,000	6,000	6,000
Withdrawals	7,385	6,000	5,000	7,842	5,000	5,000	5,000	5,000	5,000
Balance @ December 31st	11,758	11,758	12,758	10,916	11,916	12,916	13,916	14,916	15,916
Extreme Weather Reserve	1,000,000	1,198,244	1,583,003	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000
Additions	1,000,000	800,000	165,465	1,053,317	-	-	-	-	-
Withdrawals	801,756	415,241	748,468	1,053,317	-	-	-	-	-
Balance @ December 31st	1,198,244	1,583,003	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000

*Unaudited

Operating Reserves	Actuals				Projected				
	2019	2020	2021	2022*	2023	2024	2025	2026	2027
Fire Employee Assistance Program Reserve	-	-	22,856	47,434	64,896	94,896	124,896	154,896	184,896
Additions	-	22,856	24,578	17,462	30,000	30,000	30,000	30,000	30,000
Withdrawals	-	-	-	-	-	-	-	-	-
Balance @ December 31st	-	22,856	47,434	64,896	94,896	124,896	154,896	184,896	214,896
Fire Operating Reserve	-	-	-	-	39,999	39,999	39,999	39,999	39,999
Additions	-	-	-	39,999	-	-	-	-	-
Withdrawals	-	-	-	-	-	-	-	-	-
Balance @ December 31st	-	-	-	39,999	39,999	39,999	39,999	39,999	39,999
Liability Reserve	12,790,953	13,242,956	14,248,432	14,486,984	15,255,108	15,255,108	15,255,108	15,255,108	15,255,108
Additions	452,003	1,005,476	256,312	768,124	-	-	-	-	-
Withdrawals	-	-	17,760	-	-	-	-	-	-
Balance @ December 31st	13,242,956	14,248,432	14,486,984	15,255,108	15,255,108	15,255,108	15,255,108	15,255,108	15,255,108
Methane System Pacific Reach Reserve	510,849	570,925	575,577	655,208	743,056	758,056	773,056	788,056	803,056
Additions	60,076	4,652	79,631	87,848	30,000	30,000	30,000	30,000	30,000
Withdrawals	-	-	-	-	15,000	15,000	15,000	15,000	15,000
Balance @ December 31st	570,925	575,577	655,208	743,056	758,056	773,056	788,056	803,056	818,056
Other Operating Reserves	-	-	-	-	699,174	699,174	699,174	699,174	699,174
Additions	-	-	-	714,981	-	-	-	-	-
Withdrawals	-	-	-	15,807	-	-	-	-	-
Balance @ December 31st	-	-	-	699,174	699,174	699,174	699,174	699,174	699,174
Police Contingency Reserve	-	-	-	-	815,456	815,456	815,456	815,456	815,456
Additions	-	-	-	815,456	-	-	-	-	-
Withdrawals	-	-	-	-	-	-	-	-	-
Balance @ December 31st	-	-	-	815,456	815,456	815,456	815,456	815,456	815,456
Public Safety Reserve	-	-	8,502	77,423	76,423	76,423	76,423	76,423	76,423
Additions	-	8,502	77,423	-	-	-	-	-	-
Withdrawals	-	-	8,502	1,000	-	-	-	-	-
Balance @ December 31st	-	8,502	77,423	76,423	76,423	76,423	76,423	76,423	76,423

*Unaudited

Operating Reserves	Actuals				Projected				
	2019	2020	2021	2022*	2023	2024	2025	2026	2027
Public Safety Building Preventative Maintenance Reserve	474,006	563,012	637,391	703,206	790,256	847,534	904,812	962,091	1,019,369
Additions	132,100	144,024	126,619	110,282	107,278	107,278	107,278	107,278	107,278
Withdrawals	43,094	69,645	60,804	23,232	50,000	50,000	50,000	50,000	50,000
Balance @ December 31st	563,012	637,391	703,206	790,256	847,534	904,812	962,091	1,019,369	1,076,647
RCMP Leased Accomodation Reserve	335,751	310,315	313,937	342,965	342,965	342,965	342,965	342,965	342,965
Additions	18,736	21,207	29,028	-	-	-	-	-	-
Withdrawals	44,172	17,585	-	-	-	-	-	-	-
Balance @ December 31st	310,315	313,937	342,965	342,965	342,965	342,965	342,965	342,965	342,965
Work in Progress Reserve	834,019	697,512	1,124,556	1,786,104	2,057,134	1,802,500	1,802,500	1,802,500	1,802,500
Additions	195,358	428,611	665,973	2,039,556	-	-	-	-	-
Withdrawals	331,865	1,567	4,424	1,768,526	254,634	-	-	-	-
Balance @ December 31st	697,512	1,124,556	1,786,104	2,057,134	1,802,500	1,802,500	1,802,500	1,802,500	1,802,500
Soil Removal Reserve	986,139	1,062,872	1,307,038	1,362,622	1,492,812	1,550,812	1,608,812	1,666,812	1,724,812
Additions	223,512	371,789	181,877	259,690	180,000	180,000	180,000	180,000	180,000
Withdrawals	146,779	127,623	126,292	129,501	122,000	122,000	122,000	122,000	122,000
Balance @ December 31st	1,062,872	1,307,038	1,362,622	1,492,812	1,550,812	1,608,812	1,666,812	1,724,812	1,782,812
Specified Area Maintenance Reserve	1,116,645	1,146,214	1,265,574	1,419,607	1,474,499	1,474,499	1,474,499	1,474,499	1,474,499
Additions	29,569	119,360	154,033	86,117	-	-	-	-	-
Withdrawals	-	-	-	31,226	-	-	-	-	-
Balance @ December 31st	1,146,214	1,265,574	1,419,607	1,474,499	1,474,499	1,474,499	1,474,499	1,474,499	1,474,499
Tax Appeal Reserve	1,121,574	488,295	1,000,000	-	-	-	-	-	-
Additions	-	511,705	-	-	-	-	-	-	-
Withdrawals	633,279	-	1,000,000	-	-	-	-	-	-
Balance @ December 31st	488,295	1,000,000	-	-	-	-	-	-	-

*Unaudited

Operating Reserves	Actuals				Projected				
	2019	2020	2021	2022*	2023	2024	2025	2026	2027
Tourism Reserve	94,298	94,298	112,820	172,684	155,165	155,165	155,165	155,165	155,165
Additions	-	18,522	59,864	10,481	-	-	-	-	-
Withdrawals	-	-	-	28,000	-	-	-	-	-
Balance @ December 31st	94,298	112,820	172,684	155,165	155,165	155,165	155,165	155,165	155,165
Traffic Fines Reserve	341,913	289,924	460,100	566,236	596,621	596,621	596,621	596,621	596,621
Additions	-	170,176	106,136	30,385	-	-	-	-	-
Withdrawals	51,989	-	-	-	-	-	-	-	-
Balance @ December 31st	289,924	460,100	566,236	596,621	596,621	596,621	596,621	596,621	596,621
Transportation Demand Management Monitoring Reserve	20,000	145,314	189,265	192,672	248,018	219,568	291,118	322,668	354,218
Additions	125,314	43,951	3,407	55,346	71,550	71,550	71,550	71,550	71,550
Withdrawals	-	-	-	-	100,000	-	40,000	40,000	40,000
Balance @ December 31st	145,314	189,265	192,672	248,018	219,568	291,118	322,668	354,218	385,768
Tree Risk Management Reserve	180,723	252,604	258,393	287,739	343,640	343,640	343,640	343,640	343,640
Additions	71,881	5,789	29,346	55,901	-	-	-	-	-
Withdrawals	-	-	-	-	-	-	-	-	-
Balance @ December 31st	252,604	258,393	287,739	343,640	343,640	343,640	343,640	343,640	343,640
Waste Utility Operating Reserve	4,730,552	5,571,030	5,714,513	5,578,165	6,125,759	6,291,932	6,568,416	6,930,347	7,421,166
Additions	840,478	492,979	594,156	715,093	212,007	276,485	361,931	490,819	595,995
Withdrawals	-	349,496	730,504	167,500	45,834	-	-	-	-
Balance @ December 31st	5,571,030	5,714,513	5,578,165	6,125,759	6,291,932	6,568,416	6,930,347	7,421,166	8,017,161
WorkSafeBC Reserve	516,248	625,911	757,810	793,878	916,951	879,512	858,636	854,238	866,231
Additions	215,143	249,287	258,721	337,161	160,000	160,000	160,000	160,000	160,000
Withdrawals	105,480	117,388	222,653	214,087	197,440	180,876	164,398	148,007	151,708
Balance @ December 31st	625,911	757,810	793,878	916,951	879,512	858,636	854,238	866,231	874,523
Total Operating Reserves									
Opening Balance	42,199,570	42,025,126	53,729,862	49,832,205	53,676,442	44,795,671	45,980,663	49,258,850	49,794,075
Additions	9,773,721	22,996,884	13,730,305	15,254,328	4,258,321	4,072,799	5,958,245	3,287,133	3,392,309
Withdrawals	9,948,165	11,292,148	17,627,962	11,410,091	13,139,092	2,887,807	2,680,059	2,751,908	2,105,609
Total Balance @ December 31st	42,025,126	53,729,862	49,832,205	53,676,442	44,795,671	45,980,663	49,258,850	49,794,075	51,080,775

*Unaudited

Chapter 5:

Financial Plan Overview

Budget Context

As the City returns to normal operations after the COVID-19 pandemic, it continues to work toward reestablishing City services in an environment of significant cost increases while also managing high levels of community development and therefore planning for ongoing community growth and capital investment required to service new residents. In addition to volume increases in operational activities related to growth, the City's operating environment continues to respond to new legislation, higher service standards and public expectations in non-traditional local government services. In addition, greater sophistication is required in a variety of areas including the development of policies and procedures that address current and emerging environmental and social issues, and skilled people with expertise to manage and deliver the City's public services. This growing demand continues to challenge the City's organizational capacity and brings with it a variety of opportunities and challenges that need to be prudently managed. A balanced approach is taken to address these pressures while also maintaining service levels, critical foundational supports that ensure quality control as well as good corporate governance.

The City of Coquitlam's principal activities include providing

local government services to residents and businesses. These services include: police and fire protection; solid waste collection; the management of roads, water, sanitary and storm sewers; parks and recreation infrastructure and facilities; and the delivery of recreation and cultural services. The City also acts as a regulatory body with respect to business licensing, building permits and inspection, land use, development planning and subdivision approval services. Services such as the library and arts and culture programs are provided through other boards and partnerships with other agencies and non-profit organizations. Supporting these core services are areas of corporate communications, legislative services, legal, lands and real estate, finance, information technology, and human resources.

Through the adoption of Regional Context Statements, Council has committed to working towards the growth projections set by Metro Vancouver Regional District. City Council has adopted several area and neighbourhood plans to accommodate the City's share of the regional growth, implemented a variety of incentives to enable more affordable housing, provided land for affordable housing projects and focused on improving our development and



building permits approvals process. Over the last decade the form and type of development has shifted to place more emphasis on higher density multi-use buildings, with a reducing demand for single family construction. This is reflected in the scope of applications and resulting construction values.

In 2021 the City saw a 55% increase in new development over 2020 and a 128% increase over 2019. That said, there are indications of a potential slowdown in development activity in Coquitlam in 2022, stimulated by economic headwinds such as inflation, rising interest rates and a slowing housing market. While there may be some potential hesitancy in initiating new development projects that may slow the growth in development activity in the City in 2023, there are over 50,000 dwelling units currently under application or under construction that should ensure continued development activity in Coquitlam in the near-term. Looking ahead, given the historical positive trend in the City's surplus in development application and permit revenues, there continues to be added pressure on citywide resources to sustain the level of activity to provide much-needed housing, jobs and investment in the City which is addressed in the Financial Plan.

The anticipated growth rate will increase the current Coquitlam population to 246,000 by 2050. This growth will need to be supported by services related to transportation, utilities, community amenities and other infrastructure that is costly to deliver and operate. Therefore, additional emphasis has been placed on the long-term planning for the City's investment in infrastructure and amenities to support the ongoing growth, which is supported by the City's updated DCC Program. In addition, the City's Capital Funding Framework and Debt Management Policy provide a framework for funding and financing of capital investment in particular for projects that are required to support community growth. This includes the City's top priority project, the Northeast Community Centre (NECC) and adjacent park and plaza, which form a part of the City's Major Facilities Roadmap currently under development.

Growing City services inevitably results in additional operating funding requirements and increased pressure on the operating budget. While new construction is expected to have a positive impact on the City's property tax revenue growth, the timing of these additional revenues does not always align with the related expenses. The City's Long-term Tax Strategy provides a framework for stabilizing the resulting fluctuations in future tax increases which includes the utilization of a Development Stabilization Reserve, created as part of the 2022 budget, that will be drawn on

in future years to offset the anticipated growth related expenses. The 2023 *Financial Plan* incorporates utilizing a portion of the Development Stabilization Reserve to offset the net operating budget impacts of the new Maillardville Community Centre that was completed in 2022.

Together, the Capital Funding Framework, Debt Management Policy and Long-Term Tax Strategy reflect a responsible and sustainable forward-thinking approach to financial planning that target to maintain Coquitlam's sound financial position and ensure adequate reserves to minimize impacts on taxpayers in the future.

The City, like its residents, are being impacted by rising costs, along with supply chain and labour shortages. The Consumer Price Index in the Vancouver area (VPI) continues to rebound at record rates since the plunge at the start of the pandemic. This level of inflation is putting additional pressure on some aspects of the operating budget and is also anticipated to impact the collective agreements that are scheduled for renewal in the coming year. In addition, capital projects are challenged by recent extreme cost escalations experienced in the construction markets with many input material costs increasing by double digits from original quotes or projections.

The City of Coquitlam also experiences impacts from the Regional District, Provincial and Federal Governments. These challenges include the decline in direct financial support of municipal operations that have become significantly more complex and costly to deliver; new or expanded service requirements as a result of a shift in responsibility from other levels of government; and the requirement that municipalities provide infrastructure to support population growth without corresponding funds. Examples of this include the response and services related to homelessness, persons with mental illness and addictions as well as the provision of affordable housing and childcare. Further, in looking at Metro Vancouver Regional District's ("MVRD") approved Five Year Financial Plan in conjunction with available long-term financial planning information, significant increases are anticipated in future MVRD rates which make up a significant portion of the City's utility budgets. These rate increases are driven by MVRD's plans for expanded capital infrastructure investments to meet service requirements, growth demands and resilience upgrades. Lastly, in order to further reconciliation efforts, local governments are continuing to develop better working relationships with First Nations.

The primary revenue sources available to municipalities, and that fund the delivery of services, have not changed significantly in decades. B.C. residents pay a variety of taxes,



ranging from income tax and sales tax to gas tax, property transfer tax, probate tax, carbon tax and property value tax. Local governments continue to rely almost exclusively on property taxes, which are not directly connected with the economy like sales taxes and income taxes. The result is that municipalities are receiving a smaller proportion of total governmental revenue.

As federal and provincial government grants decline, property taxes and user fees continue to represent the principal funding sources for increased service delivery costs and the maintenance of an expanding infrastructure base. Coquitlam has also assessed alternative revenue sources and is gradually shifting to a more comprehensive user-pay approach in an attempt to become more financially sustainable.

The challenge facing Coquitlam Council is to balance current financial resources to meet the needs of a growing community and its capacity and willingness for increased taxes. The first year of the *2023 – 2027 Financial Plan* incorporates an overall increase in taxes of 5.48%. Coquitlam continues to operate with residential tax rates that are comparable to other municipalities of a similar size as well as its neighbours in the Metro Vancouver area.

Coquitlam’s business sector has relatively high commercial tax rates in comparison to other jurisdictions. While Coquitlam has made progress in shifting the tax burden away from the business classes, many small businesses are still impacted by increasing tax burdens. This issue,

however, is more closely linked to the “highest and best use” property assessment methodology used by BC Assessment where existing small businesses are being taxed for future development values, or development potential, through triple net lease agreements.

The Province has recently completed a Property Assessment Strategic Review, resulting in the recently enacted Bill 28 – 2022: Municipal Affairs Statutes (Property Taxation) Amendment Act, 2022 (“Bill 28”) that received Royal Assent on November 3, 2022. The purpose of this legislation was to develop a long-term property tax strategy for occupiers of commercial properties that pay high property taxes due to development potential. The enacted legislation enables municipalities to provide property tax relief to certain properties with development potential through applying a lower tax rate to a portion of the land value. While this legislation is a potential means of addressing some business owner and tenant concerns regarding their increased tax burden, it does not specifically assist small businesses or tenants. It is a tool that provides a range of tax relief at the municipalities’ discretion to a variety of businesses. Notwithstanding this, the impacts of the legislation and potential utilization to address the issue at hand is being contemplated by Council for potential implementation in 2024, with a review currently underway to assess the full financial impacts to the business community.

Over the years, the City of Coquitlam has invested heavily

in new capital infrastructure, including buildings, roads and underground utilities, and the City continues to improve its replacement and maintenance program strategies to provide ongoing infrastructure sustainability. Recognizing the importance of sound sustainability plans for our infrastructure, Council has developed an Infrastructure Sustainability Funding Strategy.

(Please see Chapter 4 beginning on p. 33 for the list of these long-range financial policies)

With sound goals and community direction established, the challenge now facing Coquitlam is how to manage the significant economic realities while dealing with:

- Inflationary impacts, along with supply chain issues and labour shortages
- Rising labour and other contractual costs such as those associated with the RCMP
- Working towards reconciliation with indigenous peoples and balancing the needs of First Nations and local government
- Fostering an organizational culture and community that embraces equity, diversity and inclusion
- Increasing demands for infrastructure to support a growing community

- Addressing the capital and operating pressures of significant community growth
- Public expectations of receiving the same or even enhanced service levels at little to no additional tax impact
- Upholding financial management policies that contribute to future asset replacement and the City's improved financial sustainability

To continue providing adequate services under these conditions, Council will examine and prioritize City services so that they meet public expectations while achieving the longer-term vision of making Coquitlam a city where people choose to live, learn, work and play.



Key Budget Assumptions

Economy

Inflation around the world has increased substantially over the past 2 years. In response, many central banks, including the Bank of Canada, have been raising their policy rates sharply over 2022 to slow demand and bring inflation back down. While inflation is still high, it has declined in recent months from its peak. As noted above, this level of inflation is putting additional pressure on aspects of both the capital and operating budgets.

As one of the fastest growing cities in the region, there is much need for growth-related infrastructure, which in turn puts pressure on the operating budget given required ongoing operations, maintenance and eventual replacement. Furthermore, public attitude toward development, the social impact of construction, and the growing population bring additional challenges for many areas of the City. These include increased demand for services, higher volumes of activity, new business complexities, and a greater level of community change which must be carefully considered and managed. Therefore, the City continues to prioritize long-term planning including the development of strategies related to the City's anticipated capital investments as well as the related tax impacts with the ultimate goal of providing predictable, stable tax increases required to continue the delivery of services to the community.

Service Expectations

As evidenced by the 2021 Ipsos Citizen Survey, 89% of respondents felt they continue to receive good value for their tax dollars. In the same survey, 54% of respondents were in support of increased taxes to enhance, expand or maintain services, while 33% supported a decrease to either cut or maintain services. A further 12% did not respond. The results of the public input gathered through the City's online budget survey in 2022 support these responses as the majority of the respondents continue to prefer retaining existing service levels and associated budget allocations. The Plan therefore aims to strike a balance between continuing to provide community services, planning for significant community growth and mitigating the impacts of the pandemic on residents and businesses.

The City values equity, diversity and inclusion (EDI) throughout the organization. EDI is an overarching priority for the organization that ultimately involves all areas of business to remove barriers and to ensure equity, diversity and inclusion are an integral part of our work in service of the community.

In addition, the City is committed to building and fostering an increasingly enhanced government-to-government relationship with neighbouring First Nations, with the goal of coming together in the spirit of cooperation and collaboration. More specifically, it directs the City to continue to engage in a number of ways, and through a number of channels, that are collectively supportive of the efforts necessary to further expand the City's existing connection with the kwikwəłəm and Katzie First Nations, as well as other ongoing business activities related to reconciliation-focused outcomes more broadly.

The City recognizes that in the coming years, significant investment will be required to support the City's planned population growth. This will include new community recreation and cultural facilities as well as other related infrastructure and costs required to support investments in the community, which could result in significant tax increases in the future years of the plan (2024-2027), ranging from 5% to 9%. The City is addressing this volatility by utilizing various tax stabilization mechanisms to mitigate the projected tax increases to approximately 6% annually.

As service expectations continue to rise, there is a growing demand for municipalities, including Coquitlam, to address social issues such as affordable housing, childcare and community social services for vulnerable populations including those with mental illness and addictions, particularly in the current environment brought on by the pandemic. Historically these areas are neither part of the mandate of local governments nor typically funded. Council continues responding to these issues in various degrees.

While governments at all levels are increasingly under fiscal pressure to deliver better outcomes to citizens, and to do so more efficiently, the growing demand on our current services continues to challenge City staff. Throughout the year, and specifically as part of the budget process, departments are encouraged to realign existing resources with emerging priorities, to offset their budget requests and ensure that their resources support Council and community priorities first. Efficient delivery of these core services continues to be a focus of all work plans as well as through programs such as the Business Improvements Committee.

Lastly, Coquitlam also recognizes its role as an area hub and offers services to neighbouring communities in a manner that is financially responsible and sustainable for our residents.

Balancing Taxation and Inflationary Increases

The most significant cost drivers for the City continues to be labour and associated benefits and legislated costs, as well as other contractual costs such as the RCMP contract for police services. These costs continue to increase at significant rates. The recent RCMP wage settlement in 2021 has had significant impacts on the City's budget for policing with over a 23% increase in labour costs related to RCMP members.

The Consumer Price Index in the Vancouver area (VPI) continues to rebound at record rates since the plunge at the start of the pandemic and in April 2022 was 5.4% which has been used for the purposes of inflationary adjustments included in the budget. The City's inflation in the 2023 *Financial Plan* as a result of the above mentioned contractual commitments, primarily labour, is calculated at 3.9%. In addition, as mentioned above, this year the City's budget is impacted by the higher than expected RCMP wage increases negotiated by the federal government. These inflationary pressures are always the first consideration in developing the operating plan since labour costs are the largest component of the budget. When we take into account the Metro Vancouver utility rate increases, the total inflation increases to 4.2% for 2023. Cost pressures, together with increasing demands placed upon the City's infrastructure and services by the growing community challenge the City's financial resources and organizational capacity. It is important to carefully consider the financial choices to ensure that projects are adequately funded without impairing the ability to plan for the future.

External Partners

Our utility budgets and resulting utility fees are highly dependent on Metro Vancouver rates which are anticipated to increase significantly in the near future to accommodate the planned expanded capital investments to meet service requirements, growth demands and resilience upgrades. In addition, a number of capital initiatives in the Capital Plan require both collaboration and funding from senior levels of government and other agencies. Managing relationships with these external organizations has significant impact on our Business and Financial Plans as well as staff and resources. The City remains hopeful that we are successful in achieving new federal infrastructure funding for transportation, community recreation and green infrastructure as this will supplement Coquitlam's own capital funding sources.

Internal Pressures

As a result of significant community change, the City of Coquitlam as an organization continues to adapt to new operating environments. The 2023 *Business Plan* and Business Improvements Committee workplan includes several initiatives that assess the delivery of services and explore more efficient, effective and financially sustainable ways of aligning organizational structures to community needs.

Consolidated Statement of Financial Activities

The statement of financial activities below provides a comparison of the City's financial performance over the last four years. The method of preparation of the Consolidated Statement of Financial Activities is in accordance with Canadian Public Sector Accounting Standards, and thus requires a number of adjustments such as the elimination of certain accounts (i.e. transfers to/from reserves) upon consolidation and the recognition of the DCCs utilized in the Capital Plan. Given these reporting differences, the budgeted amounts appear to result in a surplus, however in reality this is not the case as the City's annual budget is in fact balanced.

For the past few years, the actual surplus has exceeded the budgeted surplus, mainly due to the Municipal Land Sales and Developer Contributions. As this revenue is unpredictable and can vary significantly from year to year, a conservative amount has been budgeted.

Years ended December 31 (000s)	2019 Budget	2019 Actual	2020 Budget	2020 Actual	2021 Budget	2021 Actual	2022 Budget	2022 Actual*	2023 Budget
Revenue:									
Taxation	\$171,924	\$171,378	\$179,580	\$177,967	\$185,904	\$186,821	\$172,771	\$173,315	\$184,993
Fees, rates and service charges ¹	83,472	114,045	90,357	85,856	106,274	136,591	143,911	199,129	163,690
Grants and grants in lieu	12,439	13,318	11,890	21,218	11,789	12,534	19,178	14,685	16,136
Investment income	8,616	17,960	9,176	19,111	11,084	15,497	13,049	23,412	13,029
Casino revenue	7,700	7,861	7,700	1,341	-	3,803	-	7,299	6,900
Municipal land sales	35,000	57,882	40,000	40,735	20,000	34,497	30,000	54,349	40,000
Developer contributed assets ²	20,000	69,190	20,000	39,104	20,000	49,138	20,000	50,654	20,000
Other contributions ³	-	9,516	-	25,593	-	13,792	-	7,422	-
Cost recoveries	3,974	15,327	6,651	7,868	9,498	10,953	10,327	8,418	5,238
Penalties and interest on taxes	901	1,054	903	829	953	1,298	952	1,082	977
Other	1,609	1,837	1,611	1,818	1,589	3,133	1,612	2,164	1,593
Total Revenue	\$345,635	\$479,368	\$367,868	\$421,440	\$367,091	\$468,057	\$411,800	\$541,929	\$452,556
Expenditure:									
General government	19,400	20,585	20,277	23,231	21,935	29,231	29,500	31,065	29,751
Police protection	38,703	36,543	39,885	40,294	40,568	41,389	41,387	42,449	44,982
Fire protection	29,245	29,131	29,858	30,343	30,110	32,978	30,428	34,389	32,396
Other protection	3,297	3,011	3,409	2,744	3,531	3,226	3,561	3,465	3,908
Engineering	30,164	35,475	32,143	37,362	34,522	36,278	31,634	35,961	31,827
Solid waste	7,677	7,225	8,077	7,761	7,985	7,885	8,624	8,051	9,021
Planning and development	9,990	11,096	10,764	10,183	10,956	11,520	11,671	11,703	12,703
Parks, Recreation and Culture	56,559	60,320	58,658	58,853	54,323	58,825	61,245	69,630	66,148
Water utility	25,035	26,985	28,379	28,979	29,262	30,993	31,445	32,231	32,976
Sanitary sewer and drainage	31,769	34,032	31,701	34,721	32,263	36,718	38,230	39,390	40,014
Total Expenditure	\$251,839	\$264,403	\$263,151	\$274,471	\$265,455	\$289,043	\$287,725	\$308,334	\$303,726
Surplus Before Capital Expenditures	\$93,796	\$214,965	\$104,717	\$146,968	\$101,635	\$179,014	\$124,075	\$233,595	\$148,830

¹Fees, rates and service charges include receipts such as Density Bonus and Community Amenity Contributions where the funds are transferred to a reserve for future use. (For more information on the City Reserves, please refer to Chapter 7)

²Developer contributed assets are Capital Assets that were built by developers at no cost to the City. These assets are now owned and maintained by the City. The City started to record these assets in 2008 in order to conform with PSAB 3150 and PSAB 1200.

³ Other contributions relate to cash contributions for community amenities.

*Unaudited

Statement of Activities by Fund and Fund Balances

2023 Budget

Years ended December 31 000s	General Fund	Sewer & Drainage Utility	Water Utility	Library	Eliminations*	Total
Revenue:						
Taxation	\$178,930	\$6,063	\$-	\$-	\$-	\$184,993
Fees, rates and service charges	90,095	38,048	35,430	117	-	163,690
Grants and grants in lieu	13,753	2,100	-	6,722	(6,439)	16,136
Investment income	12,101	319	584	25	-	13,029
Casino revenue	6,900	-	-	-	-	6,900
Municipal land sales	40,000	-	-	-	-	40,000
Developers' contributions	10,000	5,000	5,000	-	-	20,000
Cost recoveries	5,230	7	-	-	-	5,237
Penalties and interest on taxes	978	-	-	-	-	978
Other	1,566	-	-	27	-	1,593
Total Revenue	\$359,553	\$51,537	\$41,014	\$6,891	\$(6,439)	\$452,556
Expenditure:						
General Government	25,572	-	-	-	-	25,572
Police protection	44,982	-	-	-	-	44,982
Fire protection	32,396	-	-	-	-	32,396
Engineering	31,115	-	-	-	-	31,115
Solid waste	9,021	-	-	-	-	9,021
Planning & development	12,703	-	-	-	-	12,703
Parks, Recreation and Culture	65,696	-	-	6,891	(6,439)	66,148
Sanitary sewer and drainage	-	40,014	-	-	-	40,014
Water utility	-	-	32,977	-	-	32,977
Debt interest payments	379	105	228	-	-	712
Other	8,087	-	-	-	-	8,087
Total Expenditure	\$229,951	\$40,119	\$33,205	\$6,891	\$(6,439)	\$303,727
Surplus Before Transfers	\$129,602	\$11,418	\$7,809	\$-	\$-	\$148,829
Amortization	(27,000)	(7,000)	(3,100)	-	-	(37,100)
Capital Expenditure	106,693	13,100	8,001	-	-	127,794
Transfers to/from reserves	49,235	3,617	2,626	-	-	55,478
Debt	674	1,701	282	-	-	2,657
Balanced Budget	-	-	-	-	-	-

* To remove intercompany transactions between the Library and the City upon consolidation

Employee Base— Full-Time Equivalent (FTE) Analysis

The City of Coquitlam budgets for a full staff complement in all departments. 1,414.9 full-time equivalents (FTEs) are budgeted for 2023, including full-time, part-time, auxiliary, casual staff and RCMP members.

Historical comparisons for departmental FTEs are shown below:

Full-Time Equivalents (FTEs) per Department (Including RCMP Members)

Department	2019 Actual	2020 Budget	2020 Actual	2021 Budget	2021 Actual	2022 Budget	2022 Actual	2023 Budget
City Manager's Office	14.9	35.4	37.1	16.1	15.3	2.1	2.0	2.1
Finance & Lands	66.1	66.5	64.5	47.6	45.3	50.1	48.5	54.1
Parks, Recreation, Culture & Facilities	280.2	287.3	209.8	375.6	317.8	383.9	367.8	409.2
Engineering & Public Works	197.6	209.3	197.3	212.3	211.6	221.1	217.2	226.1
Planning & Development	86.8	99.4	90.6	100.4	98.1	102.0	101.9	110.0
Deputy City Manager	79.0	58.4	55.1	46.8	48.9	6.4	5.7	8.4
Fire Rescue Services	182.1	184.0	181.1	183.0	178.9	183.4	176.7	183.4
Police Services (including RCMP members)	251.3	272.4	254.7	272.4	254.9	272.4	247.5	277.4
Civic Lands & Facilities	88.5	94.6	83.3	0.0	0.0	0.0	0.0	0.0
Legislative Services	0.0	0.0	0.0	0.0	0.0	61.7	59.7	65.9
Corporate Services	0.0	0.0	0.0	62.3	64.3	69.3	71.1	78.3
	1,246.5	1,307.3	1,173.5	1,316.5	1,235.1	1,352.4	1,298.1	1,414.9

Note:

A reorganization in 2020 resulted in the transfer of a total of 18 FTEs between Deputy City Manager and City Manager's Office departments.

A reorganization in 2020 resulted in the transfer of a total of 4.1 FTEs between Deputy City Manager and Planning & Development departments.

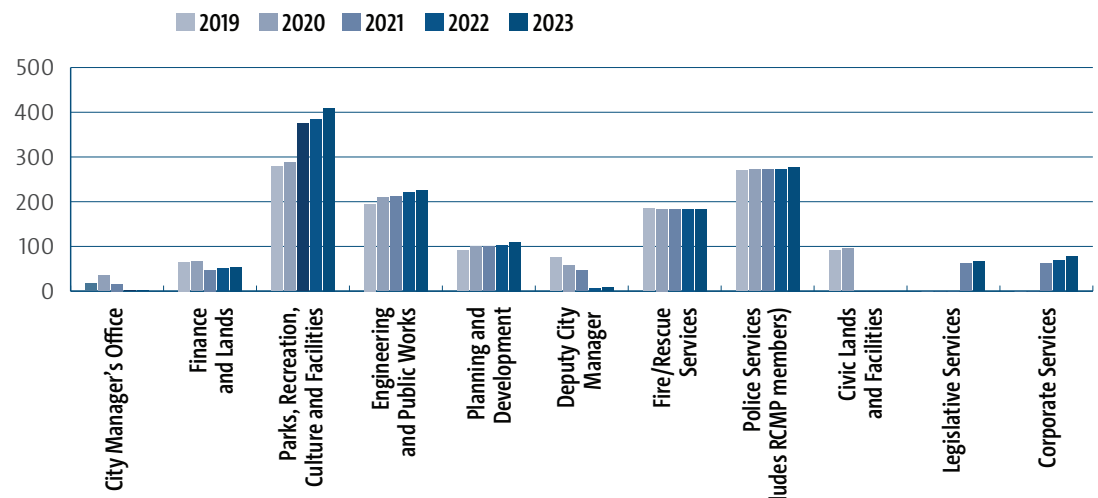
A reorganization in 2021 resulted in the transfer of a total of 146.2 FTEs between Deputy City Manager, Finance, Lands & Police, Parks, Recreation, Culture & Facilities, Civic Lands & Facilities and Corporate Services departments

A reorganization in 2022 resulted in the transfer of a total of 61.7 FTEs between City Manager, Deputy City Manager and Legislative Services departments.

In October 2022, the City took over the operations of the new Maillardville Community Centre, resulting in an increase of 19.2 FTEs in 2023 for Parks, Recreation, Culture and Facilities

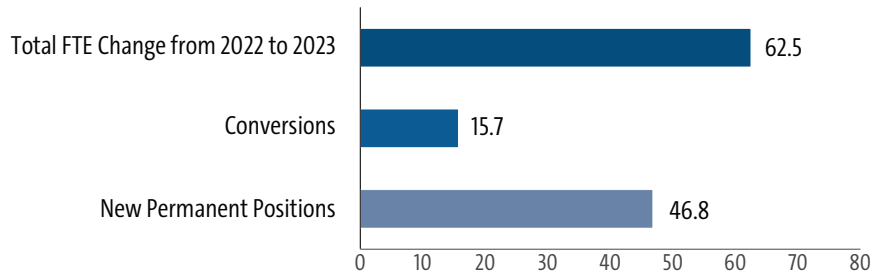
Budgeted FTEs per Department 2019–2023 (Including RCMP Members)

The number of FTEs increased by 62.5 in 2023. Council approved 46.8 new positions, of which 19.2 FTEs are related to the new Maillardville Community Centre, which opened in October 2022, and 15.7 positions were created from the conversion of existing contractor budgets and auxiliary hours to permanent positions. As the City



continues to grow and the demand for a variety of new services emerges, reallocation of existing resources is often required since it is not possible to fund every new service demand in the community with a tax increase. Some of these positions were funded from additional revenue and/or the reallocation of existing resources to meet emerging needs without a tax impact.

Increase in Budgeted FTEs (Including RCMP Members) 2022–2023



Department	FTE	Position Title
Finance and Lands Services	1.0	Accounting Clerk 2
Finance and Lands Services	1.0	Business Analyst
Finance and Lands Services	1.0	Financial Planning Manager
Finance and Lands Services	1.0	Treasury Manager
Parks, Recreation, Culture and Facilities	1.0	Booking Clerk
Parks, Recreation, Culture and Facilities	2.0	Building Service Worker
Parks, Recreation, Culture and Facilities	1.0	Clerk L&PS
Parks, Recreation, Culture and Facilities	2.0	Project Managers
Parks, Recreation, Culture and Facilities	1.0	Recreation Facility Supervisor
Parks, Recreation, Culture and Facilities	1.0	Recreation Leader
Parks, Recreation, Culture and Facilities	2.0	Recreation Program Coordinators
Parks, Recreation, Culture and Facilities	1.8	Registration Clerk/Receptionist RPT
Engineering and Public Works	1.0	Business Analyst
Engineering and Public Works	1.0	Climate and Energy Manager
Engineering and Public Works	1.0	Engineer-in-Training
Engineering and Public Works	1.0	Environmental Worksite Compliance Specialist
Planning and Development	1.0	Clerk - Permits & Licences
Planning and Development	1.0	Clerk 3
Planning and Development	1.0	Planner 1
Planning and Development	1.0	Planning Assistant
Planning and Development	1.0	Planning Technician
Planning and Development	1.0	Plans Reviewer 1
Planning and Development	1.0	Project Administrative Coordinator
Planning and Development	1.0	Senior Plans Reviewer
Planning and Development	1.0	Support Clerk
Deputy City Manager	1.0	Business Growth Manager
Fire & Rescue Services	(1.0)	Fire Dispatcher Position eliminated
Fire & Rescue Services	1.0	Fire Inspector
Police Services	5.0	RCMP members
Legislative Services	1.0	Bylaw Enforcement Operations Manager
Legislative Services	1.0	Director Intergovernmental Relations
Legislative Services	1.0	Legislative Services Clerk
Corporate Services	1.0	Corporate Services Clerk
Corporate Services	1.0	Desktop Support Analyst
Corporate Services	1.0	Digital Communications Coordinator
Corporate Services	1.0	Digital Strategy Manager
Corporate Services	1.0	ICT Project Manager
Corporate Services	1.0	Occupational Health & Safety Advisor
Corporate Services	1.0	Systems Analyst
Corporate Services	1.0	Systems Analyst
Corporate Services	1.0	Talent Strategy & Acquisition Advisor
	<u>46.8</u>	

Department	FTE	Position Title
Conversions of Existing Positions		
Parks, Recreation, Culture and Facilities	4.0	Building Service Workers
Parks, Recreation, Culture and Facilities	1.0	Clerk L&PS
Parks, Recreation, Culture and Facilities	1.0	Facilities Trades 2 - Plumber
Parks, Recreation, Culture and Facilities	1.0	Recreation Leader Fitness
Parks, Recreation, Culture and Facilities	1.0	Cemetery Worker
Parks, Recreation, Culture and Facilities	1.0	Forest Management Technician
Parks, Recreation, Culture and Facilities	1.0	Parks Carpenter - Trades 2 Carpenter
Parks, Recreation, Culture and Facilities	0.6	Recreation Leader Arenas RPT
Parks, Recreation, Culture and Facilities	1.0	Sub-Foreman Mowing
Parks, Recreation, Culture and Facilities	1.0	Tree Worker 2
Parks, Recreation, Culture and Facilities	0.9	Auxiliaries
Engineering and Public Works	1.0	Maintenance Worker Roads
Legislative Services	1.0	Paralegal
Legislative Services	0.2	Auxiliaries
	<u>15.7</u>	
Total Increase in FTEs	62.5	

Chapter 6:

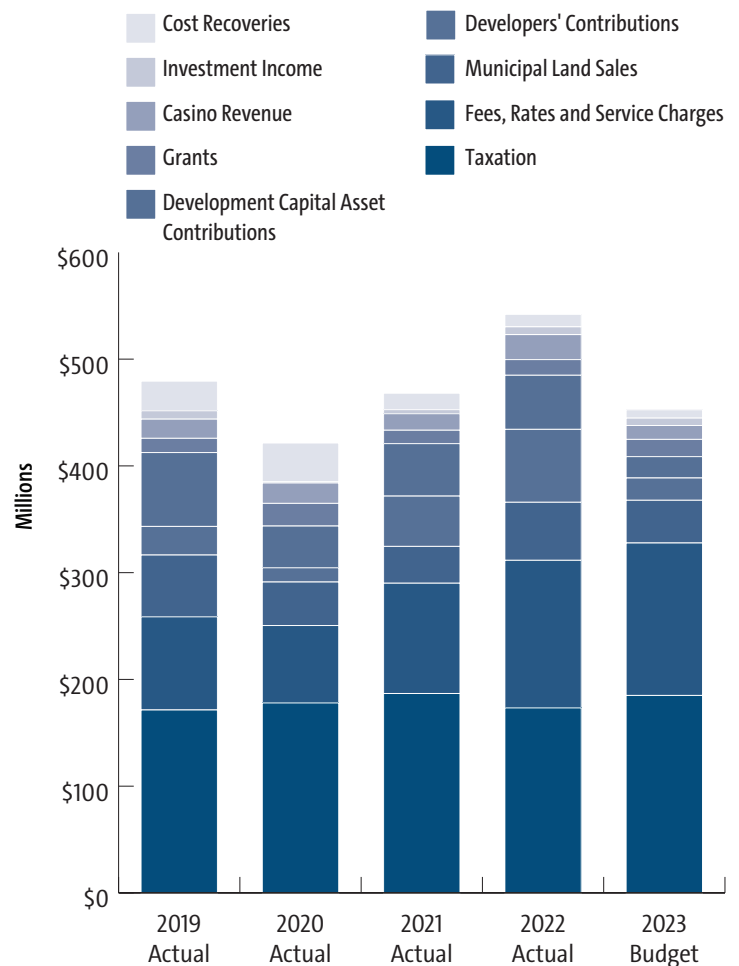
2023 Five-Year Consolidated Operating Plan

The City's operating budget reflects the ongoing costs required to deliver valued programs and services for the community, costing \$398 million in 2023. As stated in the Financial Plan Overview (Chapter 5), the method of the Consolidated Statement of Financial Activities is based on the Generally Accepted Accounting Principles methodology adhered to for the preparation of Financial Statements and thus requires a number of adjustments including the elimination of certain accounts such as transfers to/from reserves upon consolidation and the recognition of the DCCs utilized in the Capital Plan. This results in the recognition for reporting purposes of \$453 million in revenues and \$304 million in expenses.

Revenues

The City receives its revenues from a variety of sources with taxation being the largest. Property owners must pay property taxes based on the value of their property, unless the property is specifically exempted by the provincial legislation or by a permissive tax exemption bylaw passed by the City. The remaining revenue is collected from other revenue sources such as fees, rates and service charges, municipal land sales, developer cash contributions, development capital asset contributions, grants, investment income and cost recoveries. The decrease in 2020 reflects the impacts of the pandemic when a number of services and programs were suspended and various other revenue sources were affected. Since then, the City has pivoted and continues to work towards servicing a growing community.

Consolidated Revenues by Type
2023 Budgeted Revenue Sources (\$453 Million)

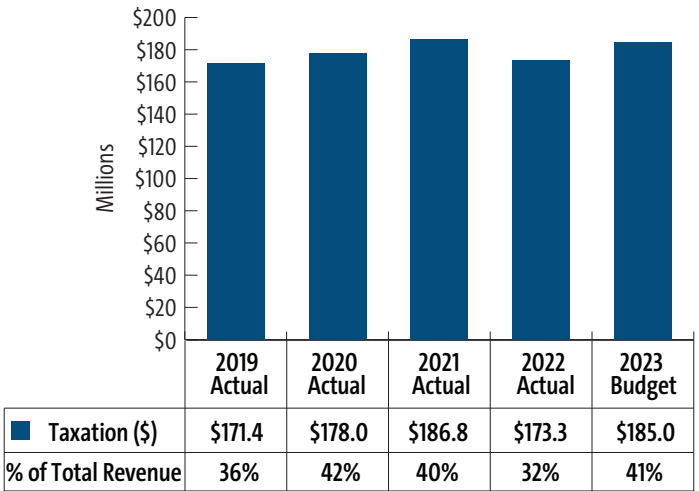


Taxation

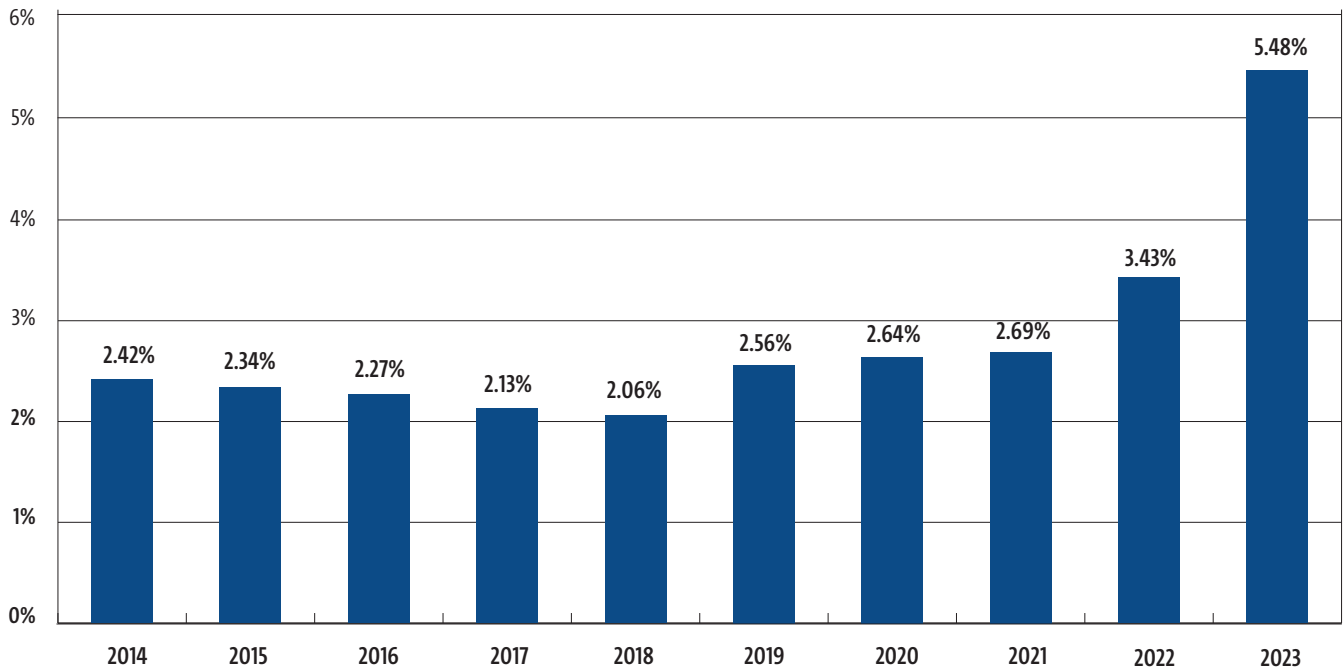
The primary funding source for City services in the 2023 – 2027 *Financial Plan* is taxation, at \$185 million or 41% of the total revenues on a consolidated basis. This includes a property tax levy increase of \$12.1 million – made up of \$3.0 million from new assessment growth and a \$9.1 million rate increase – to provide for inflation and increased services, for an average property tax increase of \$123 per household.

The City’s tax collection has increased from \$171 million in 2019 to \$185 million in 2023. Of this amount, \$24 million was related to the change of the Sewer Parcel Tax to a Sewer User Fee in 2022, shifting the revenue from taxation to fees, rates and charges, thus the reason for the decline in taxation revenues in 2022. The taxation increase since 2019 of \$40 million is due to substantial new assessment growth and annual tax increases required to keep up with additional operating spending resulting from population growth, inflationary pressures and service increases. Despite increasing cost pressures, the City’s dependence on this revenue source has remained relatively steady when compared to the total revenues. This is due to the City’s success in diversifying its revenue sources.

Taxation Trends 2019–2023



Tax Increase History



Property Taxation from Development Growth 2019–2023

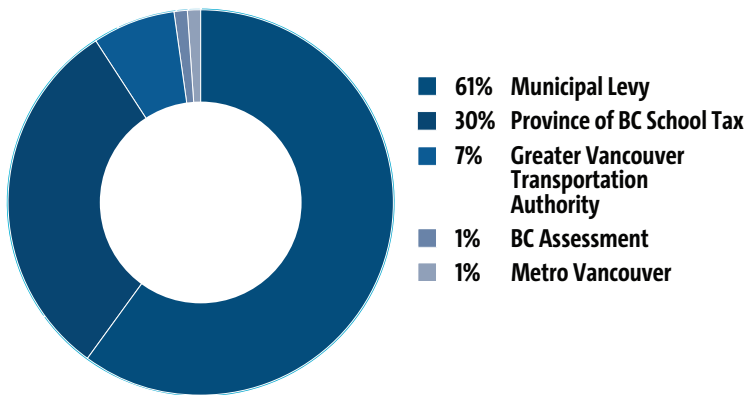
Property taxes increased by approximately \$40 million from 2019 to 2023. Of this increase, a cumulative total of \$14 million is from new growth in taxation. The balance of \$26 million in property taxation revenue has been a result of property tax rate increases approved by Council, which have historically been in the range of 2-3% annually. For 2023, Council approved an increase of 5.48% to support the rising costs and new facilities coming on stream, while maintaining a high level of services and investing in long-term infrastructure and the City’s asset renewal strategy.

Tax Rates

As per the *Community Charter*, specific tax rates for each property class must be approved each year by May 15. The Tax Rates Bylaw will be presented to Council for adoption in the spring of 2023, once final information related to the 2023 Assessment Roll is received from the BC Assessment Authority.

The City’s municipal levy makes up approximately 61% of total levies collected from property owners with the remainder collected for other governments as illustrated in the table.

Taxation Levies	2022 Actual	2023 Budget	%
Municipal Levy	173,590,000	184,990,000	61%
Other Governments			
Province of BC School Tax	95,570,000	90,800,000	30%
Greater Vancouver Transportation Authority	19,750,000	18,700,000	7%
Metro Vancouver	4,190,000	3,700,000	1%
BC Assessment	2,930,000	2,800,000	1%
Municipal Finance Authority	16,000	14,000	0%
Total Other Governments	122,456,000	116,014,000	39%
Total	296,046,000	301,004,000	100%



Fees, Rates and Charges

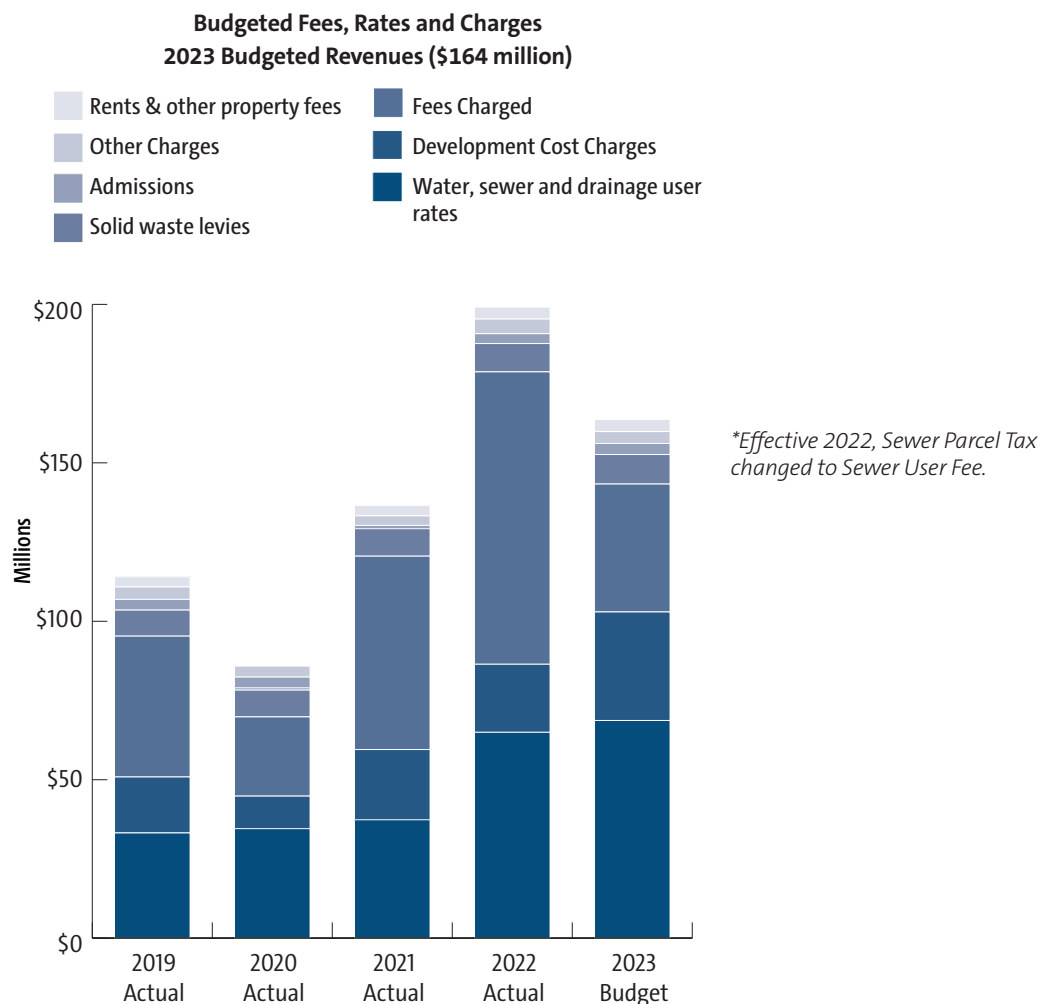
The revenue from fees, rates and charges increases from \$83 million in 2019 to \$164 million in 2023. Development Cost Charges (DCCs) provide funding for capital projects. DCCs are treated as fees, rates and charges in the City's financial statements, but included in Transfers from Reserves in the Financial Plan. Other developer revenues included in fees, rates and charges are density bonus revenues, and community amenity and affordable housing fees received from developers for high-density construction.

In addition to the Council-approved utility fees for water and solid waste, this category also includes the sewer user fee which, prior to 2022, was administered as a parcel tax. Each of these utilities is part of a regional system run by Metro Vancouver Regional District (MVRD) and a significant portion of the costs of managing these utilities comes from MVRD levies.

The rates for each utility are set based on a combination of the blending of the MVRD rate increase and the City's costs to maintain the water distribution network, operate and

maintain the sewer and drainage infrastructure and address ongoing pressures in the solid waste utility. As anticipated in recent years, MVRD's 2023 *Five-Year Plan* indicates significant rate increases over the next few years as a result of a number of planned significant capital projects. In 2023, the City's costs related to MVRD water purchases will increase by 2.8%, with future annual increases ranging from 9%-14%. For the Fraser Sewerage Area (FSA), the MVRD levy will increase by 7.5% and Coquitlam's portion of this increase is 4.8%. Future FSA annual increases are in the range of 17%-28%.

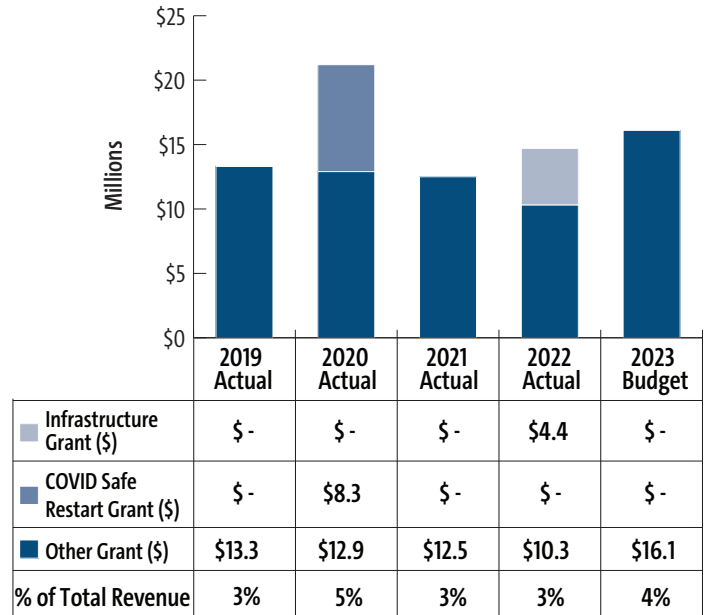
In anticipation of the significant MVRD rate increases identified in the approved Metro Vancouver *Five-Year Financial Plan*, which accommodate the impacts of the planned capital infrastructure increases, the City's utilities plans include a contingency to assist in mitigating the impacts of these future increases to Coquitlam rate payers. This has resulted in an average fee increase of 4% for water, 4% for sewer and drainage and 4% for solid waste in 2023.



Grants

This funding source includes annual grants provided to the municipality by TransLink, a provincial traffic fine revenue grant, Canada Community-Building Fund, Local Government Climate Action Program, Building Safer Communities Fund and grants in lieu of taxes, as well as a number of other smaller grants. These estimates are based on applications in progress or on firm estimates provided by the grantor. The increase in 2020 reflects the receipt of the Provincial COVID-19 Safe Restart Grant provided to local governments to help address the financial impacts resulting from the pandemic. In addition, 2022 includes an infrastructure grant received for the Spani Pool Renewal Project as part of the Investing in Canada Infrastructure Program – Community, Culture and Recreation Program.

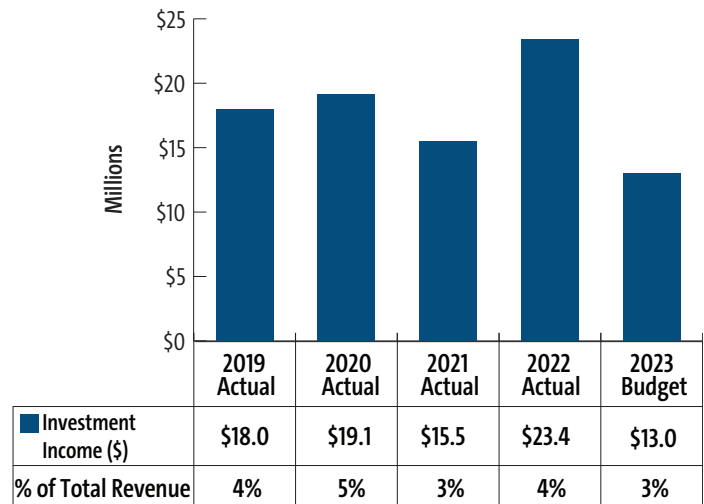
Grant Revenue Trends 2019–2023



Investment Income

The City continues to focus on refining the working capital needs and cash flow forecasting, resulting in increased investment income earned over the past few years. 2021 is lower than past investment earnings due to the plummeting interest rates as a result of the pandemic, while 2022 reflects the increasing interest environment. Given the fluctuations in an uncertain interest rate environment, coupled with the significant cash flow needed over the next few years as a result of the capital investment highlighted in the Capital Plan, the 2023 budget of \$13 million remains unchanged over the 2022 budget.

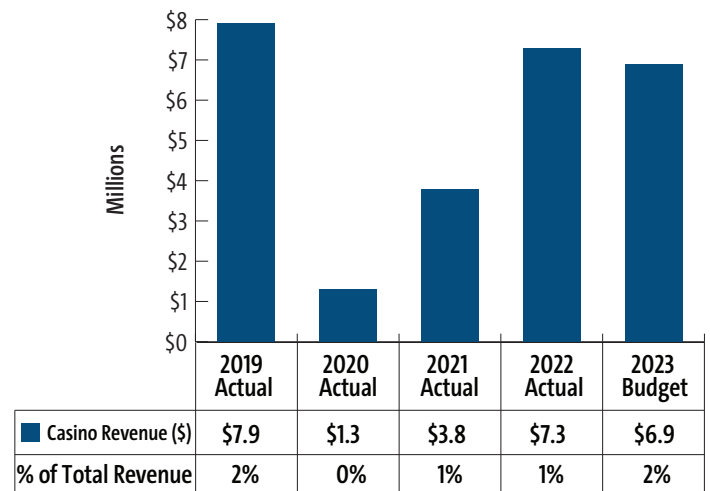
Investment Income Revenue Trends 2019–2023



Casino Revenue

Since October 2001, the City has received revenue from a provincial casino operation in the City. As per the host agreement with the provincial government, the City receives 10% of the net earnings from the casino operations of the Hard Rock Casino Vancouver. In March 2020, all casinos were closed due to the Provincial Health Order related to the pandemic but were permitted to reopen in July 2021 with reduced capacity. Since its reopening, operations have returned to normal and have been reflected accordingly in the 2023 budget.

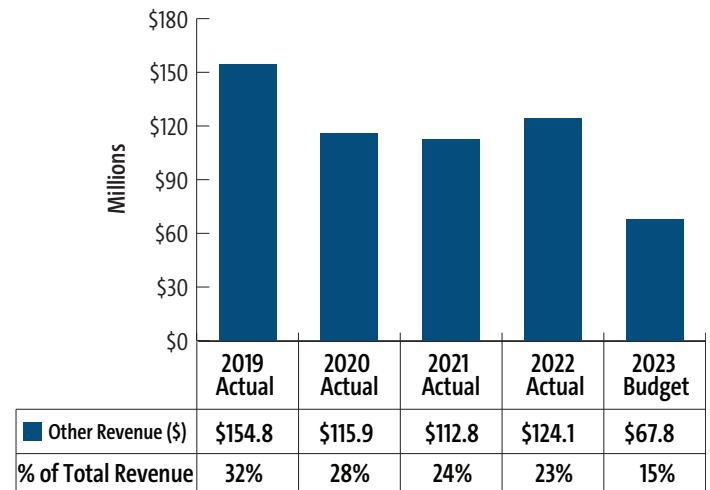
Casino Revenue Trends 2019–2023



Other Revenue

The revenue from other sources has been volatile as the majority of it is made up of Municipal Land Sales and Developer Contributions, which vary significantly in volume and dollar value from year to year due to fluctuations in development activity and the real estate market. Due to this volatility and the uncertainty of the current market, a conservative amount has been budgeted for Municipal Land Sales and Developer Contributions.

Other Revenue Trends 2019–2023



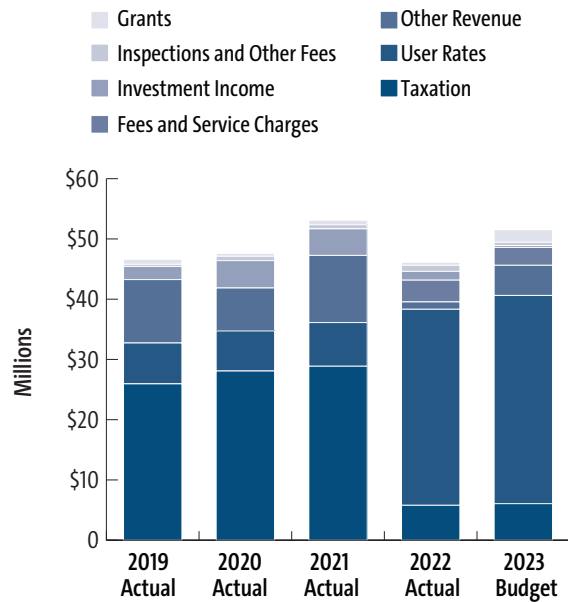
Revenues—Sewer and Drainage

Sewer and Drainage Utility Revenues

In 2023, the City of Coquitlam will collect \$52 million in revenues from a number of sources including the drainage levy, sewer user rates, service charges, investment income, and inspection and other fees, an increase of \$6 million from 2022. The increase in user rates and decrease in taxation in 2022 is due to a transition from a sewer parcel tax to a sewer user fee to improve utility fee alignment and clarity, reduce administration, enhance future flexibility and improve fairness. The overall decrease in 2022 is due to a decline in developer contributed assets, which can fluctuate significantly from year to year.

The following graph shows the proportional funding from each of these sources for the 2023-2027 Financial Plan.

**Sewer and Drainage Revenues
2023 Budgeted Revenues (\$52 million)**

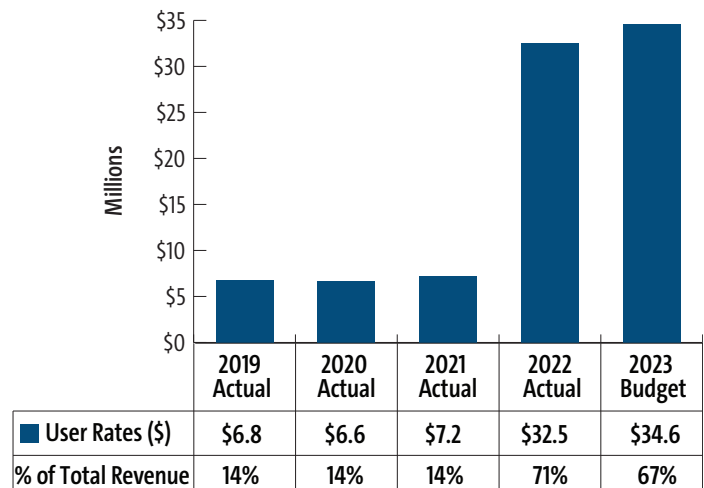


**Effective 2022, Sewer Parcel Tax changed to Sewer User Fee.*

Sewer and Drainage User Rate Revenue

The largest source of revenue is user rates, which include the flat rate charged to rental units, suites and metered customers, as well as penalty revenue. The increase in 2022 reflects the transition from a sewer parcel tax to a sewer user fee. The revenue in 2023 reflects the 4% increase approved by Council (\$502 to \$522) and the volume adjustments.

Sewer and Drainage User Rate Trends 2019-2023

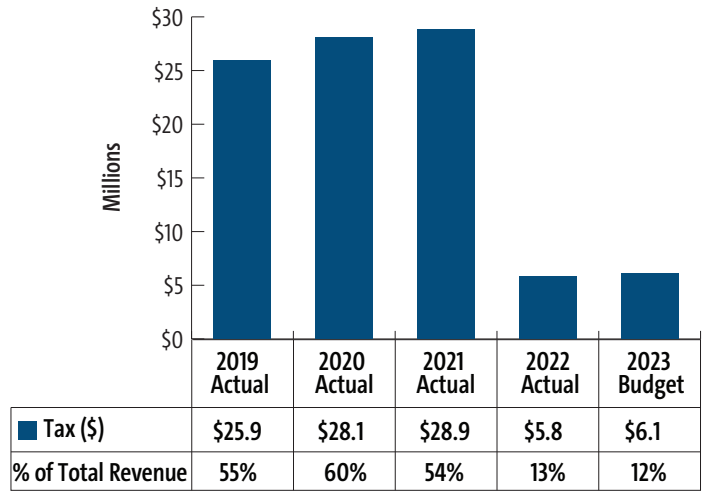


**Effective 2022, Sewer Parcel Tax changed to Sewer User Fee.*

Drainage Tax Revenue

The drainage tax levy per home increased from an average of \$77 in 2022 to \$80 in 2023.

Sewer and Drainage Tax Trends 2019–2023

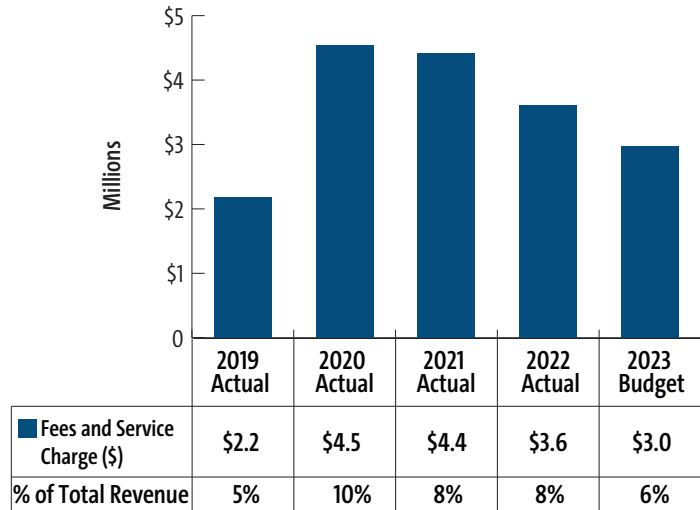


**Effective 2022, Sewer Parcel Tax changed to Sewer User Fee.*

Sewer and Drainage Fees and Service Charges Revenue

Transfers from Development Cost Charges (DCCs) to fund capital infrastructure for sewer and drainage are accounted for under fees, rates and charges in the financial statements, and can fluctuate significantly from year to year due to development activities. The higher fees in 2020 and 2021 are due to an increase in the number of growth-related projects funded from DCCs in Northeast Coquitlam. The slight decline in 2022 and 2023 are due to a shortage of DCCs available for capital infrastructure funding. To bridge the cash flow gap in DCCs, the related growth projects are funded through internal borrowing from the City’s Sewer and Drainage Operating Surplus thus are not drawing down on DCCs. The internal borrowing will be repaid with future DCCs.

Sewer and Drainage Fees and Service Charge Trends 2019–2023

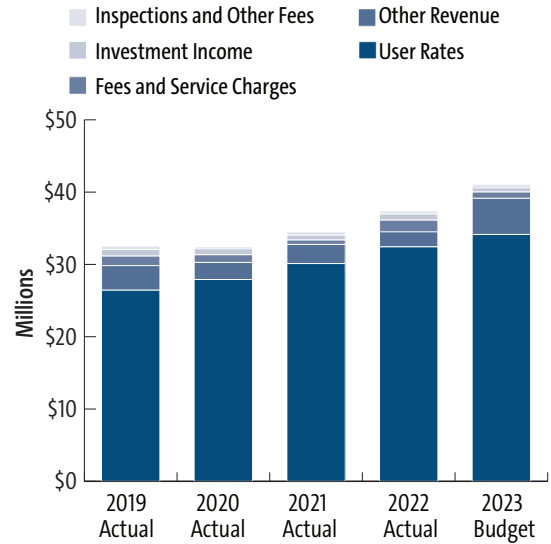


Revenues—Water

Water Utilities Revenue

In 2023, the City of Coquitlam will collect \$41 million in revenues from a number of sources, including water user rates, investment income, and inspection and other fees. The following chart shows the proportional funding from each of these sources for the 2023-2027 Financial Plan.

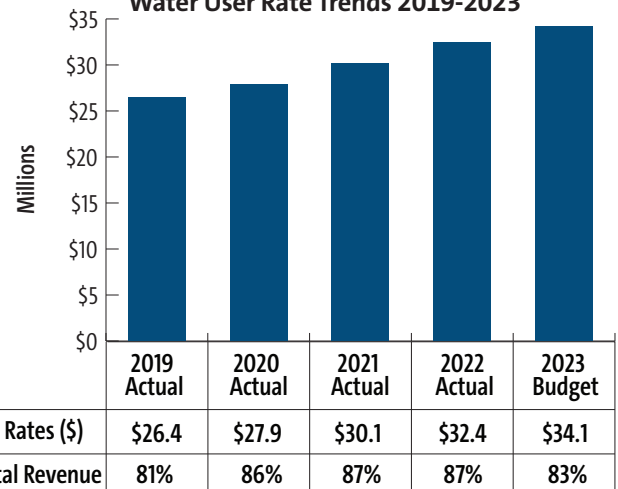
Water Revenues
2023 Budgeted Revenues (\$41 Million)



Water User Rate Revenue

The largest source of revenue in the utility is the water user rate, which is the flat rate charged to all homeowners. The revenue in 2023 reflects the 4% average rate increase approved by Council. There is a 40% rate differential between single-family units and multi-family units, as multi-family homes are less costly to service than single-family homes. Therefore, the single-family rate is increasing from \$615 in 2022 to \$640 in 2023 and multi-family rates increasing from \$369 in 2022 to \$384 in 2023.

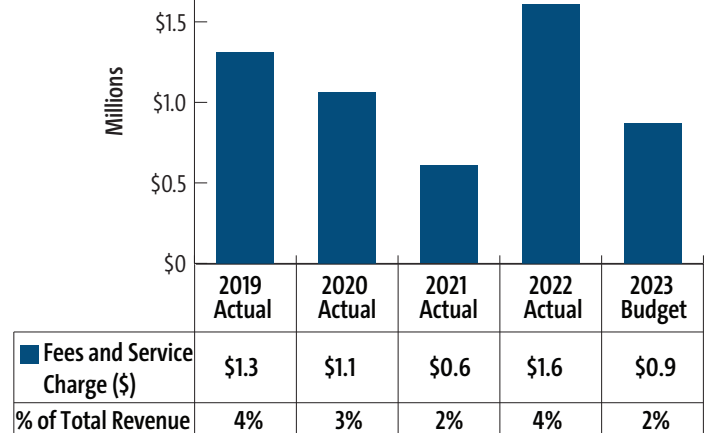
Water User Rate Trends 2019-2023



Water Fees and Service Charges Revenue

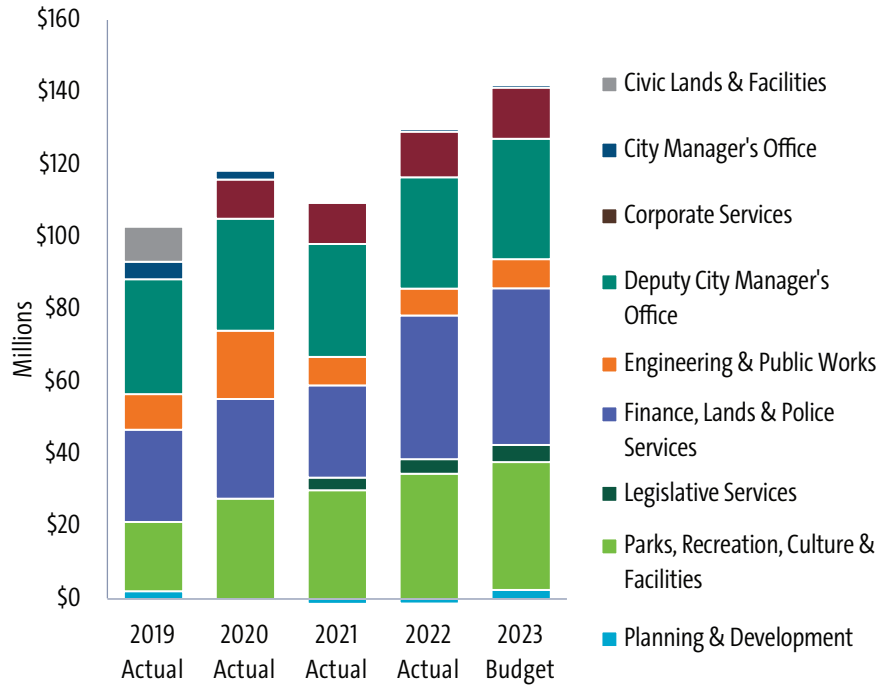
Transfers from DCCs to fund water infrastructure are accounted for under fees, rates and charges in the financial statements, and can fluctuate from year to year due to development activities. The DCC revenues are higher in 2022 due to an increase in the number of growth-related projects funded from DCCs in Northeast Coquitlam.

Water Fees and Service Charges Trends 2019-2023



2023 Operating Plan By Department

Net Expenditures by Department 2019–2023
Budgeted



Note: Corporate Services was a new department in 2021 and Legislative Services was a new department in 2022 created through a reorganization of existing divisions.

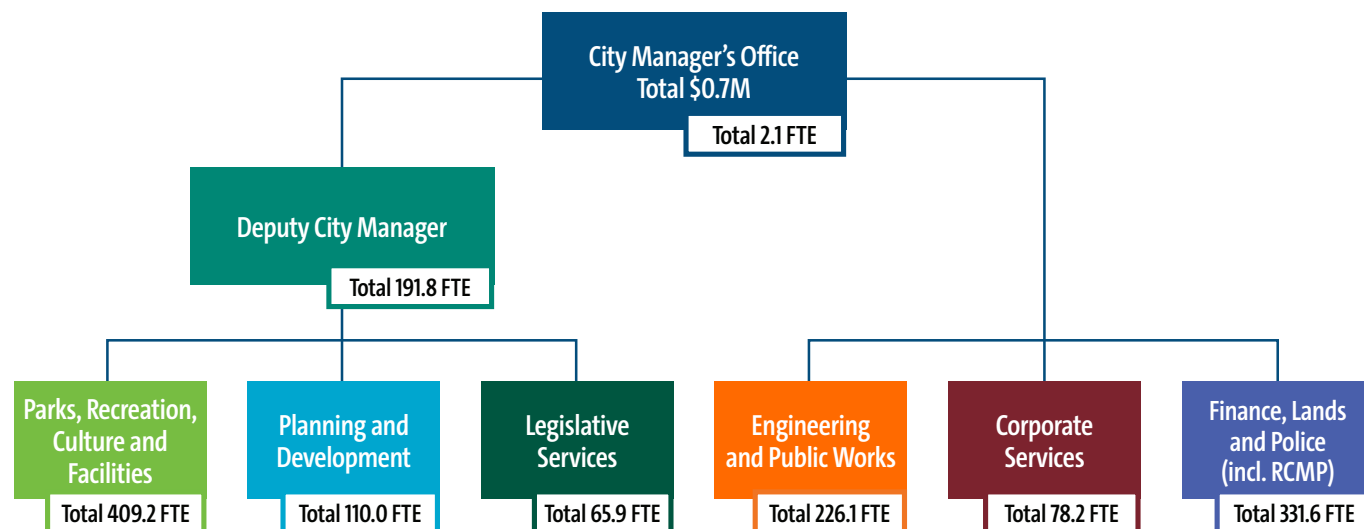


City Manager's Office

The City Manager's Office in municipal government operates much like an executive office in a corporation, with the City Manager as Chief Administrative Officer. Key responsibilities include:

- ▶ Overseeing the broad requirements of the organization
- ▶ Providing advice to Council and executing its decisions

For details on the strategic priorities for the City Manager's Office, please see the *Business Plan* section starting on p. 18.



Key Performance Measures:

City Manager	2018	2019	2020	2021	2022
Citizens' Rating of Quality of Life	98%	98%	N/A ¹	97%	N/A ²
Citizens' Overall Satisfaction of City Services	94%	96%	N/A ¹	96%	N/A ²
Taxpayer Confidence	88%	88%	N/A ¹	89%	N/A ²

¹The Ipsos Citizen Satisfaction Survey was not conducted in 2020 due to the COVID-19 pandemic.

²The Ipsos Citizen Satisfaction Survey was not conducted in 2022 due to the civic election.

2023 – 2027 City of Coquitlam Budget

General Operating City Manager Office	Actual 2021	Actual 2022*	Budget 2023	Budget 2024	Budget 2025	Budget 2026	Budget 2027
Expenditures							
Division: City Manager							
City Manager Administration	606,620	664,498	729,147	729,147	729,147	729,147	729,147
Total Division: City Manager	606,620	664,498	729,147	729,147	729,147	729,147	729,147
Total Expenditures	606,620	664,498	729,147	729,147	729,147	729,147	729,147
Net Expenditure (Contribution):	606,620	664,498	729,147	729,147	729,147	729,147	729,147

*Unaudited

Deputy City Manager's Office

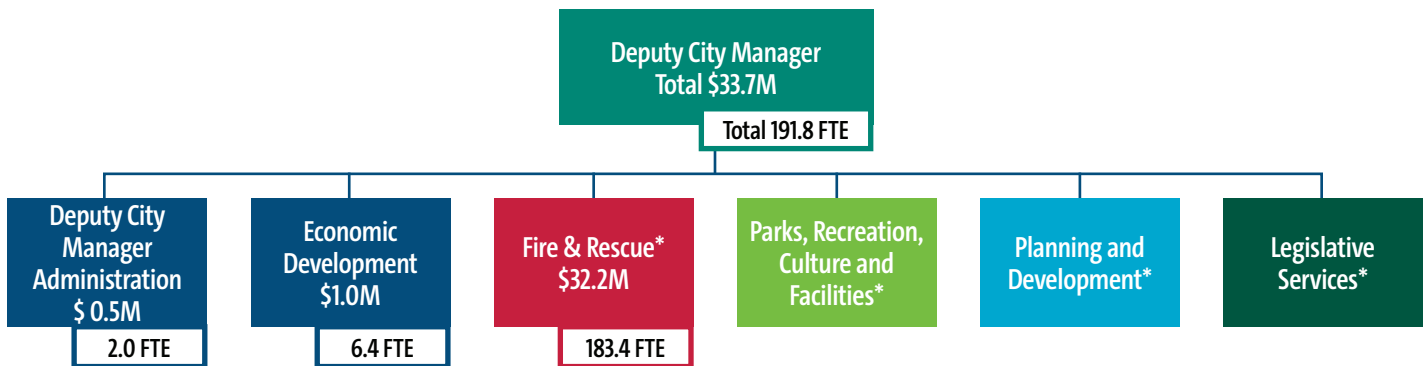
The Deputy City Manager's office oversees the Fire & Rescue Services, Parks, Recreation, Culture and Facilities, Planning and Development, Legislative Services and Economic Development.

Economic Development

Key responsibilities include:

- Developing, managing and implementing a variety of Economic Development strategic initiatives in an effort to promote, attract and grow the local business community
- Marketing the competitive advantage of the City and its businesses and attracting investors, tourists and film productions
- Supporting the City's Business LinQ program to support, expand and retain new and existing businesses
- Building relationships with key stakeholders such as provincial/federal government agencies, international trade offices, real estate firms, industry associations and others

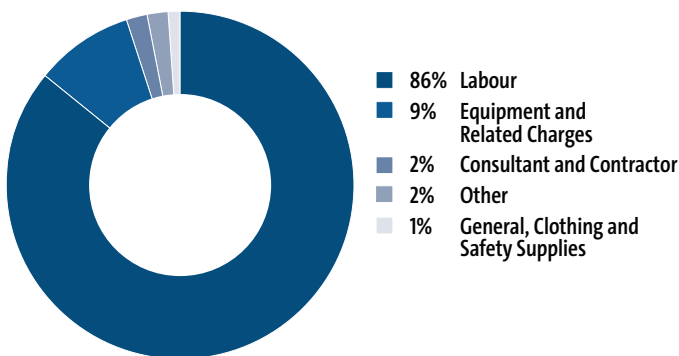
For details on the strategic priorities for the Deputy City Manager's Office, please see the *Business Plan* section starting on p. 18.



*Refer to Fire & Rescue (pages 96-97), Parks, Recreation, Culture and Facilities (pages 103-111), Planning and Development (pages 112-115) and Legislative Services (pages 99-102) for department details.

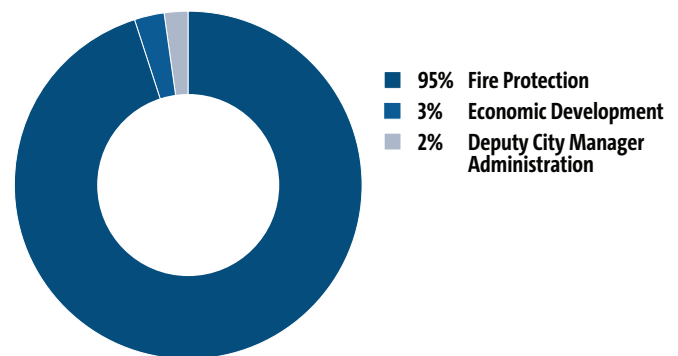
Deputy City Manager's Office

Expenditures by Type



Deputy City Manager's Office

Expenditures by Function



2023 City of Coquitlam Budget

General Operating Deputy City Manager	Actual 2021	Actual 2022*	Budget 2023	Budget 2024	Budget 2025	Budget 2026	Budget 2027
Expenditures							
Division: Deputy City Manager Administration							
Deputy City Manager Administration	515,639	547,546	534,102	542,240	542,240	542,240	542,240
Total Division: Deputy City Manager Administration	515,639	547,546	534,102	542,240	542,240	542,240	542,240
Division: Fire Protection							
Fire Administration	2,529,088	2,588,360	2,630,149	2,658,116	2,675,959	2,685,716	2,686,058
Fire Communications	1,207,425	1,122,055	1,361,415	1,291,996	1,291,996	1,291,996	1,291,996
Fire Prevention	1,096,213	1,124,302	1,284,647	1,310,006	1,328,288	1,345,254	1,345,254
Fire Suppression	24,696,698	24,327,209	25,780,028	25,917,671	26,017,594	26,121,511	26,207,693
Fire Training Division	830,376	803,929	753,579	753,861	754,040	754,223	754,409
Fire Facility Maintenance	340,865	405,509	367,185	370,618	374,120	377,692	381,335
Total Division: Fire Protection	30,700,665	30,371,363	32,177,003	32,302,268	32,441,997	32,576,392	32,666,745
Division: Economic Development and Tourism							
Economic Development	674,632	812,899	1,011,336	1,035,743	1,050,937	1,064,205	1,066,799
Total Division: Economic Development and Tourism	674,632	812,899	1,011,336	1,035,743	1,050,937	1,064,205	1,066,799
Total Expenditures	31,890,936	31,731,808	33,722,441	33,880,251	34,035,174	34,182,837	34,275,784
Revenues							
Division: Fire Protection							
Fire Administration	(89,399)	(65,601)	(35,591)	(35,591)	(35,591)	(35,591)	(35,591)
Fire Prevention	(193,541)	(166,647)	(125,002)	(125,002)	(125,002)	(125,002)	(125,002)
Fire Suppression	6,687	(208,702)	(6,000)	(6,000)	(6,000)	(6,000)	(6,000)
Fire Training Division	(28,562)	(5,176)	(1,000)	(1,000)	(1,000)	(1,000)	(1,000)
Total Division: Fire Protection	(304,815)	(446,126)	(167,593)	(167,593)	(167,593)	(167,593)	(167,593)
Division: Economic Development and Tourism							
Economic Development	(315,285)	(488,023)	(277,618)	(277,618)	(277,618)	(277,618)	(277,618)
Total Division: Economic Development and Tourism	(315,285)	(488,023)	(277,618)	(277,618)	(277,618)	(277,618)	(277,618)
Total Revenues	(620,100)	(934,149)	(445,211)	(445,211)	(445,211)	(445,211)	(445,211)
Net Expenditure (Contribution):	31,270,836	30,797,659	33,277,230	33,435,040	33,589,963	33,737,626	33,830,573

*Unaudited



Corporate Services

Corporate Services supports the effective delivery of City services and programs. This includes coordinating the organization’s annual and long-term planning, managing the City’s internal and external communications and civic engagement, providing information and communications technology, equity, diversity and inclusion initiatives, and overseeing the programs that impact the City’s human resources.

Communications and Civic Engagement

Key responsibilities include:

- Supporting effective internal and external communications, including advertising, marketing, media relations, community engagement and consultation, and strategic multi-media advice
- Managing the City website and social media channels and other digital communications tools, including content development and design
- Leading civic engagement opportunities and strategies across the organization

Corporate Planning

Key responsibilities include:

- Working with Council, staff and the public to establish the vision, mission and values for the community and City
- Developing the *Strategic Plan*, which guides all other long-range planning for the City
- Coordinating the business planning process, which sets out the organization’s goals, objectives and priorities
- Civic Facility Space Planning

Equity, Diversity and Inclusion

Key responsibilities include:

- Advancing a culture of safety and belonging
- Collaborating across the organization to support the identification and implementation of equity, diversity and inclusion work across all City departments

Human Resources

Key responsibilities include:

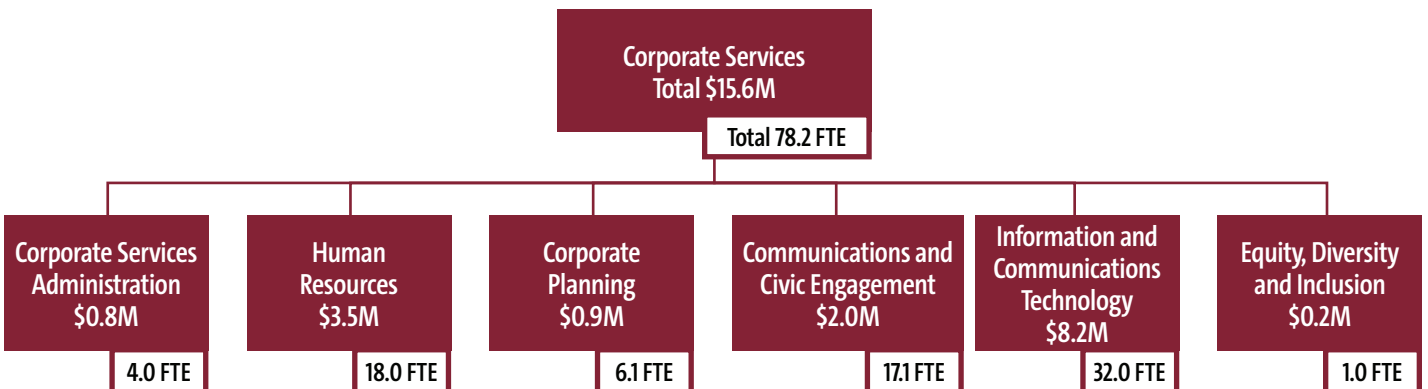
- Employee recruitment, selection and evaluation
- Labour relations and collective bargaining
- Staff training and development
- Occupational health, safety and wellness

Information and Communications Technology

Key responsibilities include:

- Managing and supporting the City’s information and communication technology
- Planning for hardware and software needs
- Supporting QNet, the City’s fibre optics network

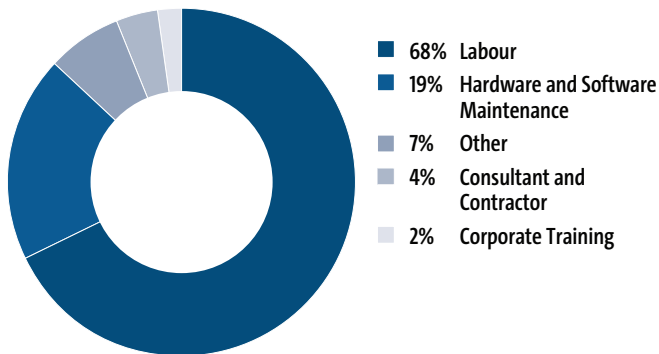
For details on the strategic priorities for Corporate Services, please see the *Business Plan* section starting on p. 18.



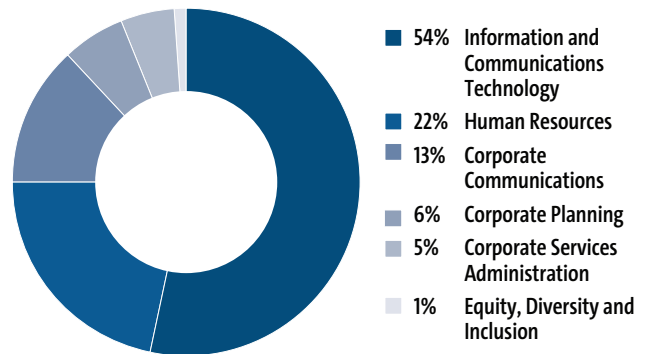
Key Performance Measures:

Corporate Services	2018	2019	2020	2021	2022
Website Visits	812,560	1,241,880	1,062,729	1,251,757	1,837,479
Viewpoint Members	1,227	1,536	1,959	2,016	2,017
QNET Fibre Utilization - metres of fibre	83,405	87,246	92,746	97,934	100,914
Business Improvement Initiatives Completed	79	60	72	76	103
% Transactions Online	50%	52%	65%	82%	72%

Corporate Services Expenditures by Type



Corporate Services Expenditures by Function



2023 City of Coquitlam Budget

General Operating Corporate Services	Actual 2021	Actual 2022*	Budget 2023	Budget 2024	Budget 2025	Budget 2026	Budget 2027
Expenditures							
Division: Information & Communications Technology							
Information & Communications Technology Admin	262,543	302,274	290,317	290,317	290,317	290,317	290,317
Technical Services	2,918,558	3,076,483	2,972,956	3,091,028	3,113,666	3,132,813	3,147,383
Application Services	3,044,849	3,086,654	3,350,655	3,493,756	3,569,062	3,647,142	3,723,420
Telecom Services	55,812	65,635	352,692	352,747	352,803	352,860	352,918
ICT Project Management	223,497	236,519	420,950	437,585	448,658	455,876	455,876
QNet	652,794	711,370	708,785	728,578	748,965	769,964	791,593
Digital Strategy	0	0	162,090	168,583	175,298	182,242	182,242
Total Division: Information & Communications Technology	7,158,053	7,478,936	8,258,445	8,562,594	8,698,769	8,831,214	8,943,749
Division: Human Resources							
Human Resources Administration	2,006,184	1,928,544	2,193,488	2,224,299	2,249,307	2,264,234	2,264,234
Organizational Health and Safety	1,272,229	1,262,046	1,273,015	1,291,450	1,302,024	1,307,536	1,307,536
Total Division: Human Resources	3,278,412	3,190,590	3,466,503	3,515,749	3,551,331	3,571,770	3,571,770
Division: Corporate Planning							
Corporate Planning	836,246	923,572	911,858	924,541	931,153	931,153	931,153
Total Division: Corporate Planning	836,246	923,572	911,858	924,541	931,153	931,153	931,153

*Unaudited

2023 City of Coquitlam Budget

General Operating Corporate Services	Actual 2021	Actual 2022*	Budget 2023	Budget 2024	Budget 2025	Budget 2026	Budget 2027
Expenditures							
Division: Communications and Civic Engagement							
Communications and Civic Engagement	1,878,323	1,815,532	1,996,003	2,036,343	2,061,954	2,089,232	2,103,665
Total Division: Communications and Civic Engagement	1,878,323	1,815,532	1,996,003	2,036,343	2,061,954	2,089,232	2,103,665
Division: Corporate Services Admin							
Corporate Services Administration	420,300	689,523	797,487	812,306	824,130	827,108	830,164
Total Division: Corporate Services Admin	420,300	689,523	797,487	812,306	824,130	827,108	830,164
Division: Equity Diversity and Inclusion							
Equity Diversity and Inclusion	0	138,489	196,444	204,301	212,461	214,677	214,677
Total Division: Equity Diversity and Inclusion	0	138,489	196,444	204,301	212,461	214,677	214,677
Total Expenditures	13,571,334	14,236,641	15,626,740	16,055,834	16,279,798	16,465,154	16,595,178
Revenues							
Division: Information & Communications Technology							
Technical Services	(57,798)	12,000	0	0	0	0	0
Application Services	(248,819)	0	0	0	0	0	0
Telecom Services	(290,859)	(292,095)	(307,786)	(307,786)	(307,786)	(307,786)	(307,786)
QNet	(652,794)	(711,370)	(708,785)	(728,578)	(748,965)	(769,964)	(791,593)
Total Division: Information & Communications Technology	(1,250,270)	(991,465)	(1,016,571)	(1,036,364)	(1,056,751)	(1,077,750)	(1,099,379)
Division: Human Resources							
Human Resources Administration	(276,087)	(256,061)	(250,000)	(250,000)	(250,000)	(250,000)	(250,000)
Organizational Health and Safety	(542,310)	(208,690)	(209,065)	(209,111)	(209,111)	(209,111)	(209,111)
Total Division: Human Resources	(818,397)	(464,751)	(459,065)	(459,111)	(459,111)	(459,111)	(459,111)
Division: Communications and Civic Engagement							
Communications and Civic Engagement	(192,333)	(9,905)	(29,070)	(29,070)	(29,070)	(39,170)	(39,170)
Total Division: Communications and Civic Engagement	(192,333)	(9,905)	(29,070)	(29,070)	(29,070)	(39,170)	(39,170)
Division: Corporate Services Admin							
Corporate Services Administration	0	(157,405)	0	0	0	0	0
Total Division: Corporate Services Admin	0	(157,405)	0	0	0	0	0
Total Revenues	(2,261,000)	(1,623,526)	(1,504,706)	(1,524,545)	(1,544,932)	(1,576,031)	(1,597,660)
Net Expenditure (Contribution):	11,310,335	12,613,115	14,122,034	14,531,289	14,734,866	14,889,123	14,997,518

*Unaudited



Engineering and Public Works



Engineering and Public Works plans, designs, constructs, operates and maintains the City’s infrastructure and provides core City services such as transportation, water distribution, flood control, waste collection, storm water management and sewage collection.

Design and Construction

Key responsibilities include:

- Coordinating and implementing the City’s road and utility capital projects
- Inspection services of City engineering infrastructure for City and land development projects
- Survey services including legal and topographic surveys, and construction layout for City capital projects

Utilities

Key responsibilities include:

- Policy and planning for construction and replacement of water, sewer and drainage infrastructure
- Asset management, monitoring and analytics for Engineering and Public Works
- Overseeing QtheMap, cadastral mapping and GIS tool of all assets for the City

Environment

Key responsibilities include:

- Providing environmental policies and objectives to conserve energy and water, reduce waste, protect the environment, and reduce greenhouse gas emissions
- Providing education and enforcement for environmental programs, including solid waste

Public Works

Key responsibilities include:

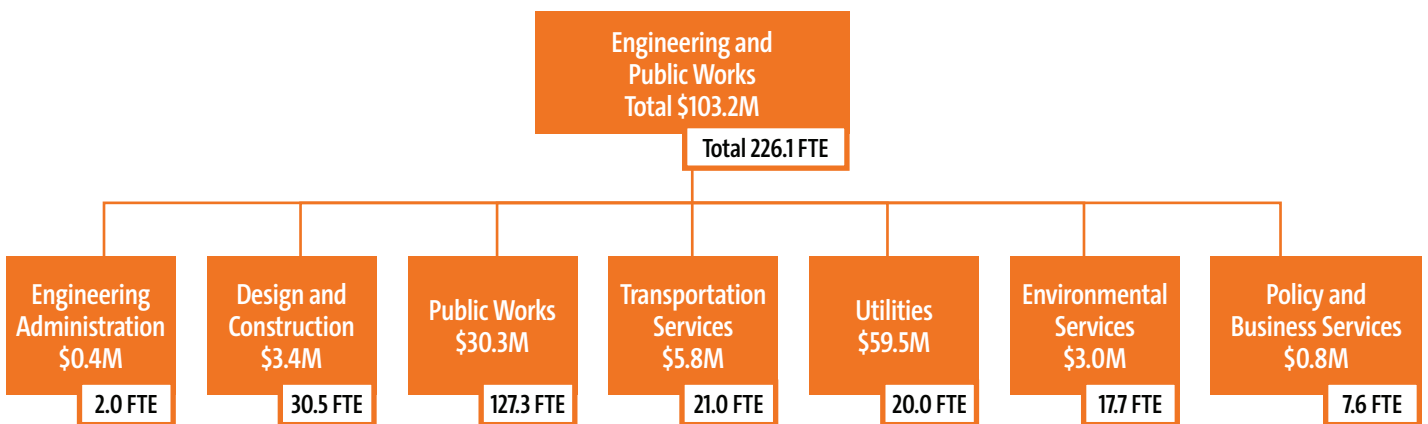
- Operating and maintaining the City’s roads, water, sewer and drainage systems
- Maintaining the corporate fleet of vehicles and equipment
- Managing solid waste services
- Emergency engineering services for water, sewer, drainage and roads (24/7)

Transportation

Key responsibilities include:

- Policy and planning for the City’s transportation needs to accommodate new growth and infrastructure replacement
- Managing the City’s traffic signal network and CCTV intersection cameras
- Traffic operations, including streetlights, pavement markings, signage and road safety
- Managing street use, electric vehicle charging stations, on-street parking and City-owned parking lots

For details on the strategic priorities for Engineering and Public Works, please see the *Business Plan* section starting on p. 18.



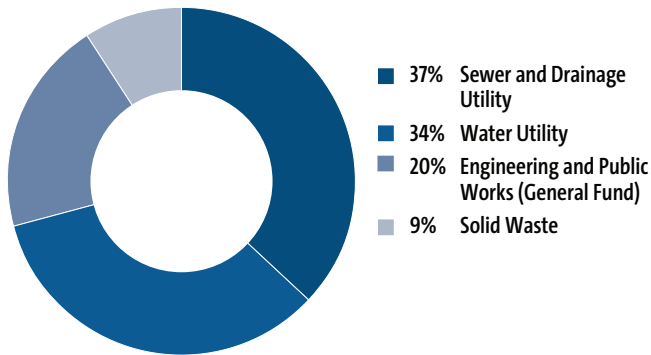
Key Performance Measures:

Engineering and Public Works	2018	2019	2020	2021	2022
KM of multi-modal transportation					
New	6	16	10	6	4
Total	629	645	655	661	665
Watermains cleaned (km's)					
	95	119	128	140	70
Roads swept (lane km's)					
	9,717	10,419	11,798	8,870	5,598
Total Metered Water Consumption (m3)					
	3,105,350	3,030,915	2,665,585	2,913,537	3,203,937
Citizen Satisfaction with					
Public Works	98%	97%	N/A ¹	98%	N/A ²
Recycling and Garbage	86%	98%	N/A ¹	93%	N/A ²
Road Maintenance	83%	98%	N/A ¹	83%	N/A ²

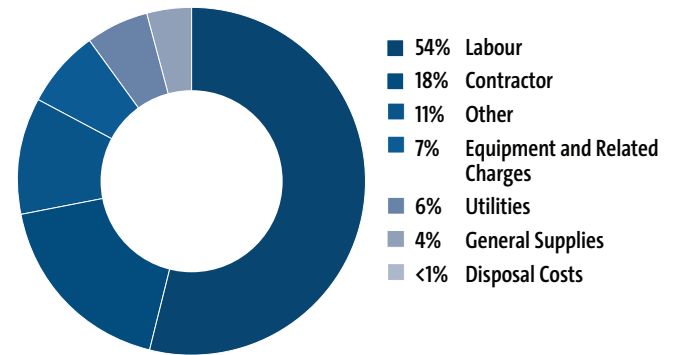
¹ The Ipsos Citizen Satisfaction Survey was not conducted in 2020 due to the COVID-19 pandemic.

² The Ipsos Citizen Satisfaction Survey was not conducted in 2022 due to the civic election.

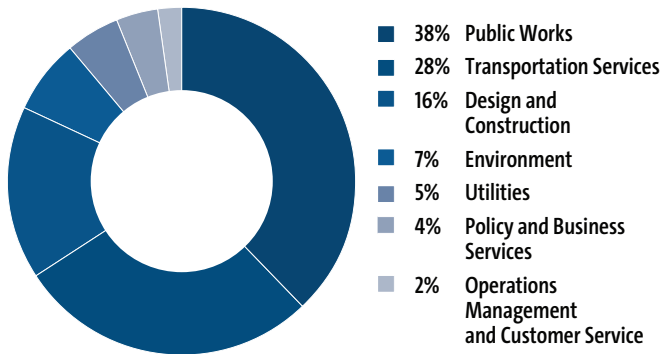
Engineering and Public Works Expenditures by Fund



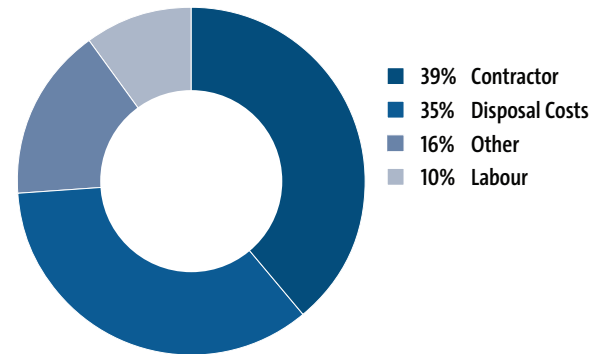
Engineering and Public Works Expenditures by Type



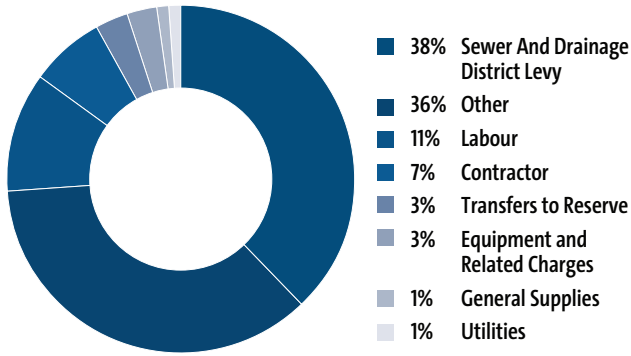
Engineering and Public Works Expenditures by Function



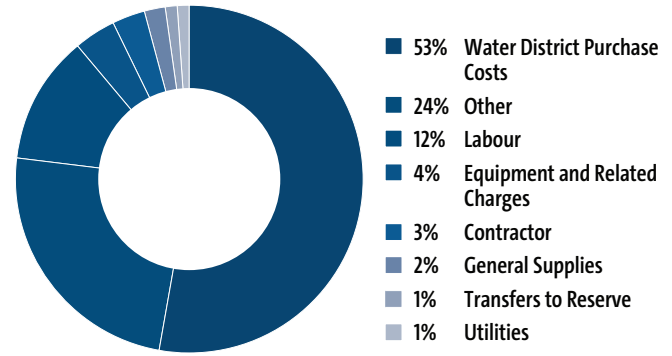
Solid Waste Expenditures by Type



Sewer and Drainage Utility Expenditures by Type



Water Utility Expenditures by Type



2023 City of Coquitlam Budget

General Operating Engineering and Public Works	Actual 2021	Actual 2022*	Budget 2023	Budget 2024	Budget 2025	Budget 2026	Budget 2027
Expenditures							
Division: Engineering Management							
Operations General Management Administration	415,889	444,045	441,448	453,819	457,301	457,301	457,301
Total Division: Engineering Management	415,889	444,045	441,448	453,819	457,301	457,301	457,301
Division: Design and Construction							
Administrative Support	547,531	537,582	520,883	522,897	524,899	525,947	525,947
Infrastructure Inspections	595,566	707,933	746,296	746,296	746,296	746,296	746,296
Project Management	2,192,209	1,975,117	1,739,096	1,754,181	1,762,604	1,763,652	1,763,652
Survey	201,392	361,453	404,262	418,847	430,194	433,274	436,418
Total Division: Design and Construction	3,536,698	3,582,085	3,410,537	3,442,221	3,463,993	3,469,169	3,472,313
Division: Public Works							
Public Works Administration	480,602	517,353	570,800	575,510	578,143	581,005	581,282
Communication	14,833	8,254	11,000	11,000	11,000	11,000	11,000
Service Centre Administration	174,659	231,921	239,959	240,300	240,647	241,001	241,362
Fleet	592,101	570,739	250,000	250,000	250,000	250,000	250,000
Work Control	281,983	292,682	300,610	300,610	300,610	300,610	300,610
Roads	6,823,952	7,664,102	6,472,977	6,600,801	6,725,844	6,747,844	6,770,844
Storm Sewerage	1,169	0	0	0	0	0	0
Solid Waste Operations	8,730,978	8,996,810	8,539,381	8,898,321	9,225,267	9,542,406	9,892,360
Total Division: Public Works	17,100,276	18,281,861	16,384,727	16,876,542	17,331,511	17,673,866	18,047,458
Division: Transportation Services							
Traffic Operations	3,589,285	3,478,942	3,761,715	3,814,699	3,865,352	3,911,147	3,952,216
Parking Management	421,045	222,404	443,268	797,178	797,178	797,178	797,178
Transportation Planning	1,395,067	1,420,602	1,588,329	1,557,205	1,576,389	1,589,698	1,589,698
Total Division: Transportation Services	5,405,397	5,121,948	5,793,312	6,169,082	6,238,919	6,298,023	6,339,092

*Unaudited

2023 City of Coquitlam Budget

General Operating Engineering and Public Works	Actual 2021	Actual 2022*	Budget 2023	Budget 2024	Budget 2025	Budget 2026	Budget 2027
Expenditures							
Division: Utilities							
Geographic Information Systems (GIS)	737,467	810,174	852,010	865,882	873,132	873,489	873,489
Methane Recovery System	107,446	112,068	100,650	100,650	100,650	100,650	100,650
Utility Programming	170,887	119,723	170,840	175,053	179,613	184,236	188,882
Total Division: Utilities	1,015,800	1,041,965	1,123,500	1,141,585	1,153,395	1,158,375	1,163,021
Division: Environment							
Environmental Services	1,048,191	1,192,288	1,361,685	1,397,823	1,423,470	1,442,350	1,451,039
Waste Management	820,466	939,116	828,022	906,031	1,004,845	1,142,574	1,250,973
Total Division: Environment	1,868,657	2,131,404	2,189,707	2,303,854	2,428,315	2,584,924	2,702,012
Division: EPW Policy and Business Services							
Customer Service	443,688	427,972	452,511	455,373	458,355	461,449	462,038
Policy and Business Services	195,088	208,388	319,131	325,587	330,212	335,144	340,066
Total Division: EPW Policy and Business Services	638,776	636,359	771,642	780,960	788,567	796,593	802,104
Total Expenditures	29,981,491	31,239,667	30,114,873	31,168,063	31,862,001	32,438,251	32,983,301

*Unaudited

2023 City of Coquitlam Budget

General Operating Engineering and Public Works	Actual 2021	Actual 2022*	Budget 2023	Budget 2024	Budget 2025	Budget 2026	Budget 2027
Revenues							
Division: Design and Construction							
Infrastructure Inspections	(964,366)	(1,504,311)	(1,079,545)	(1,079,545)	(1,079,545)	(1,079,545)	(1,079,545)
Project Management	(2,622,327)	(2,765,622)	(1,825,500)	(1,825,500)	(1,825,500)	(1,825,500)	(1,825,500)
Total Division: Design and Construction	(3,586,693)	(4,269,934)	(2,905,045)	(2,905,045)	(2,905,045)	(2,905,045)	(2,905,045)
Division: Public Works							
Service Centre Administration	(9,959)	(8,199)	0	0	0	0	0
Fleet	(287,377)	(8,773)	0	0	0	0	0
Roads	(1,287,952)	(1,965,412)	(1,175,000)	(1,196,000)	(1,218,000)	(1,240,000)	(1,263,000)
Solid Waste Operations	(8,730,978)	(8,996,810)	(9,367,403)	(9,804,352)	(10,230,112)	(10,684,980)	(11,143,333)
Total Division: Public Works	(10,316,266)	(10,979,194)	(10,542,403)	(11,000,352)	(11,448,112)	(11,924,980)	(12,406,333)
Division: Transportation Services							
Traffic Operations	(1,243,120)	(1,493,285)	(1,306,400)	(1,323,400)	(1,340,400)	(1,358,400)	(1,376,400)
Parking Management	(374,264)	(373,952)	(571,390)	(946,522)	(946,522)	(946,522)	(946,522)
Transportation Planning	(240,834)	(289,673)	(215,954)	(160,954)	(160,954)	(160,954)	(160,954)
Total Division: Transportation Services	(1,858,218)	(2,156,910)	(2,093,744)	(2,430,876)	(2,447,876)	(2,465,876)	(2,483,876)
Division: Utilities							
Geographic Information Systems (GIS)	(24,946)	(26,967)	(22,000)	(22,000)	(22,000)	(22,000)	(22,000)
Methane Recovery System	(107,446)	(112,068)	(100,650)	(100,650)	(100,650)	(100,650)	(100,650)
Utility Programming	0	0	(10,000)	(10,000)	(10,000)	(10,000)	(10,000)
Total Division: Utilities	(132,392)	(139,035)	(132,650)	(132,650)	(132,650)	(132,650)	(132,650)
Division: Environment							
Environmental Services	(81,629)	(194,146)	(182,000)	(182,000)	(182,000)	(111,200)	(111,200)
Waste Management	(820,466)	(939,116)	0	0	0	0	0
Total Division: Environment	(902,096)	(1,133,263)	(182,000)	(182,000)	(182,000)	(111,200)	(111,200)
Division: EPW Policy and Business Services							
Customer Service	(14,398)	(12,201)	(8,000)	(8,000)	(8,000)	(8,000)	(8,000)
Total Division: EPW Policy and Business Services	(14,398)	(12,201)	(8,000)	(8,000)	(8,000)	(8,000)	(8,000)
Total Revenues	(16,810,063)	(18,690,536)	(15,863,842)	(16,658,923)	(17,123,683)	(17,547,751)	(18,047,104)
Net Expenditure (Contribution):	13,171,429	12,549,132	14,251,031	14,509,140	14,738,318	14,890,500	14,936,197

*Unaudited

2023 City of Coquitlam Budget

Sewer and Drainage Operating Engineering and Public Works	Actual 2021	Actual 2022*	Budget 2023	Budget 2024	Budget 2025	Budget 2026	Budget 2027
Expenditures							
Division: Public Works							
Storm Sewerage	4,734,112	5,321,458	4,909,846	4,737,219	4,769,788	4,803,015	4,836,914
Sanitary Sewerage	3,164,979	4,102,406	3,416,941	3,444,381	3,472,358	3,500,994	3,528,675
Total Division: Public Works	7,899,091	9,423,864	8,326,787	8,181,600	8,242,146	8,304,009	8,365,589
Division: Transportation Services							
Capacity Improvements	118,860	0	0	0	0	0	0
Total Division: Transportation Services	118,860	0	0	0	0	0	0
Division: Utilities							
Sewer Infrastructure Management	26,405,120	27,191,106	27,511,716	31,782,695	35,119,881	39,524,725	45,689,554
Drainage Infrastructure Management	7,346	607,948	2,400,507	2,548,435	2,671,418	2,821,634	3,020,634
Total Division: Utilities	26,412,465	27,799,054	29,912,223	34,331,130	37,791,299	42,346,359	48,710,188
Division: Environment							
Environmental Services	205,271	181,471	274,321	284,275	294,790	305,616	280,536
Total Division: Environment	205,271	181,471	274,321	284,275	294,790	305,616	280,536
Total Expenditures	34,635,687	37,404,389	38,513,331	42,797,005	46,328,235	50,955,984	57,356,313
Revenues							
Division: Public Works							
Storm Sewerage	(7,036,248)	(7,469,675)	(7,781,744)	(8,065,704)	(8,593,556)	(9,164,328)	(9,780,691)
Sanitary Sewerage	(371,338)	(558,516)	(522,000)	(522,000)	(522,000)	(522,000)	(522,000)
Total Division: Public Works	(7,407,586)	(8,028,192)	(8,303,744)	(8,587,704)	(9,115,556)	(9,686,328)	(10,302,691)
Division: Transportation Services							
Capacity Improvements	(118,860)	0	0	0	0	0	0
Total Division: Transportation Services	(118,860)	0	0	0	0	0	0
Division: Utilities							
Sewer Infrastructure Management	(32,348,567)	(33,188,745)	(35,366,347)	(38,580,519)	(42,083,699)	(45,956,960)	(50,246,930)
Drainage Infrastructure Management	(7,346)	(661)	0	0	0	0	0
Total Division: Utilities	(32,355,912)	(33,189,406)	(35,366,347)	(38,580,519)	(42,083,699)	(45,956,960)	(50,246,930)
Total Revenues	(39,882,358)	(41,217,598)	(43,670,091)	(47,168,223)	(51,199,255)	(55,643,288)	(60,549,621)
Net Expenditure (Contribution):	(5,246,671)	(3,813,209)	(5,156,760)	(4,371,218)	(4,871,020)	(4,687,304)	(3,193,308)

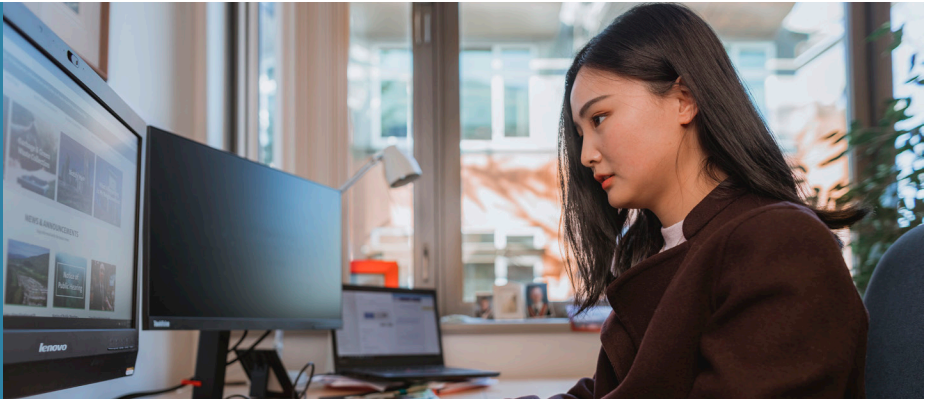
*Unaudited

2023 City of Coquitlam Budget

Water Operating Engineering and Public Works	Actual 2021	Actual 2022*	Budget 2023	Budget 2024	Budget 2025	Budget 2026	Budget 2027
Expenditures							
Division: Public Works							
Water Infrastructure Maintenance	21,885,166	4,587,808	5,638,508	5,681,104	5,724,538	5,768,944	5,812,707
Construction Crew	44,391	89	0	0	0	0	0
Total Division: Public Works	21,929,558	4,587,897	5,638,508	5,681,104	5,724,538	5,768,944	5,812,707
Division: Utilities							
Water Infrastructure Management	9,144,587	27,139,044	28,450,349	30,657,227	34,067,846	37,687,760	42,111,532
Total Division: Utilities	9,144,587	27,139,044	28,450,349	30,657,227	34,067,846	37,687,760	42,111,532
Division: Environment							
Environmental Services	278,498	723,374	496,702	503,416	510,377	517,500	522,235
Total Division: Environment	278,498	723,374	496,702	503,416	510,377	517,500	522,235
Total Expenditures	31,352,642	32,450,315	34,585,559	36,841,747	40,302,761	43,974,204	48,446,474
Revenues							
Division: Public Works							
Water Infrastructure Maintenance	(136,276)	(419,328)	(424,000)	(424,000)	(424,000)	(424,000)	(424,000)
Total Division: Public Works	(136,276)	(419,328)	(424,000)	(424,000)	(424,000)	(424,000)	(424,000)
Division: Utilities							
Water Infrastructure Management	(31,290,430)	(33,331,417)	(35,206,694)	(37,773,313)	(41,238,391)	(45,434,959)	(49,460,090)
Total Division: Utilities	(31,290,430)	(33,331,417)	(35,206,694)	(37,773,313)	(41,238,391)	(45,434,959)	(49,460,090)
Division: Environment							
Environmental Services	(3,648)	(5,019)	0	0	0	0	0
Total Division: Environment	(3,648)	(5,019)	0	0	0	0	0
Total Revenues	(31,430,354)	(33,755,764)	(35,630,694)	(38,197,313)	(41,662,391)	(45,858,959)	(49,884,090)
Net Expenditure (Contribution):	(77,712)	(1,305,449)	(1,045,135)	(1,355,566)	(1,359,630)	(1,884,755)	(1,437,616)

*Unaudited

Finance, Lands and Police



Finance, Lands and Police Services is responsible for the City's financial operations, planning and managing the City lands portfolio and real-estate assets, and supporting Coquitlam's policing services delivered through the Coquitlam RCMP detachment. The Department's General Manager is the City's Chief Financial Officer and the City's RCMP primary contact with the City.

Financial Planning

Key responsibilities include:

- ▶ Preparing the City's annual *Five-Year Financial Plan*, including the operating, utility and capital budgets
- ▶ Conducting financial analysis for corporate-wide initiatives and developing long-term financial planning strategies
- ▶ Collecting and managing City revenues, including property taxes, utility charges, grants-in-lieu of taxes and local improvement charges
- ▶ Collecting property taxes for other authorities, including school and regional taxes
- ▶ Managing City investments and cash flow

Financial Services

Key responsibilities include:

- ▶ Overseeing statutory reporting requirements, including preparing year-end Financial Statements and the Annual Report
- ▶ Providing internal financial reporting systems
- ▶ Overseeing Accounts Payable and Accounts Receivable
- ▶ Preparing employee pay, T4s and Records of Employment
- ▶ Remitting and reporting statutory and non-statutory deductions

Purchasing

Key responsibilities include:

- ▶ Procuring goods and services for the City
- ▶ Overseeing the Stores section, which manages inventory for Parks, Public Works and Facilities

Business Services

Key responsibilities include:

- ▶ Overseeing the development and implementation of the Building Safer Communities Program funded by a federal grant under the Building Safer Communities Fund.
- ▶ Leading technology improvements and upgrades
- ▶ Coordinating policy review and updates and other business process improvements

Civic Lands and Real Estate

Key responsibilities include:

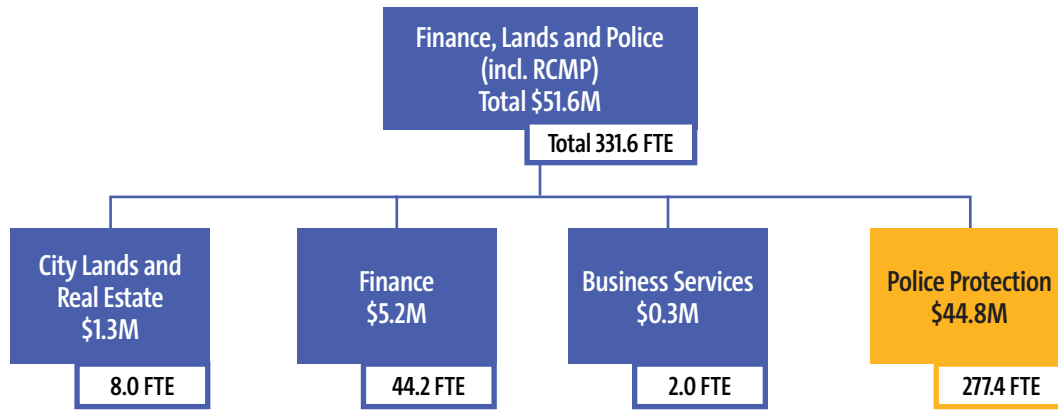
- ▶ Management of the City's real-estate assets
- ▶ Optimizing City-owned land development activities to create value for the community through land sales revenue

Civilian Police Services

Key responsibilities include:

- ▶ Supporting the operations of the Coquitlam RCMP detachment and its RCMP officers
- ▶ Providing services such as special event policing, crime-prevention programs, community outreach and education, and media relations

For details on the strategic priorities for Finance, Lands and Police, please see the *Business Plan* section starting on p. 18.

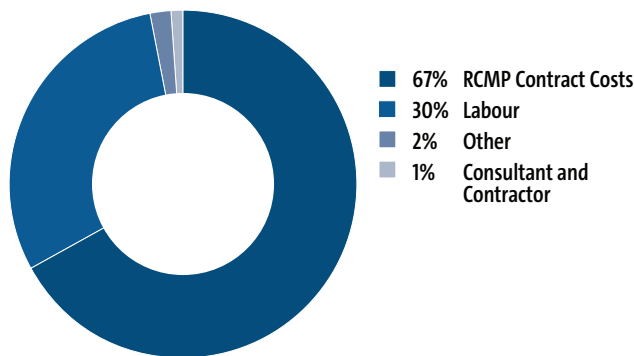


Key Performance Measures:

Finance, Lands and Police (incl. RCMP)	2018	2019	2020	2021	2022
Total Tax Folios	48,304	48,777	49,932	50,879	52,004
Inventory Turn Over Rates	4.07	4.67	3.31	3.22	3.30
No. of Purchase Orders Issued	8,308	8,520	8,648	8,673	9,122
No. of Invoices Processed	19,679	20,388	20,425	19,072	19,122

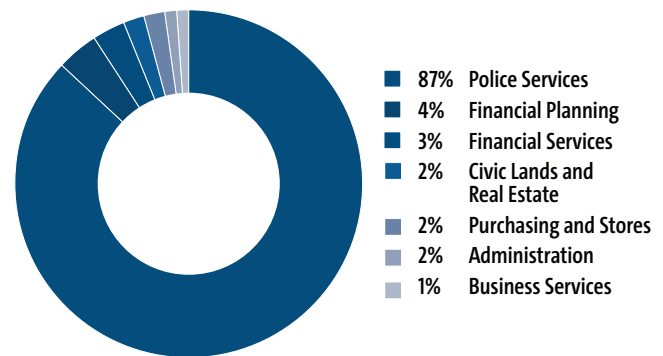
Finance, Lands and Police (incl. RCMP)

Expenditures by Type



Finance, Lands and Police (incl. RCMP)

Expenditures by Function



2023 City of Coquitlam Budget

General Operating Finance, Lands & Police Services	Actual 2021	Actual 2022*	Budget 2023	Budget 2024	Budget 2025	Budget 2026	Budget 2027
Expenditures							
Division: Finance Business Services							
Finance Business Services	916	129,365	273,696	284,684	296,249	302,658	307,580
Total Division: Finance Business Services	916	129,365	273,696	284,684	296,249	302,658	307,580
Division: Finance							
Payroll	462,519	486,496	507,508	513,822	517,498	519,995	519,995
Financial Services Administration	561,434	669,545	638,601	638,601	638,601	638,601	638,601
Accounting	1,139,225	1,077,208	1,070,478	1,093,020	1,113,996	1,129,041	1,139,597
Revenue Services	750,320	828,687	861,203	864,031	867,033	868,683	868,683

*Unaudited

General Operating Finance, Lands & Police Services	Actual 2021	Actual 2022*	Budget 2023	Budget 2024	Budget 2025	Budget 2026	Budget 2027
Expenditures							
Budgeting	607,576	812,688	1,148,300	1,179,559	1,202,429	1,216,708	1,216,708
Purchasing	607,154	618,905	649,043	653,707	654,267	654,267	654,267
Stores	305,290	303,322	330,204	330,204	330,204	330,204	330,204
Total Division: Finance	4,433,518	4,796,851	5,205,337	5,272,944	5,324,028	5,357,499	5,368,055
Division: Police Protection							
Police Administration Operations	8,077,643	8,457,439	8,877,337	8,978,340	9,053,099	9,099,191	9,126,076
Community Policing	969,039	951,778	1,065,693	1,074,745	1,081,714	1,088,422	1,092,034
Police Contract	31,996,925	32,213,553	34,007,100	35,397,100	36,837,100	38,337,100	39,897,100
Police Facility Management	576,703	568,186	690,448	693,709	697,036	700,429	703,889
E-Comm	154,684	141,656	166,204	166,204	166,204	166,204	166,204
Total Division: Police Protection	41,774,995	42,332,612	44,806,782	46,310,098	47,835,153	49,391,346	50,985,303
Division: City Lands & Real Estate							
Real Estate Management	629,206	855,057	740,078	761,521	779,859	786,966	792,189
City Land Development Admin	340,891	444,675	576,863	588,656	598,522	605,984	606,052
Total Division: City Lands & Real Estate	970,097	1,299,732	1,316,941	1,350,177	1,378,381	1,392,950	1,398,241
Total Expenditures	47,179,526	48,558,561	51,602,756	53,217,903	54,833,811	56,444,453	58,059,179
Revenues							
Division: Finance							
Payroll	(900)	(450)	(1,125)	(1,125)	(1,125)	(1,125)	(1,125)
Financial Services Administration	(278)	0	0	0	0	0	0
Accounting	(9,254)	(8,008)	(27,500)	(27,500)	(27,500)	(27,500)	(27,500)
Revenue Services	(2,580,188)	(1,358,185)	(1,225,000)	(1,225,000)	(1,225,000)	(1,225,000)	(1,225,000)
Budgeting	0	(64,749)	0	0	0	0	0
Purchasing	(36,045)	(45,592)	(30,000)	(30,000)	(30,000)	(30,000)	(30,000)
Total Division: Finance	(2,626,666)	(1,476,984)	(1,283,625)	(1,283,625)	(1,283,625)	(1,283,625)	(1,283,625)
Division: Police Protection							
Police Administration Operations	(1,951,588)	(1,688,561)	(1,545,254)	(1,545,254)	(1,545,254)	(1,545,254)	(1,545,254)
Community Policing	(121,071)	(120,085)	(114,228)	(114,228)	(114,228)	(114,228)	(114,228)
Police Contract	(4,440,683)	(4,050,292)	(3,749,159)	(3,488,756)	(3,488,756)	(3,488,756)	(3,488,756)
Police Facility Management	(27,847)	(33,080)	(112,488)	(112,488)	(112,488)	(112,488)	(112,488)
Total Division: Police Protection	(6,541,189)	(5,892,017)	(5,521,129)	(5,260,726)	(5,260,726)	(5,260,726)	(5,260,726)
Division: City Lands & Real Estate							
Real Estate Management	(1,055,545)	(1,089,178)	(1,054,170)	(1,054,170)	(1,054,170)	(1,054,170)	(1,054,170)
City Land Development Admin	(322,857)	(431,251)	(449,874)	(449,874)	(449,874)	(449,874)	(449,874)
Total Division: City Lands & Real Estate	(1,378,402)	(1,520,429)	(1,504,044)	(1,504,044)	(1,504,044)	(1,504,044)	(1,504,044)
Total Revenues	(10,546,256)	(8,889,431)	(8,308,798)	(8,048,395)	(8,048,395)	(8,048,395)	(8,048,395)
Net Expenditure (Contribution):	36,633,270	39,669,130	43,293,958	45,169,508	46,785,416	48,396,058	50,010,784

*Unaudited



Coquitlam Fire & Rescue

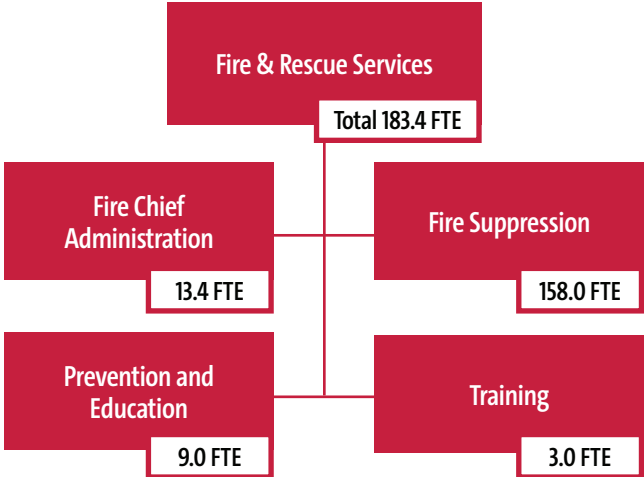
Coquitlam Fire & Rescue Services responds to emergencies and protects the safety of citizens and property throughout the community.

Key responsibilities include:

- Fighting structure and wildland fires
- Responding to medical emergencies, motor-vehicle incidents and requests for public assistance
- Providing specialized and technical rescues, such as those involving heights, industry, confined space, trench and water
- Responding to hazardous materials incidents
- Delivering fire prevention and education programs such as school education, fire extinguisher training, fire reduction instruction, juvenile fire-setter interventions and public relations events
- Conducting more than 5,000 inspections each year in multi-family, industrial, institutional and commercial buildings for compliance to the Fire Code and related life-safety regulations

The department operates from four firehalls distributed throughout Coquitlam.

For details on the strategic priorities for Coquitlam Fire & Rescue, please see the *Business Plan* section starting on p. 18.





Key Performance Measures:

Fire & Rescue	2018	2019	2020	2021	2022
Fire Incident Responses	6,431	6,221	4,361 ¹	6,859	7,880
Annual Inspections	5,691	5,562	4,559 ²	5,252	5,149
Citizen Satisfaction with Fire Services	98%	97%	N/A ³	96%	N/A ⁴

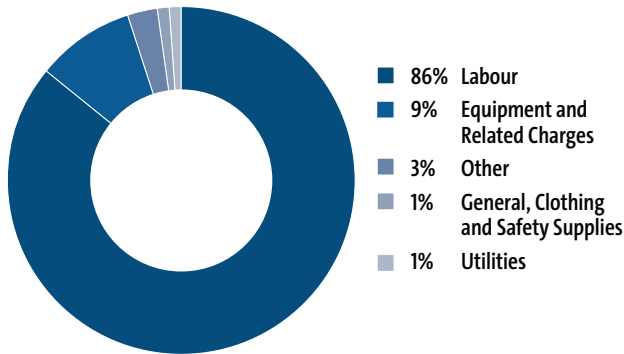
¹ Other than high-acuity cardiac and overdose incidents, medical responses suspended by PHO (April 1 – Sept 15)

² Annual inspections suspended March 16 to June 1 and again November 30 to year-end (Covid restrictions)

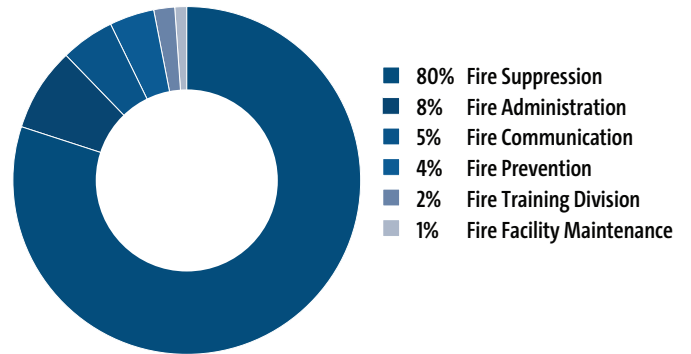
³ The Ipsos Citizen Satisfaction Survey was not conducted in 2020 due to the COVID-19 pandemic.

⁴ The Ipsos Citizen Satisfaction Survey was not conducted in 2022 due to the civic election.

Fire & Rescue
Expenditures by Type



Fire & Rescue
Expenditures by Function





Legislative Services

Legislative Services is responsible for managing relationships with and between the public, other governments, and businesses to support the collective well-being of the community. The Department manages these relationships by supporting Council decision-making processes, facilitating access to City information, providing bylaw enforcement and licensing services, managing risk, liaising with other levels of government including first nations, caring for animals, preparing for emergencies and advising on City legal matters.

Bylaw Enforcement, Animal Services and Business Licensing

Key responsibilities include:

- Managing bylaw education, compliance and enforcement
- Operating Coquitlam’s animal shelter and animal-care services
- Issuing business licences to businesses operating in Coquitlam
- Offering information services to current and prospective businesses through the Business LinQ

City Clerk’s Office

Key responsibilities include:

- Preparing agendas and minutes for Council and Committee meetings
- Managing corporate records, including City bylaws and Freedom of Information requests
- Providing administrative support to Council and its Committees
- Providing operational support services (reception and mail services)

Intergovernmental Relations, Reconciliation, and Emergency Management

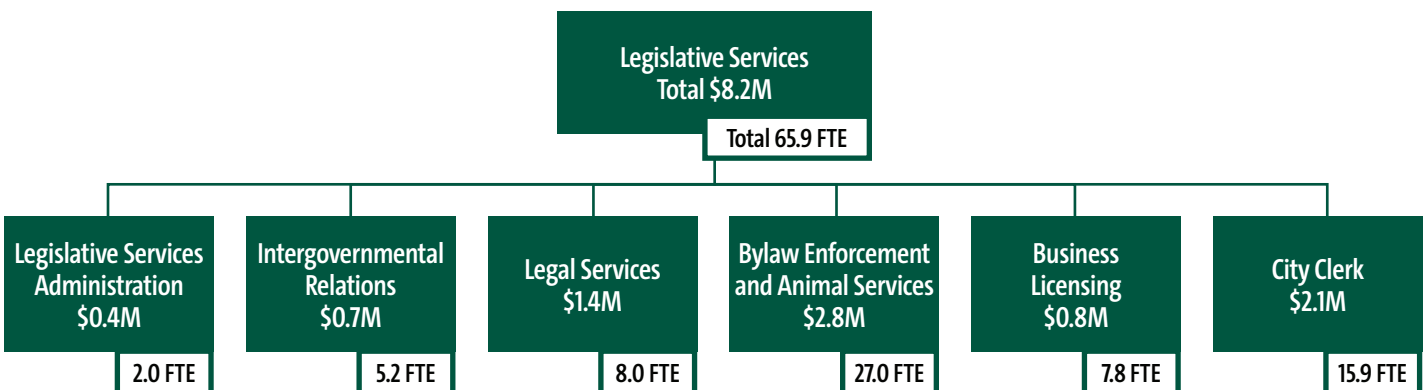
Key Responsibilities include:

- Liaising with other levels of government on initiatives that impact Coquitlam
- Engaging in reconciliation initiatives with the kʷikwə́łəm First Nation and other Indigenous peoples including urban indigenous peoples that reside in the Coquitlam
- Strengthening risk governance
- Guiding emergency preparedness and planning within the City and delivering public education seminars to support a whole-of-community approach

Legal Services

Key responsibilities include:

- Providing legal advice and support to the City
- Overseeing all legal matters of the City
- Supporting the business plan priorities of the City

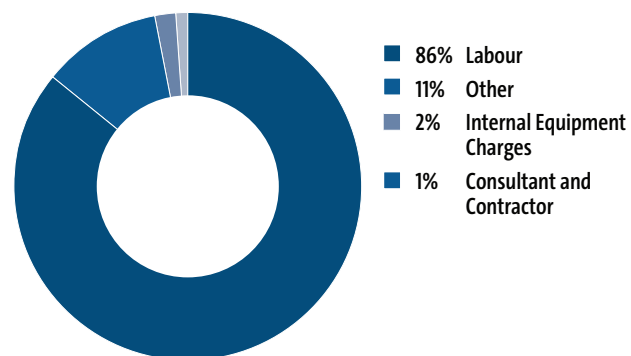


Key Performance Measures:

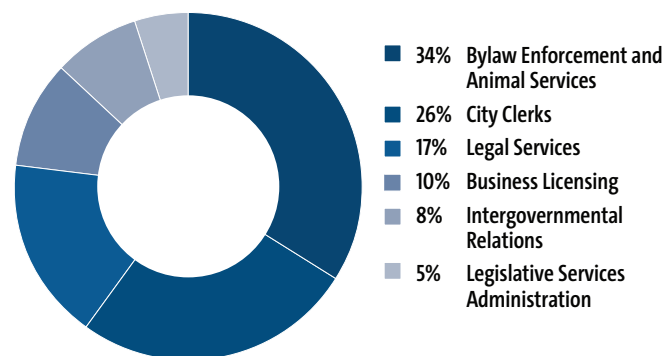
Legislative Services	2018	2019	2020	2021	2022
Business LinQ Inquiries	-	666	636	845	343 ¹
Business Licences Renewed	5,463	5,498	5,518	5,661	5,722
Bylaw Enforcement Notices	20,327	17,297	11,938	14,665	16,143

¹Data set incomplete due to phone system transition.

Legislative Services Expenditures by Type



Legislative Services Expenditures by Function



2023 City of Coquitlam Budget

General Operating Legislative Services	Actual 2021	Actual 2022*	Budget 2023	Budget 2024	Budget 2025	Budget 2026	Budget 2027
Expenditures							
Division: City Clerks Office							
City Clerk Administration	1,006,515	1,222,927	1,045,036	1,066,766	1,079,835	1,093,133	1,097,597
Records Management	212,759	305,293	336,201	340,910	343,122	343,122	343,122
Elections	24	430,092	3,564	0	0	350,000	0
Central Mail and Switchboard	385,369	401,235	389,522	389,522	389,522	389,522	389,522
City Archives	309,708	299,042	319,377	327,699	333,525	333,525	333,525
Total Division: City Clerks Office	1,914,374	2,658,588	2,093,700	2,124,897	2,146,004	2,509,302	2,163,766
Division: Intergovernmental Relations							
Coquitlam Emergency Program	195,116	230,826	279,066	288,305	291,622	293,252	293,252
Intergovernmental Relations	0	72,723	207,645	215,998	224,638	233,649	242,915
Indigenous Relations	0	798	161,390	167,883	174,598	181,542	181,542
Total Division: Intergovernmental Relations	195,116	304,346	648,101	672,186	690,858	708,443	717,709
Division: Legislative Services Admin							
Legal & Bylaw Admin	317,111	484	0	0	0	0	0
Legislative Services Admin	0	398,511	395,188	406,707	418,683	431,143	432,067
Total Division: Legislative Services Admin	317,111	398,995	395,188	406,707	418,683	431,143	432,067
Division: Legal Services							
Legal Services	1,183,855	1,376,677	1,428,617	1,447,915	1,461,990	1,473,721	1,477,339
Total Division: Legal Services	1,183,855	1,376,677	1,428,617	1,447,915	1,461,990	1,473,721	1,477,339

*Unaudited

2023 City of Coquitlam Budget

General Operating Legislative Services	Actual 2021	Actual 2022*	Budget 2023	Budget 2024	Budget 2025	Budget 2026	Budget 2027
Expenditures							
Division: Bylaw Enforcement and Animal Services							
Bylaw Enforcement	2,286,993	1,934,449	2,233,565	2,249,711	2,259,438	2,265,594	2,265,594
Animal Shelter	0	588,678	567,050	567,050	567,050	567,050	567,050
Total Division: Bylaw Enforcement and Animal Services	2,286,993	2,523,127	2,800,615	2,816,761	2,826,488	2,832,644	2,832,644
Division: Business Licensing							
Licensing	757,317	720,347	796,160	816,010	827,078	838,734	851,277
Total Division: Business Licensing	757,317	720,347	796,160	816,010	827,078	838,734	851,277
Total Expenditures	6,654,766	7,982,081	8,162,381	8,284,476	8,371,101	8,793,987	8,474,802
Revenues							
Division: City Clerks Office							
City Clerk Administration	(7,359)	(21,390)	(14,218)	(14,218)	(14,218)	(14,218)	(14,218)
Records Management	(4,509)	(4,333)	0	0	0	0	0
Elections	0	(430,092)	(3,564)	0	0	(350,000)	0
Total Division: City Clerks Office	(11,868)	(455,815)	(17,782)	(14,218)	(14,218)	(364,218)	(14,218)
Division: Intergovernmental Relations							
Coquitlam Emergency Program	0	0	(250)	(250)	(250)	(250)	(250)
Total Division: Intergovernmental Relations	0	0	(250)	(250)	(250)	(250)	(250)
Division: Legislative Services Admin							
Legislative Services Admin	0	(314)	0	0	0	0	0
Total Division: Legislative Services Admin	0	(314)	0	0	0	0	0
Division: Legal Services							
Legal Services	(397,395)	(427,415)	(348,848)	(348,848)	(348,848)	(348,848)	(348,848)
Total Division: Legal Services	(397,395)	(427,415)	(348,848)	(348,848)	(348,848)	(348,848)	(348,848)
Division: Bylaw Enforcement and Animal Services							
Bylaw Enforcement	(907,688)	(619,521)	(676,782)	(676,782)	(676,782)	(676,782)	(676,782)
Animal Shelter	0	(558,758)	(570,114)	(570,114)	(570,114)	(570,114)	(570,114)
Total Division: Bylaw Enforcement and Animal Services	(907,688)	(1,178,279)	(1,246,896)	(1,246,896)	(1,246,896)	(1,246,896)	(1,246,896)
Division: Business Licensing							
Licensing	(1,866,731)	(1,903,386)	(1,814,365)	(1,814,365)	(1,814,365)	(1,814,365)	(1,814,365)
Total Division: Business Licensing	(1,866,731)	(1,903,386)	(1,814,365)	(1,814,365)	(1,814,365)	(1,814,365)	(1,814,365)
Total Revenues	(3,183,681)	(3,965,210)	(3,428,141)	(3,424,577)	(3,424,577)	(3,774,577)	(3,424,577)
Net Expenditure (Contribution):	3,471,085	4,016,871	4,734,240	4,859,899	4,946,524	5,019,410	5,050,225

*Unaudited



Parks, Recreation, Culture and Facilities



Parks, Recreation, Culture and Facilities (PRCF) is one of the most diverse areas within the City, with responsibility for maintaining City parks, public green spaces, outdoor recreational areas, such as fields and courts, and cemetery spaces; planning and delivering recreation activities for all ages; and developing and organizing events in support of local community and cultural groups. Parks, Recreation, Culture and Facilities is also responsible for bringing in sponsorship opportunities for the City, managing the bookings of City assets, and maintaining the plans and policies of the department.

The department also coordinates the planning of future civic, recreation and culture facilities and guides projects through expertise in new park and facility design and construction. The department also maintains the health, safety and reliability of City facilities.

Community Recreation and Culture Services

Key responsibilities include:

- ▶ Providing a range of community recreation services across the City including aquatics, arenas, fitness and community centre programming targeting children, youth, adults and seniors as well as other specialized populations
- ▶ Leading a range of arts, culture and heritage initiatives
- ▶ Hosting City-led events as well as supporting community festivals and events
- ▶ Partnering with Coquitlam's cultural partners to advance the City's strategic objectives with respect to arts, culture and heritage: Coquitlam Public Library, Place des Arts, Evergreen Cultural Centre, and Coquitlam Heritage Society

Park Services

Key responsibilities include:

- ▶ Managing the City's parks and public green spaces
- ▶ Promoting civic pride, community beautification initiatives and gardening and nature appreciation through public education programming
- ▶ Fostering community engagement through the Park Spark and volunteer programs
- ▶ Maintaining, allocating and managing lifecycle replacement of the City's outdoor recreation amenities including fields, courts, playgrounds, etc.
- ▶ Managing the City's cemetery, trails, forests and trees
- ▶ Administration of the private property Tree Management Bylaw

Parks and Facility Planning

Key responsibilities include:

- ▶ Planning and designing future parks and park capital improvements
- ▶ Providing GIS mapping and analysis services to the entire PRCF Department
- ▶ Strategic and conceptual planning for new and upgraded recreation, culture and community facilities
- ▶ Community engagement for park and facility projects

- ▶ Reviewing and providing input for parks, recreation and cultural amenities for private land development processes

Policy and Business Services

Key responsibilities include:

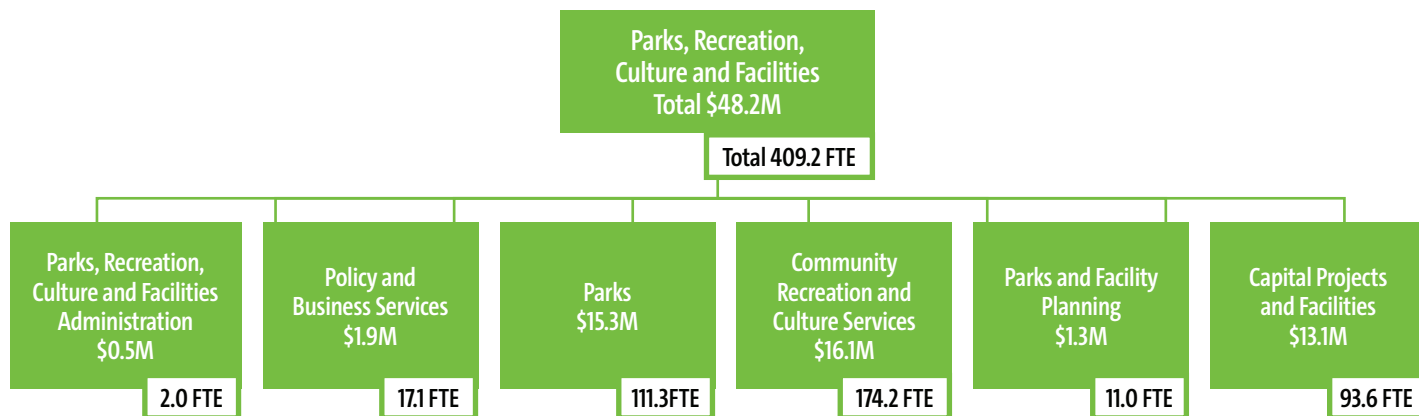
- ▶ Developing policies and conducting strategic and business planning
- ▶ Coordinating financial planning and reporting
- ▶ Managing recreation management software and facility bookings
- ▶ Securing strategic partnerships and corporate sponsorship

Capital Projects and Facilities

Key responsibilities include:

- ▶ Collaboratively developing strategic and capital plans for construction of City facilities
- ▶ Project management of construction for City facilities and construction of major parks projects
- ▶ Managing and maintaining the City's civic facility assets to provide long-term, sustained community value
- ▶ Ensuring adequate, safe, clean and functional civic facilities for the community

For details on the strategic priorities for Parks, Recreation, Culture and Facilities, please see the *Business Plan* section starting on p. 18.



Key Performance Measures:

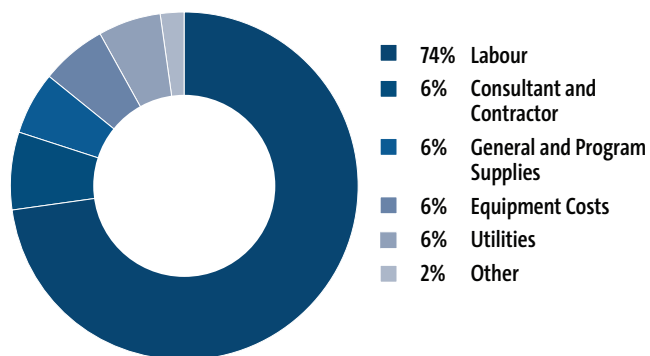
Parks, Recreation, Culture and Facilities	2018	2019	2020	2021	2022
Parkland (hectares)	979	997	998	1,002	1,001
Participation in Recreation Activities					
Registration	-	-	20,743	35,196	53,411
Drop-in	-	-	306,396	472,422	878,684
Number of Participants - In-Person Festivals and Events	149,112	167,475	11,486	18,876	198,105
Citizen Satisfaction with:					
Parks, Trails, Green Space	97%	96%	N/A ¹	95%	N/A ²
Recreational and Cultural Opportunities	92%	90%	N/A ¹	94%	N/A ²
Sports Fields	92%	92%	N/A ¹	93%	N/A ²

¹ The Ipsos Citizen Satisfaction Survey was not conducted in 2020 due to the COVID-19 pandemic.

² The Ipsos Citizen Satisfaction Survey was not conducted in 2022 due to the civic election.

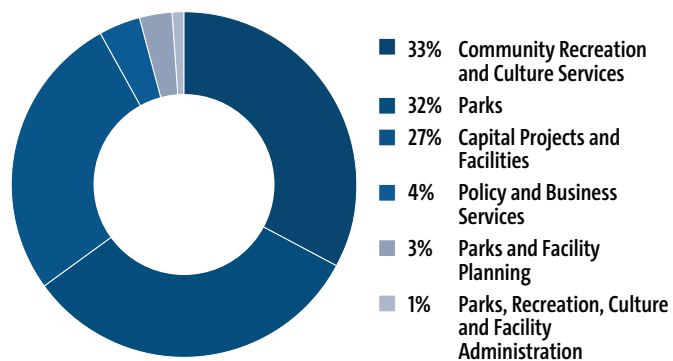
Parks, Recreation, Culture and Facilities

Expenditures by Type



Parks, Recreation, Culture and Facilities

Expenditures by Function



2023 City of Coquitlam Budget

General Operating Parks, Recreation, Culture & Facilities	Actual 2021	Actual 2022*	Budget 2023	Budget 2024	Budget 2025	Budget 2026	Budget 2027
Expenditures							
Division: Parks Recreation Culture & Facilities Admin							
Parks, Recreation and Culture Administration	492,623	477,776	519,796	531,602	543,849	549,874	549,874
Park Planning & Forestry Admin	122,038	0	0	0	0	0	0
Total Division: Parks Recreation Culture & Facilities Admin	614,661	477,776	519,796	531,602	543,849	549,874	549,874
Division: PRC Policy and Business Services							
Admin Services	351,419	298,974	259,646	262,793	266,059	268,304	268,304
Bookings	265,945	278,283	326,259	332,449	335,547	338,172	339,464
Performance Analysis	196,214	183,553	220,713	221,613	221,613	221,613	221,613
Business Services Admin	319,654	325,693	331,192	331,192	331,192	331,192	331,192
Planning and Business Services Admin	78,449	214,782	218,028	218,028	218,028	218,028	218,028
Partnerships & Policy	512,146	743,969	532,978	545,662	552,355	556,959	557,390
Total Division: PRC Policy and Business Services	1,723,828	2,045,254	1,888,816	1,911,737	1,924,794	1,934,268	1,935,991
Division: Parks							
Parks Admin	371,011	428,896	246,148	246,148	246,148	246,148	246,148
Cemetery Services	795,279	1,113,651	876,331	938,246	956,597	983,786	1,003,503
Parks Operations	283,012	1,133,393	1,110,871	1,117,304	1,123,913	1,130,899	1,132,739
Westwood Plateau Specified Area Maintenance	82,891	116,494	101,000	101,000	101,000	101,000	101,000
Pacific Reach Specified Area Maintenance	118,656	118,580	113,000	113,000	113,000	113,000	113,000
Parks Services Community Programs and Events	465,307	485,803	509,634	513,598	513,598	513,598	513,598
Landscape Services	3,070,081	4,114,169	4,236,062	4,247,802	4,255,112	4,258,594	4,259,748
Sport Services	2,487,753	2,847,524	2,723,733	2,727,353	2,731,046	2,734,813	2,738,655
Infrastructure Maintenance	2,297,268	3,252,952	2,687,405	2,740,871	2,794,671	2,805,891	2,806,978
Urban Forestry Operations	2,463,881	2,753,230	2,700,574	2,710,061	2,719,025	2,724,097	2,728,594
Total Division: Parks	12,435,139	16,364,692	15,304,758	15,455,383	15,554,110	15,611,826	15,643,963

*Unaudited

2023 City of Coquitlam Budget

General Operating Parks, Recreation, Culture & Facilities

	Actual 2021	Actual 2022*	Budget 2023	Budget 2024	Budget 2025	Budget 2026	Budget 2027
Expenditures							
Division: Community Rec and Culture Services							
Community Rec - Aquatics Arenas & Fitness Admin	175,145	186,534	282,340	282,340	282,340	282,340	282,340
Community Rec - Programs Health & Wellness Admin	177,789	199,768	182,398	182,398	182,398	182,398	182,398
PSLC-Arenas	475,898	525,421	490,388	490,388	490,388	490,388	490,388
Poirier Community Centre	579,702	548,421	585,359	593,077	598,948	605,155	611,605
Maillardville Community Centre	0	(27,473)	1,193,964	1,202,426	1,210,016	1,216,222	1,222,673
Dogwood Pavilion	879,852	972,118	895,656	904,124	910,160	915,125	918,069
Planet Ice	759,459	782,243	805,710	805,710	805,710	805,710	805,710
Scout Hall	150	154	0	0	0	0	0
Centennial Activity Centre	201,421	176,550	208,610	208,610	208,610	208,610	208,610
PSLC-Aquatics	2,836,152	2,742,902	2,799,097	2,811,278	2,820,182	2,827,981	2,832,162
Mundy Park Field House	2,068	0	0	0	0	0	0
Community Rec Fitness & NE Coquitlam Admin	170,433	177,651	182,398	182,398	182,398	182,398	182,398
Outdoor Pools	380,380	361,055	366,079	366,079	366,079	366,079	366,079
Cultural Services	1,057,192	1,315,442	1,074,588	1,084,022	1,091,012	1,098,377	1,106,078
Community Recreation & Culture Admin	218,559	237,216	226,144	234,941	244,057	250,166	250,166
Community Rec: Aquatics Admin	0	107,775	166,166	172,804	179,694	182,398	182,398
City Centre Aquatics Complex	2,796,175	2,663,164	2,962,846	2,972,141	2,981,731	2,991,677	2,998,230
Pinetree Community Centre	1,677,879	1,582,969	1,691,577	1,705,027	1,714,477	1,721,242	1,722,479
Victoria Community Hall	60,282	102	62,888	62,888	62,888	62,888	62,888
Summit Community Centre	75,547	45,205	78,870	78,870	78,870	78,870	78,870
Glen Pine Pavilion	933,641	875,847	942,125	952,038	959,660	962,150	962,150
Community Services	303,862	400,450	483,348	493,366	503,777	512,439	516,860
Neighbourhood and Outdoor Recreation	208,623	171,519	212,039	212,039	212,039	212,039	212,039
Smiling Creek Elementary School	195,434	82,616	201,389	201,389	201,389	201,389	201,389
Poirier Forum	4,188	0	4,272	4,272	4,272	4,272	4,272
Northeast Programming	91,624	(1,507)	0	0	0	0	0
Total Division: Community Rec and Culture Services	14,261,456	14,126,143	16,098,251	16,202,625	16,291,095	16,360,313	16,400,251
Division: Capital Projects & Facilities							
Facilities Administration	1,288,694	1,452,829	2,129,905	2,134,124	2,135,025	2,135,025	2,135,025
Facilities Custodial	2,776,750	2,696,003	3,116,812	3,150,184	3,175,789	3,196,286	3,202,144
Facilities Maintenance	6,289,736	7,151,127	6,997,070	7,069,793	7,133,744	7,190,293	7,247,290
Capital Construction	150,642	153,586	204,169	219,617	229,968	239,198	248,705
Strategic & Capital Projects Admin	499,690	351,237	687,155	702,311	702,311	702,311	702,311
Total Division: Capital Projects & Facilities	11,005,512	11,804,782	13,135,111	13,276,029	13,376,837	13,463,113	13,535,475

*Unaudited

2023 City of Coquitlam Budget

General Operating Parks, Recreation, Culture & Facilities	Actual 2021	Actual 2022*	Budget 2023	Budget 2024	Budget 2025	Budget 2026	Budget 2027
Expenditures							
Division: Parks & Facility Planning							
Park Planning & Design	921,702	848,467	911,551	933,105	952,723	962,535	971,593
Rec & Culture Facility Planning Admin	205,285	362,100	352,268	352,268	352,268	352,268	352,268
Total Division: Parks & Facility Planning	1,126,987	1,210,567	1,263,819	1,285,373	1,304,991	1,314,803	1,323,861
Total Expenditures	41,167,582	46,029,214	48,210,551	48,662,749	48,995,676	49,234,197	49,389,415
Revenues							
Division: Parks Recreation Culture & Facilities Admin							
Parks, Recreation and Culture Administration	(13,399)	0	0	0	0	0	0
Total Division: Parks Recreation Culture & Facilities Admin	(13,399)	0	0	0	0	0	0
Division: PRC Policy and Business Services							
Admin Services	(77,294)	0	0	0	0	0	0
Business Services Admin	(8,000)	(14,807)	(8,000)	(8,000)	(8,000)	(8,000)	(8,000)
Partnerships & Policy	(80,019)	(237,500)	0	0	0	0	0
Total Division: PRC Policy and Business Services	(165,313)	(252,307)	(8,000)	(8,000)	(8,000)	(8,000)	(8,000)
Division: Parks							
Parks Admin	(129,500)	0	0	0	0	0	0
Cemetery Services	(795,279)	(1,113,651)	(876,331)	(938,246)	(956,597)	(983,786)	(1,003,503)
Parks Operations	637,907	(34,355)	(12,166)	(12,166)	(12,166)	(12,166)	(12,166)
Westwood Plateau Specified Area Maintenance	(82,891)	(116,494)	(101,000)	(101,000)	(101,000)	(101,000)	(101,000)
Pacific Reach Specified Area Maintenance	(118,656)	(118,580)	(113,000)	(113,000)	(113,000)	(113,000)	(113,000)
Parks Services Community Programs and Events	(1,000)	(806)	(1,360)	(1,360)	(1,360)	(1,360)	(1,360)
Landscape Services	(2,170)	(5,550)	(3,000)	(3,000)	(3,000)	(3,000)	(3,000)
Sport Services	(220,883)	(329,997)	(247,633)	(248,233)	(248,233)	(248,233)	(248,233)
Infrastructure Maintenance	(175,544)	(271,725)	0	0	0	0	0
Urban Forestry Operations	(15,942)	(14,222)	(28,000)	(28,000)	(28,000)	(28,000)	(28,000)
Total Division: Parks	(903,958)	(2,005,380)	(1,382,490)	(1,445,005)	(1,463,356)	(1,490,545)	(1,510,262)

*Unaudited

2023 City of Coquitlam Budget

General Operating Parks, Recreation, Culture & Facilities	Actual 2021	Actual 2022*	Budget 2023	Budget 2024	Budget 2025	Budget 2026	Budget 2027
Revenues							
Division: Community Rec and Culture Services							
Community Rec - Aquatics Arenas & Fitness Admin	(25,000)	(50,000)	(50,000)	(50,000)	(50,000)	(50,000)	(50,000)
PSLC-Arenas	(1,213,011)	(1,078,544)	(1,200,084)	(1,201,084)	(1,201,084)	(1,201,084)	(1,201,084)
Poirier Community Centre	(313,087)	(260,458)	(313,687)	(313,887)	(313,887)	(313,887)	(313,887)
Maillardville Community Centre	0	(41,972)	(740,000)	(740,000)	(740,000)	(740,000)	(740,000)
Dogwood Pavilion	(367,593)	(341,247)	(368,643)	(368,843)	(368,843)	(368,843)	(368,843)
Planet Ice	(269,336)	(260,975)	(276,136)	(278,136)	(278,136)	(278,136)	(278,136)
Scout Hall	(5,854)	(7,065)	(5,500)	(5,550)	(5,550)	(5,550)	(5,550)
Centennial Activity Centre	(161,200)	(104,121)	(162,900)	(163,300)	(163,300)	(163,300)	(163,300)
PSLC-Aquatics	(2,240,487)	(1,903,929)	(2,286,637)	(2,296,137)	(2,296,137)	(2,296,137)	(2,296,137)
Mundy Park Field House	(7,268)	(10,896)	(5,450)	(5,500)	(5,500)	(5,500)	(5,500)
Outdoor Pools	(212,490)	(188,367)	(186,943)	(186,943)	(186,943)	(186,943)	(186,943)
Cultural Services	(72,800)	(113,822)	(66,800)	(66,800)	(66,800)	(66,800)	(66,800)
City Centre Aquatics Complex	(2,249,375)	(1,984,432)	(2,487,375)	(2,495,175)	(2,495,175)	(2,495,175)	(2,495,175)
Pinetree Community Centre	(919,573)	(855,049)	(936,958)	(937,758)	(937,758)	(937,758)	(937,758)
Victoria Community Hall	(53,767)	(22,276)	(54,917)	(55,117)	(55,117)	(55,117)	(55,117)
Summit Community Centre	(50,110)	(34,992)	(50,110)	(50,110)	(50,110)	(50,110)	(50,110)
Glen Pine Pavilion	(393,797)	(223,131)	(395,197)	(395,397)	(395,397)	(395,397)	(395,397)
Community Services	(2,000)	0	(2,000)	(2,000)	(2,000)	(2,000)	(2,000)
Neighbourhood and Outdoor Recreation	(103,800)	(78,231)	(103,800)	(103,800)	(103,800)	(103,800)	(103,800)
Smiling Creek Elementary School	(98,000)	(46,361)	(98,000)	(98,000)	(98,000)	(98,000)	(98,000)
Poirier Forum	(85,736)	(78,993)	(89,286)	(90,286)	(90,286)	(90,286)	(90,286)
Northeast Programming	(2,206)	0	0	0	0	0	0
Total Division: Community Rec and Culture Services	(8,846,490)	(7,684,859)	(9,880,423)	(9,903,823)	(9,903,823)	(9,903,823)	(9,903,823)
Division: Capital Projects & Facilities							
Facilities Administration	(1,076,514)	(1,211,517)	(1,422,228)	(1,422,228)	(1,422,228)	(1,422,228)	(1,422,228)
Facilities Custodial	(19,577)	0	0	0	0	0	0
Facilities Maintenance	(834)	(158,889)	(20,312)	(4,600)	(4,600)	(4,600)	(4,600)
Total Division: Capital Projects & Facilities	(1,096,924)	(1,370,407)	(1,442,540)	(1,426,828)	(1,426,828)	(1,426,828)	(1,426,828)
Division: Parks & Facility Planning							
Park Planning & Design	(116,317)	(117,428)	(143,828)	(144,789)	(144,789)	(144,789)	(144,789)
Total Division: Parks & Facility Planning	(116,317)	(117,428)	(143,828)	(144,789)	(144,789)	(144,789)	(144,789)
Total Revenues	(11,142,401)	(11,430,380)	(12,857,281)	(12,928,445)	(12,946,796)	(12,973,985)	(12,993,702)
Net Expenditure (Contribution):	30,025,181	34,598,833	35,353,270	35,734,304	36,048,880	36,260,212	36,395,713

*Unaudited



Planning and Development



Planning and Development guides Coquitlam’s growth, working with the public and other stakeholders to ensure development reflects the community’s priorities and meets legislative and safety requirements.

Building Permits

Key responsibilities include:

- Providing plan and inspection review services to encourage compliance with codes, bylaws and standards
- Shaping the City’s policies and procedures related to buildings and building environment to encourage compliance with codes, bylaws and standards

Business Services

Key responsibilities include:

- Coordinating departmental strategic planning and business improvements to streamline and improve the efficiency of application processes
- Acting as a liaison between all departments to support service enhancements

Community Planning

Key responsibilities include:

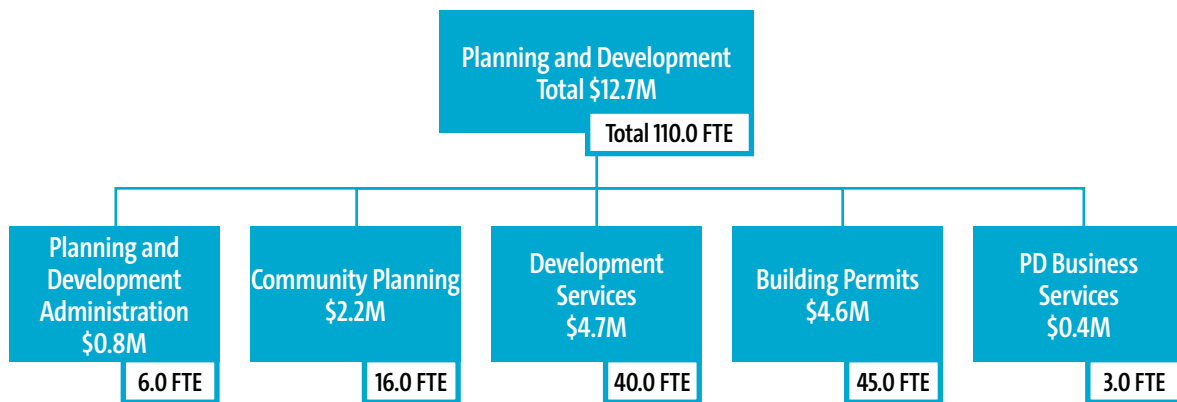
- Developing plans (such as the Official Community Plan) and strategies for shaping growth to meet land use, transportation, environmental, social, cultural, infrastructure, business, neighbourhood and other needs
- Conducting public consultation, stakeholder engagement and research to support planning functions

Development Services

Key responsibilities include:

- Processing development applications in compliance with City plans and bylaws to encourage high-quality urban design, promote housing affordability and ensure new development contributes to Coquitlam’s high quality of life
- Guiding and providing advice on development matters to the City and Council from a policy perspective
- Managing servicing and infrastructure upgrades associated with new development

For details on the strategic priorities for Planning and Development, please see the *Business Plan* section starting on p. 18.



Key Performance Measures

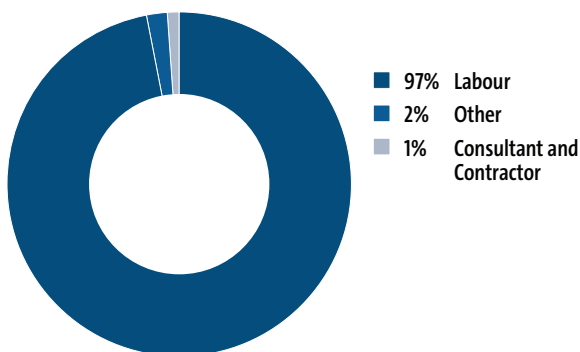
Planning and Development	2018	2019	2020	2021	2022
Total Commercial, Industrial and Institutional GFA added (m2)	26,370	16,364	24,219	2,390 ²	23,552
Citizen Satisfaction with Neighbourhood Planning	75%	75%	N/A ¹	78%	N/A ³

¹ The Ipsos Citizen Satisfaction Survey was not conducted in 2020 due to the COVID-19 pandemic.

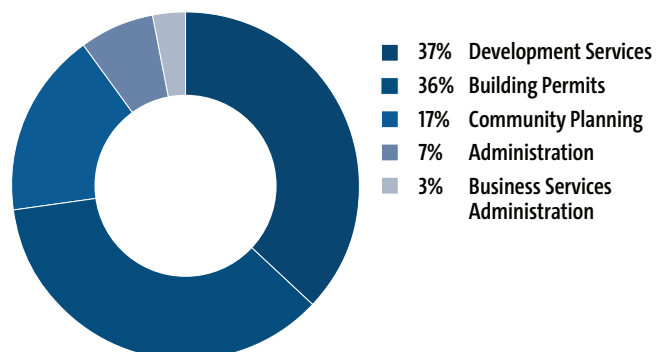
² The majority of ICI construction is related to alterations (tenant improvements) and additions (additional floor area) to existing buildings. While the additional gross floor area (GFA) added was relatively low, the majority of the value of construction was represented by tenant improvement projects with no additional GFA.

³ The Ipsos Citizen Satisfaction Survey was not conducted in 2022 due to the civic election.

Planning and Development
Expenditures by Type



Planning and Development
Expenditures by Function



2023 City of Coquitlam Budget

General Operating Planning and Development	Actual 2021	Actual 2022*	Budget 2023	Budget 2024	Budget 2025	Budget 2026	Budget 2027
Expenditures							
Division: Planning and Development Administration							
Planning & Development Administration	916,160	946,838	808,753	831,249	843,739	849,355	855,266
Total Division: Planning and Development Administration	916,160	946,838	808,753	831,249	843,739	849,355	855,266
Division: Community Planning							
Community Planning	1,855,762	1,879,420	2,170,030	2,226,356	2,252,309	2,277,199	2,294,746
Total Division: Community Planning	1,855,762	1,879,420	2,170,030	2,226,356	2,252,309	2,277,199	2,294,746
Division: Development Services							
Development Services Administration							
Development Services Administration	255,957	297,257	303,998	303,998	303,998	303,998	303,998
Development Planning	5,932,634	2,804,317	3,115,771	3,216,549	3,295,743	3,335,321	3,359,954
Development Servicing	1,135,037	1,021,385	1,281,999	1,310,712	1,336,134	1,351,928	1,363,980
Total Division: Development Services	7,323,629	4,122,959	4,701,768	4,831,259	4,935,875	4,991,247	5,027,932
Division: Building Permits							
Inspections	1,879,807	1,890,172	1,967,297	1,980,330	1,992,262	1,999,665	2,002,220
East Team Construction	275	0	0	0	0	0	0
Permits	2,208,933	2,453,272	2,651,332	2,679,265	2,705,123	2,728,264	2,749,774
Total Division: Building Permits	4,089,015	4,343,445	4,618,629	4,659,595	4,697,385	4,727,929	4,751,994
Division: P&D Business Services							
P&D Business Services Administration							
P&D Business Services Administration	287,661	266,890	409,771	421,598	433,740	435,835	435,835
Total Division: P&D Business Services	287,661	266,890	409,771	421,598	433,740	435,835	435,835
Total Expenditures	14,472,225	11,559,552	12,708,951	12,970,057	13,163,048	13,281,565	13,365,773

*Unaudited

2023 City of Coquitlam Budget

General Operating Planning and Development	Actual 2021	Actual 2022*	Budget 2023	Budget 2024	Budget 2025	Budget 2026	Budget 2027
Revenues							
Division: Planning and Development Administration							
Planning & Development Administration	(11,368)	(82,865)	0	0	0	0	0
Total Division: Planning and Development Administration	(11,368)	(82,865)	0	0	0	0	0
Division: Community Planning							
Community Planning	(79,438)	(38,096)	(12,520)	(12,520)	0	0	0
Total Division: Community Planning	(79,438)	(38,096)	(12,520)	(12,520)	0	0	0
Division: Development Services							
Development Services Administration							
Administration	(9,031)	(5,875)	(15,344)	(15,344)	(15,344)	(15,344)	(15,344)
Development Planning	(5,928,826)	(2,282,361)	(2,164,412)	(2,164,412)	(2,164,412)	(2,164,412)	(2,164,412)
Development Servicing	(3,140)	(833)	(5,979)	(5,979)	(5,979)	(5,979)	(5,979)
Total Division: Development Services	(5,940,996)	(2,289,070)	(2,185,735)	(2,185,735)	(2,185,735)	(2,185,735)	(2,185,735)
Division: Building Permits							
Permits							
Permits	(9,693,644)	(10,330,744)	(8,053,543)	(8,053,543)	(8,053,543)	(8,053,543)	(8,053,543)
Total Division: Building Permits	(9,693,644)	(10,330,744)	(8,053,543)	(8,053,543)	(8,053,543)	(8,053,543)	(8,053,543)
Division: P&D Business Services							
P&D Business Services Administration							
Administration	(108,404)	(112,213)	0	0	0	0	0
Total Division: P&D Business Services	(108,404)	(112,213)	0	0	0	0	0
Total Revenues	(15,833,848)	(12,852,988)	(10,251,798)	(10,251,798)	(10,239,278)	(10,239,278)	(10,239,278)
Net Expenditure (Contribution):	(1,361,623)	(1,293,436)	2,457,153	2,718,259	2,923,770	3,042,287	3,126,495

*Unaudited



Coquitlam RCMP Detachment



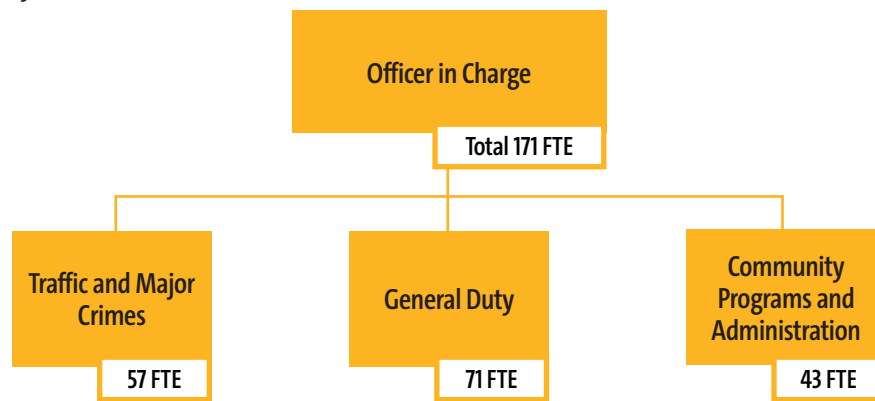
Coquitlam RCMP works in partnership with the City to make Coquitlam a healthy, vibrant and safe community for residents, businesses and visitors. The detachment provides policing and community-related safety related services to Coquitlam along with Port Coquitlam, Anmore, Belcarra and the Kwikwetlem First Nations (kwikwəłəm). The sharing of costs and services allows for effective, efficient and affordable policing services. The Coquitlam RCMP team is made up of police officers, civilian staff and volunteers.

As highlighted in the 2023 – 2027 Coquitlam RCMP *Strategic Plan*, the detachment focuses on four long-term strategic outcomes are to:

1. Partner with the community
2. Promote public safety
3. Target criminal activity
4. Support our people.

Key responsibilities include:

- Reactive and response-oriented policing, including responses to calls for service by the General Duty and Major Crimes sections
- Strategic and proactive policing, through teams such as the Traffic Unit, Uniformed Crime Reduction Unit, the Community Response Team and Youth Section, and in partnership with stakeholders in local government and community organizations
- Regional and integrated policing, involving coordination with other law-enforcement agencies to more effectively address borderless public safety issues (such as organized crime and gang violence) and to access specialized services (such as police service dogs and forensic-identification services)



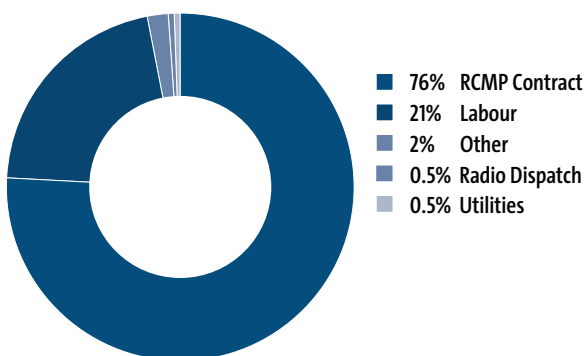
Key Performance Measures:

Police Services	2018	2019	2020	2021	2022
Violation Tickets	2,862	5,507	3,627	4,361	4,361
Calls for Service	40,575	25,287	22,335	23,659	23,009
Citizen Satisfaction with Police Services	96%	96%	N/A ¹	93%	N/A ²

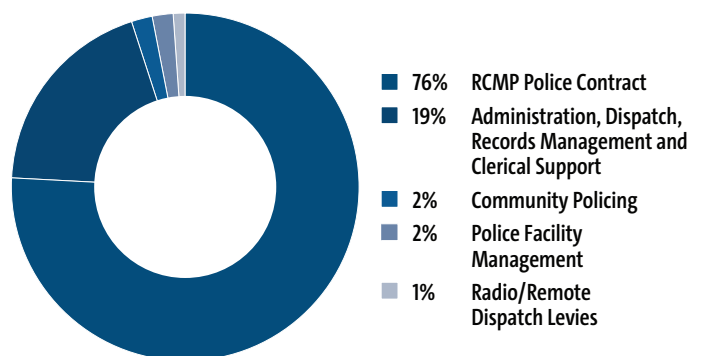
¹ The Ipsos Citizen Satisfaction Survey was not conducted in 2020 due to the COVID-19 pandemic.

² The Ipsos Citizen Satisfaction Survey was not conducted in 2022 due to the civic election.

Police Services
Expenditures by Type



Police Services
Expenditures by Function



Chapter 7:

2023 Five-Year Capital Plan



Capital Planning Process

The *2023 Five-Year Capital Plan* includes preparing for the ongoing community growth and development and funding for the capital investment required to provide a variety of infrastructure, amenities, programs and services for new and existing residents. The Capital Plan supports the City's *Strategic and Business Plans* in delivering on the City's strategic goals and supporting overarching themes that include: Equity, Diversity and Inclusion, Reconciliation, Balanced Growth and Livability and Resiliency. The Plan is informed by Council endorsed strategies and budget principles including the Capital Funding Framework, Long-term Tax Strategy and Sustainable Infrastructure Renewal Funding Strategy. In addition, the Capital Plan is prepared in the context of citizen input through the annual online budget survey, Development Cost Charges Bylaw, asset management plans and the City's financial policies.

The City is continuing to work towards sustaining existing services in an environment of significant cost increases while also planning for ongoing community growth and the capital investment required to service new residents. Despite the pandemic, Coquitlam has seen significant levels of growth and development over the last several years, which have fueled the City's capital investment plans and included significant work on a number of financial strategies in support of major capital project delivery to support a growing City.

The primary capital projects included in the capital plan are challenged by recent extreme cost escalations experienced in the construction markets with many input material costs increasing by double digits from original quotes or projections. Given the City's plans for significant capital investment over the next few years, the plan incorporates a measured and flexible approach to advancing these projects in the near term. The primary focus is being placed on the projects that are currently in progress, with a careful

assessment of proceeding with the other capital projects as outlined in the first year of the *Five-Year Capital Plan*.

In line with the City's principles established under the Capital Funding Framework, the plan is based on a measured approach to balance the City's capital investment requirements with the risks associated with the currently prevalent cost increases. The plan includes the replacement and renewal of existing infrastructure and assets while also planning for community growth and development resulting in capital investment that provides a variety of infrastructure, amenities, programs and services for new and existing residents.

In line with the City's Sustainable Infrastructure Renewal Funding Strategy, the Plan includes priority asset and infrastructure replacement for the first five years of a 10-year plan. The strategy provides a two-pronged approach to ensuring the sustainability of the City's infrastructure and assets over the long term while balancing the impact on current and future taxpayers. The first is to address the funding required for a 10-Year Asset Replacement Capital Plan, which includes required asset replacement projects in the next 10 years. The second component is addressing the long-term infrastructure funding gap through gradual, reasonable tax and utility rate increases.

Community enhancement projects are also considered in the Capital Plan given their importance to the community in terms of meeting demand for increased service levels and amenities, as well as support Council's strategic priorities.

Preparation of the Capital Plan is a challenging process since there are many competing priorities with limited funding. One of the City's key principles is that capital projects are not included in the Capital Plan until the related funding is secured. Although the *2023 – 2027 Capital Plan* is fully funded through a variety of funding sources including

borrowing, current forecasts of future receipts used to fund the desired projects in years outside of the current plan indicate that funding is not sufficient to fully fund all of the significant projects that are being contemplated over the next 10 years. Therefore, future capital investments as outlined in the various City strategic plans, including the Major Facilities Roadmap will be accompanied by a long-term funding strategy.

The City has recently completed an updated of the DCC Program which generates funding for growth-related infrastructure and the Capital Plan includes related projects identified in the updated program. Available DCC funding has been estimated based on development applications in process and adjusted to reflect the risk in the potential delay of receipts. The revenue forecasted from the Sewer and Drainage DCCs is insufficient to support the associated DCC programs and projects identified in the *2023 – 2027 Capital Plan*. The related Sewer and Drainage DCC projects are primarily related to the servicing requirements in the Northeast required to facilitate development. Given the unique circumstance where this project is required in order to facilitate development that will ultimately result in future DCC collections, to bridge this timing challenge and the resulting cash flow gap, internal borrowing from the Sewer and Drainage Operating Reserve Fund will be used to deliver the project, with repayment from future DCC receipts. The balance of the Sewer and Drainage Operating Reserve Fund is sufficient to cover the borrowing.

As a top priority project, the Northeast Community Centre (NECC) and adjacent park and plaza is funded fully by development revenues, but will require debt financing in order to bridge cash flow gaps. Similar to the Sewer and Drainage projects in the DCC program, the forecasted development revenues are insufficient to fully fund the NECC at the time of planned construction. A debt management strategy has been developed to support the delivery of the project in the near term with debt repayment from future development revenues. This includes an initiation of a Loan Authorization Bylaw to authorize the City to seek external borrowing through the Municipal Finance Authority (MFA), should it be determined that future external debt is prudent.

Within the context outlined above, over the next five years, the City will invest \$631 million in capital infrastructure to replace and improve transportation assets, enhance recreational opportunities and replace and expand water, sewer and drainage infrastructure within Coquitlam. In addition to the expansion of the City's infrastructure to service a growing community, the *2023 – 2027 Capital Plan* addresses a variety of replacement and rehabilitation needs

of existing infrastructure, ensuring the maintenance of existing service levels.

Definition of Capital Assets

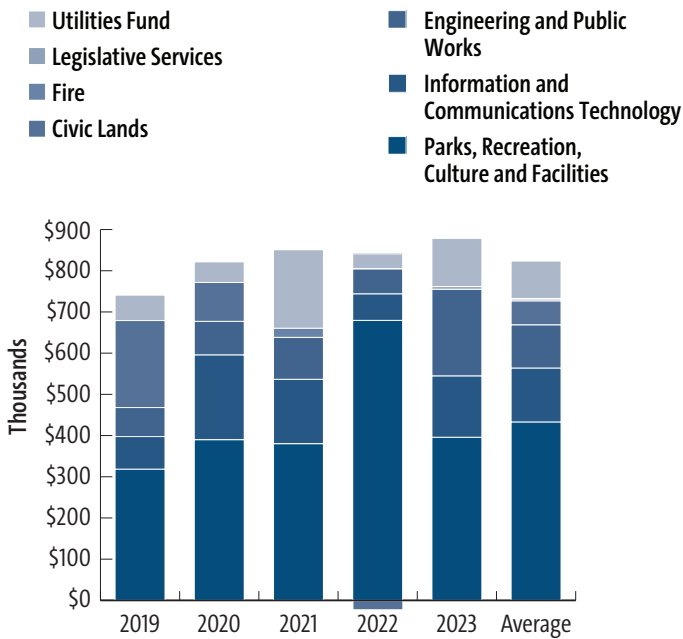
Capital assets provide a benefit to the community beyond one year. Such items typically require operating and maintenance expenditures, and may need to be replaced in the future. Examples include infrastructure such as buildings, roads, bridges, water and sewer facilities, as well as vehicles, computer equipment and furniture. The City's policy is to plan for major capital expenditures on a minimum five-year cycle with annual reviews and updates. The *2023 – 2027 Capital Plan* includes projects that are consistent with corporate objectives and long-range plans such as the DCC program, and incorporates long-term funding strategies such as the Capital Funding Framework and the Sustainable Infrastructure Renewal Strategy.

Operating Cost Impact of Capital Projects

According to Council-adopted policy, the annual budget process requires that reasonable and adequate provisions be made for the incremental increases to the operating expenses for changes in the capital base. This is a key policy that is in line with GFOA best practices as it contributes to the long-term financial sustainability of City services and infrastructure.

Every year capital assets are developed by City departments or added to the City's inventory during the course of development. The operating budget impacts of this new capital are typically added to the operating budget upon completion. Each capital project in the Plan is reviewed to assess the impact it will have on the operating budget. Projects providing new infrastructure will typically require additional expenditures each year for operations and maintenance. Projects that replace or rehabilitate existing infrastructure will typically reduce operating costs in the short term; however, this does not generally result in an overall reduction of operating costs as other aging City infrastructure not replaced is progressively more expensive to operate and maintain. An additional \$873,000 is required for the operations and maintenance of new infrastructure, which was included in the *2023 – 2027 Financial Plan*.

Operating Costs for New Capital Projects



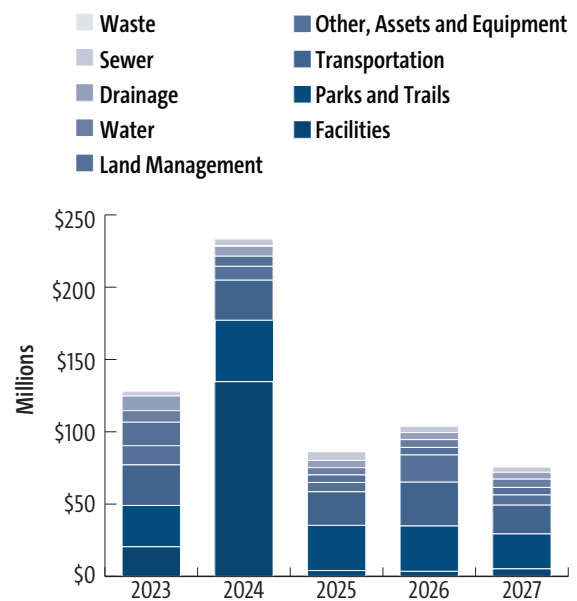
Over the past 5 years, the average operating costs for new capital in the General Fund for new buildings, roads, traffic and technology infrastructure has been \$732,000 and in the Utility Fund for water, sewer and drainage infrastructure the added operating cost has been an average of \$91,000.

In addition to the Operating Costs for New Capital Policy and to support the City’s ongoing efforts to sustain City infrastructure and service delivery, the City’s Asset Replacement Funding Policy recognizes an increase in the contribution to asset replacement in the annual budget each year for newly added assets, as well as incrementally addressing inflationary pressures on asset replacement funding. An additional \$1.4 million was included in the 2023-2027 Financial Plan for newly added infrastructure and inflationary (\$1.0 million for the General Fund and \$0.4 million for the Utilities Funds). In line with the Sustainable Infrastructure Renewal Strategy to help close the asset replacement funding gap, Council approved a further \$1.7 million (\$1.0 million for the General Fund and \$0.7 million for the Utilities Funds), resulting in a total increase in contribution for asset replacement of \$3.1 million in 2023. This further enhances the City’s Asset Replacement Funding Framework ensuring City services are provided in the long-term, and its infrastructure is funded in a sustainable manner.

2023 – 2027 Capital Plan

The 2023 – 2027 capital expenditure program adopted by Council includes approximately \$631 million to be expended on a number of projects. Please visit coquitlam.openbook.questica.com to explore the City’s Capital Plan using a financial information visualization tool.

2023 – 2027 Capital Plan Expenditures



City of Coquitlam 2023 – 2027 Capital Expenditure Summary

Capital Expenditures	2023	2024	2025	2026	2027	Total
Facilities	20,460,406	134,634,747	4,020,207	3,479,096	5,198,149	167,792,605
Parks & Trails	28,600,319	42,460,389	31,248,753	31,349,010	24,178,000	157,836,471
Transportation	28,048,953	27,739,420	23,224,420	30,328,420	19,881,420	129,222,633
Other, Assets & Equipment	13,283,537	9,583,560	6,453,027	18,807,841	7,057,446	55,185,411
Land Management	16,200,000	7,000,000	5,200,000	5,200,000	5,200,000	38,800,000
Water	8,001,000	6,794,000	5,037,000	5,405,000	5,732,000	30,969,000
Drainage	10,155,000	4,638,000	5,008,000	4,918,000	4,738,000	29,457,000
Sewer	2,945,000	4,680,000	6,025,000	4,135,000	3,602,000	21,387,000
Waste	100,000	100,000	100,000	100,000	100,000	500,000
Total Capital Expenditures	127,794,215	237,630,116	86,316,407	103,722,367	75,687,015	631,150,120

2023 – 2027 Capital Project Details

Facilities (\$168 Million)

Facilities projects include the expansion, replacement and upgrading of all City facilities, including recreation and cultural buildings, public works buildings and other facilities that support City operations such as fire halls, the Public Safety (RCMP) Building, and City Hall. Past Ipsos Citizen Satisfaction Surveys indicated that residents place a high priority on recreation and cultural facilities and attribute these types of amenities to their high quality of life.

Over the next five years, \$168 million will be invested on civic facilities with \$20 million in 2023, which includes projects related to building renovations, expansions and component replacement. Funding for facilities is provided through capital reserves such as the Major Facilities Reserve, Building Component Asset Replacement Reserve, Density Bonus and Community Amenity Reserves.

Major Project Spending

- ▶ **Facility Upgrade Program**—Key projects in this capital program include renewal of the following: air conditioning, water pumps, HVAC, carpeting, ceramic walls and tiles and restroom accessories at Evergreen Cultural Centre; carpet tiles and ceramic floor, interior wall finishes, hearing loop, and restroom water closets at City Hall; electrical distribution, air conditioning and interior finishes at Poirier Administration Building; exterior stairs, fire alarm system, carpeting, restroom accessories, exterior and interior wall painting, lighting, roofing, flooring, exterior door and window and boiler circulation at Mackin House Museum; ceiling, floor finishes and air conditioner at Dogwood Pavilion; exterior cladding at Austin Heights Fire Hall; and membrane renewal at Place des Arts Renaissance Building.
- ▶ **Northeast Community Centre (NECC)**—This project relates to anticipated growth and need for indoor community recreation and cultural space in Northeast Coquitlam. The related funding strategy consists of a combination of drawing down of funds from existing capital reserves and debt financing with repayment from future Density Bonus and Citywide CAC receipts. This ensures that the NECC, including financing costs, is fully paid by developer revenues and not taxes. Funding allocated to this project to date is \$8 million. The remaining \$132 million represents placeholder funding for the estimated remaining cost of this project.
- ▶ **Spani Pool Renewal**—This project relates to the expansion of aquatic services and experience delivered by adding a leisure pool and enhanced spray deck to the existing facility, enhancing this location so that it functions as a City-wide recreation destination. The pool, located in Mundy Park, is in its 50th year of service. The total budget of \$35.7 million, which includes \$18 million approved in previous years, is partially funded by a grant as part of the *Investing in Canada Infrastructure Program – Community, Culture and Recreation Program* and the City's CAC and Density Bonus Reserves.
- ▶ **Town Centre Park Community Centre Renovation**—The *Innovation Centre* was recently renamed as Town Centre Park Community Centre. This renovation will provide much needed capacity and support rapidly growing demand for the City's recreation and culture programs in the City Centre, and will be an important facility in the future that will provide a range of civic opportunities and services independent of the future facility plans in the City Centre.



Parks, Trails and Sports Fields (\$158 Million)

As highlighted in the Citizen Satisfaction Survey, residents attach great importance to the City's neighbourhood parks as well as hiking, walking and biking trails. Sports fields and outdoor courts are also important amenities. As such, the City invests in high-quality park, trail and sports field amenities and over the next five years, the City will spend \$158 million on these amenities, including parkland acquisition (\$91 million) and park development (\$45 million), with \$29 million required in 2023. Funding for these projects is from the Parkland Acquisition and Park Development DCC Programs, Parks Infrastructure Asset Replacement Reserve, Canada Community-Building Fund, General Revenues and Contributions from Others. Sports field projects included in the plan align with the 10-Year Asset Replacement Capital Plan as presented in the 2022 Parks Asset Management Plan Update. Highlighted in the report, annual taxation funding of \$775,000 provides funding for sports field renewal projects and is supplemented in this year's Capital Plan with funding from the Land Sale Reserve Investment Fund, which is outlined in the funding strategy accompanying the 2022 Corporate Asset Management Update.

Major Project Spending

- **Parkland Acquisition**—Relates to parkland acquisition opportunities that may arise with a focus on upcoming new parks and the expansion of existing parks.
- **Park Development** includes funding for Baycrest Park, Galette Park, and the below parks.
- **Burke Mountain Joint School/Park and Artificial Turf Field**—The Northeast Area of the City has seen significant redevelopment over the past 10-15 years, primarily in the Upper and Lower Hyde Creek, Smiling Creek and more recently Partington Creek neighbourhoods. The City and School District 43 view this joint school/park project as a top priority given the continuing growth in the area, and will be developing a joint-use agreement to provide for shared use of the site amenities. Amenities include a new running track, 4 tennis courts, sports court, artificial turf field, grass field and tennis courts. Currently these types of amenities are lacking in the northeast and will therefore meet service needs by providing additional active recreation service for the school and northeast community.
- **Town Centre Park**—Town Centre Park is the urban jewel in the City's park system, and in 2017 was voted the top Great Public Space in Canada. At over 100 acres this well-loved destination park is heavily used to facilitate a myriad of recreational and cultural pursuits, drawing hundreds of thousands of visits annually. In 2018, Council approved the Town Centre Park Master Plan that outlined a 20-year vision for the park including a framework of short (2018-2022), medium (2023 – 2027) and long-term (2028-2037) priorities to guide the park's ongoing development and ensure this park continues to be improved in order to serve the needs of the community now and in the future. The 2023 – 2027 *Capital Plan* includes funding to support the initiatives outlined in the master plan.
- **Maillardville Park**—The new Maillardville Community Centre (MCC) is fully operational. There are enhancements being planned such as the adjacent parks plaza and open space to better meet the growing needs of the community. The park plaza, open space, and sport courts enhancements will allow the community center to bring events and activities outside to the residents of the community.
- **Burke Village Park**—The park will be located adjacent to the Northeast Community Centre (NECC) and will provide a place for residents and visitors to gather in the heart of the Burke Mountain Village. To capitalize on the synergies that co-location with the NECC offers, it is important to design these elements at the same time.
- **Park Infrastructure Program** includes funding for a variety of playground, tennis court and other park infrastructure upgrades.
- **Sportsfield Strategy** includes increased funding for fields highlighted in the 2022 updated Park Asset Management Plan including Miller Park, Mackin Yard, Mundy Park and Town Centre South fields.

Transportation (\$129 Million)

According to previous Ipsos Citizen Satisfaction Surveys, and supported by 2023's online Budget Survey, transportation continues to be the highest priority for Coquitlam residents. The 2023 – 2027 *Capital Plan* includes \$129 million for transportation projects which are categorized under three project types: Road Rehabilitation, Road Expansion and Road Infrastructure Management.

- Rehabilitation projects are required to keep City infrastructure in a state of good repair
- Expansion projects deliver multimodal transportation infrastructure to meet the City's growing population and employment needs
- Infrastructure Management comprises a mix of initiatives that support long-range planning and completion of street frontages

The significant investment in the City's transportation network is possible due to a number of funding sources including the City's Transportation DCC Program, TransLink MRN and other program funding, Casino and General Revenues. The Land Sale Reserve Policy allocates funding for the City's share of major transportation projects from the sale proceeds of Road Right of Ways into the Major Transportation Reserve. This funding will also provide a source of funding for the City's non-DCC portion of these projects. In addition, this reserve receives a contribution from annual Density Bonus revenues ensuring funding is set aside for the non-DCC eligible portion of major growth related transportation projects such as the Fremont Connector. Planned transportation spending in 2023 is \$28 million.

In addition to these major funding sources, the City relies on a variety of other funds such as grants.

Major Project Spending

- **Local Road Network Rehabilitation**—Includes funding for the ongoing rehabilitation of the City's transportation network including an acceleration of the local road network paving program which was endorsed by Council in 2020 to address public concern regarding pavement conditions.
- Rehabilitation of **structures, streetlights, sidewalks, and traffic signals**
- **Cycling Facilities and Greenways**—Includes funding for the continuation of ongoing active transportation projects such as Guildford Way separated micromobility lanes from Pinetree Way to the Port Moody border, Loughheed Highway (Pinetree Way to Westwood), and Cedar Drive (Gilleys Trail to Wellon Street).
- **Frontage Work Program**—The Frontage Works Program seeks to improve older residential streets to the full subdivision bylaw standard including: curb and gutter, separated sidewalks, street trees, etc. The program is undertaken annually on a block by block basis, and is prioritized based on eliminating discontinuous works and angle parking, as well as other secondary criteria. Planned projects for 2023 include frontages on Thomas Avenue from Lebleau Street to Casey Street.
- **Sidewalk Improvement Program**—The sidewalk program includes the installation of sidewalks at locations throughout the City. The annual program is prioritized based on an evaluation system that ranks all sidewalk requests using criteria categorized under pedestrian potential, safety and deficiency concerns.

Utilities (\$82 Million)

The Utilities Capital Plan includes infrastructure projects related to drainage, sewer, water and solid waste collection. The projects are categorized into three different areas including rehabilitation, expansion and infrastructure management and sustainability. The Capital Plan includes the continuation of ongoing sewer and drainage improvement programs as well as the significant Cedar Drive project which will provide critical utility servicing along Cedar Drive in the area to the east of Burke Mountain Village allowing for development of lands within the Partington Creek Neighbourhood. The Capital Plan also includes funding for a comprehensive review of sewer inflow and infiltration issues. Planned utilities spending in 2023 is \$21 million.

Major Project Spending

Drainage

- Cedar Drive Project
- Storm Sewer Structural Rehabilitation
- Northeast Partington Creek Diversion Pipe (East Branch Phase 1)

Sewer

- Northeast Upper Victoria Drive Trunk Sewer and Fremont Corridor
- Sanitary Sewer Structural Rehabilitation
- Sanitary Sewer Inspection Chamber and Service Connection Rehabilitation

Water

- Water Main Replacement Program
- Foster Pump Station Zone 3A Expansion
- Road Program and Frontage Improvement Water Repairs

Waste

- Waste Bins Replacement Program

Land Management (\$39 Million)

The City owns significant green field land slated for both long-term holding and potential development. The City Lands Division manages the business of bringing this green field land to market through value-added site preparations and regulatory approvals. The Capital Plan includes costs related to the necessary steps to establish market readiness. This work is funded from the City's Land Sale Reserve Fund, which also receives the proceeds from the sale of the land. The City Lands Division is also responsible for identifying and acquiring other potential strategic land purchases. Planned land management spending in 2023 is \$16 million.

Major Project Spending

- Strategic Land Purchase Program
- Technical Work for Lands and Properties
- Land Development – Burke Mountain Village
- Land Development – Lands East of Burke Mountain Village

Other Assets and Equipment (\$55 Million)

In addition to the capital projects related to City infrastructure, the City relies on a variety of capital assets and initiatives to carry out its operations. These include City-owned fleet, information and communications technologies, and capital programs such as neighbourhood planning. The two largest categories are as follows:

Fleet—The *Five-Year Plan* includes costs related to the replacement of vehicles and equipment that have reached the end of their lifecycle and the purchase of additional fleet units resulting from growth in City services. The City currently has a vehicle fleet with a replacement value of approximately \$59M. During the five-year period of the Capital Plan, a number of significant vehicle replacements will occur including firetrucks, backhoes, dump trucks and pickup trucks.

Information and Communication Technology—The *Five-Year Plan* includes ongoing programs to upgrade and maintain current hardware, software and application requirements related to the City's computer and communications systems.

Major Project Spending

- ▶ Ongoing program to replace outdated or aged equipment and fleet to ensure functionality and dependability, including the replacement of four fire trucks in 2026
- ▶ Ongoing program to upgrade and maintain current hardware, software and application requirements
- ▶ Fire Asset Replacement Program to address ongoing fire equipment replacement needs, including self-contained breathing apparatus equipment, an operational support unit vehicle and washrooms for the portable fire building
- ▶ Neighbourhood Planning Program to assist with planning for growth anticipated over the next 15 years
- ▶ Purchase of small assets and other equipment

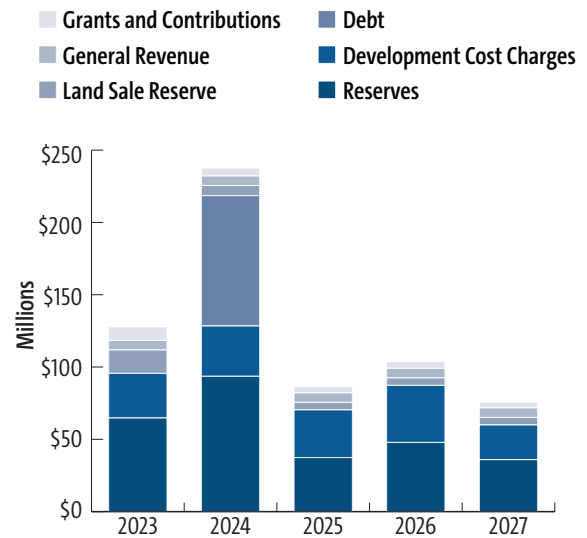


Funding Sources

Cost pressures, together with increasing demands placed upon the City’s infrastructure and services by a growing community, challenge the City’s financial capacity to ensure that projects are adequately funded in the present without impairing the City’s ability to plan for the future. Funding for capital expenditures comes from a number of sources including general tax revenues, reserves, grants, contributions from developers, businesses or partners and borrowed funds.

In 2023, the City will see continued support from senior levels of government. In 2023, Translink will provide approximately \$4.6 million for operation, maintenance and rehabilitation of the major road network located in Coquitlam. As noted earlier, the City has been successful in securing federal grant funding for the Cedar Drive project and will continue to actively seek other grant opportunities as they arise.

The capital portion of the 2023 – 2027 Financial Plan is funded from the following sources in the graphic below. (For more information on reserve funding please refer to Chapter 4).



2023 – 2027 Capital Plan Funding Sources

Funding Source	2023	2024	2025	2026	2027	Total
Reserves	64,760,124	93,579,154	37,354,322	47,866,504	35,925,608	279,485,712
Development Cost Charges	30,831,669	34,805,304	32,992,907	39,423,640	24,008,700	162,062,220
General Revenue	6,571,972	6,571,972	6,571,972	6,571,972	6,571,972	32,859,860
Land Sale Reserve	16,200,000	7,000,000	5,200,000	5,200,000	5,200,000	38,800,000
Grants & Contributions	9,430,450	5,543,686	4,197,206	4,660,251	3,980,735	27,812,328
Debt	-	90,130,000	-	-	-	90,130,000
Total Funding	127,794,215	237,630,116	86,316,407	103,722,367	75,687,015	631,150,120

Debt Borrowing

To date, the City has prudently managed its capital investment with minimal external debt financing. This has been facilitated, in part, by internally financing capital projects primarily from the City's Land Sale Reserve and also by adopting a "pay as you go" model (i.e. initiating projects once funding is available). This approach has reduced the overall impact to taxpayers, provided flexibility in times of financial crisis, built long-term sustainability and reduced overall borrowing costs. However, given the substantial level of capital investment anticipated over the next few years due to growth, aspects of debt financing will be required to bridge cash flow gaps. Therefore, the City's Debt Management Policy will guide the management of the City's capital financing program and provide a framework to establish prudent financing of capital and infrastructure needs. The Policy is based on existing legislation and aims to promote long-term financial sustainability, maintain the City's sound financial position, optimize borrowing costs and ensure that financial flexibility is maintained in the context of the City's opportunities and changing service priorities. The Debt Management Policy provides debt limits for both internal and external financing within the context of the City's ongoing sustainable revenue generating capacity. This is to ensure long-term sustainability of services in terms of affordability and equity.

The City has used long-term borrowing to fund infrastructure projects that support growth in the community and that are repaid by Development Cost Charge (DCC) collections. This borrowing usually precedes development and the use of long-term borrowing spreads the payment stream over time so it can be matched to the DCC revenue stream. This ensures that these assets will be paid for by future development revenues, rather than increasing taxes. The

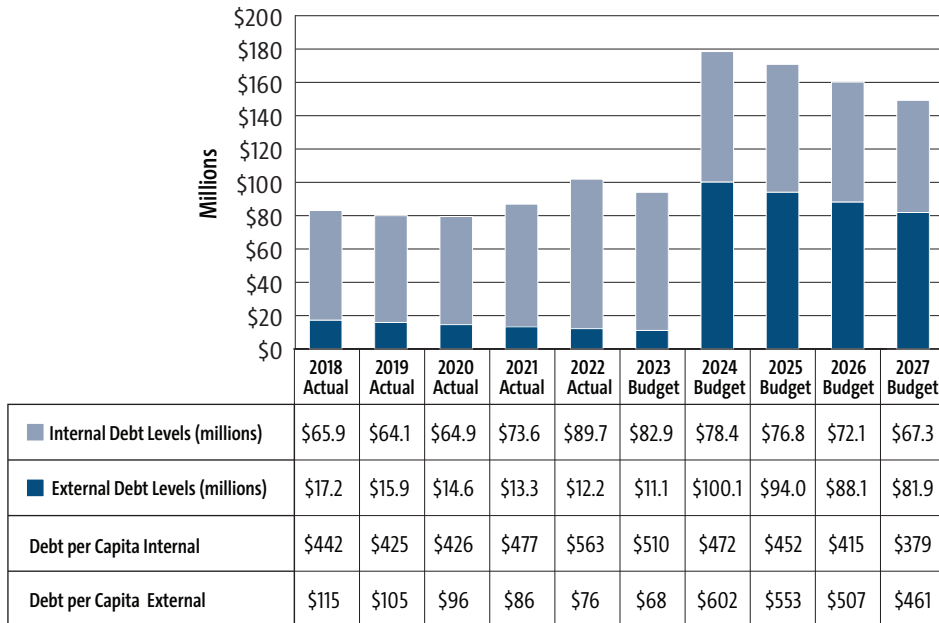
2023 – 2027 Capital Plan includes projected borrowings of \$3 million for sewer and drainage projects related to servicing requirements in the Northeast required to facilitate development with repayments from DCC collections. In accordance with the Debt Management Policy, these projects will be internally financed through existing reserves with repayment from future receipts.

Also included in the Capital Plan is \$90 million of debt financing for the Northeast Community Centre and adjacent park and plaza. While this project will be funded fully by development revenues, debt financing will be required in order to bridge cash flow gaps. As part of the 2023 budget process, Council gave first three readings to a loan authorization bylaw which will provide the City with the Authority to seek out external borrowing through the MFA, if needed. While the loan authorization bylaw indicates borrowing of \$90 million, the final loan amount will be determined once capital project costs are refined and actual development revenues received to that point are known. The goal is to mitigate the overall financing costs to the City in order to maximize the use of capital funding sources.

Debt Levels 2018-2027

Currently, the City has approximately \$102 million in debt outstanding which is made up of \$12 million in external debt and \$90 million in internal debt from reserves. The outstanding external debt is related to roads, sanitary sewer and water utilities works in Northeast Coquitlam, as well as local road improvements where costs are shared between the City and the property owners. The repayment for the outstanding external debt is from DCCs and local improvement levies. The outstanding internal debt is related to a variety of projects including utility infrastructure projects mainly in Northeast Coquitlam, the construction of civic facilities and community amenities. The repayment for the outstanding internal debt is primarily from taxation and DCCs.

As anticipated in past financial plans, there is an increase in internal borrowing in 2021-2022 due to the completion of the YMCA project. As noted above, the internal borrowing also includes financing for new sewer and drainage infrastructure in 2022 and 2023 related to servicing requirements in the Northeast, which is required to facilitate development in the area. In addition, the 2023 – 2027 *Financial Plan* includes anticipated borrowing in 2024 for the construction of the new NECC and the adjacent park and plaza, which is to be repaid by future development revenues. Outstanding debt (internal and external) at the end of 2022 was \$102 million or \$640 per capita. The City’s debt level is estimated at \$94 million at the end of 2023.

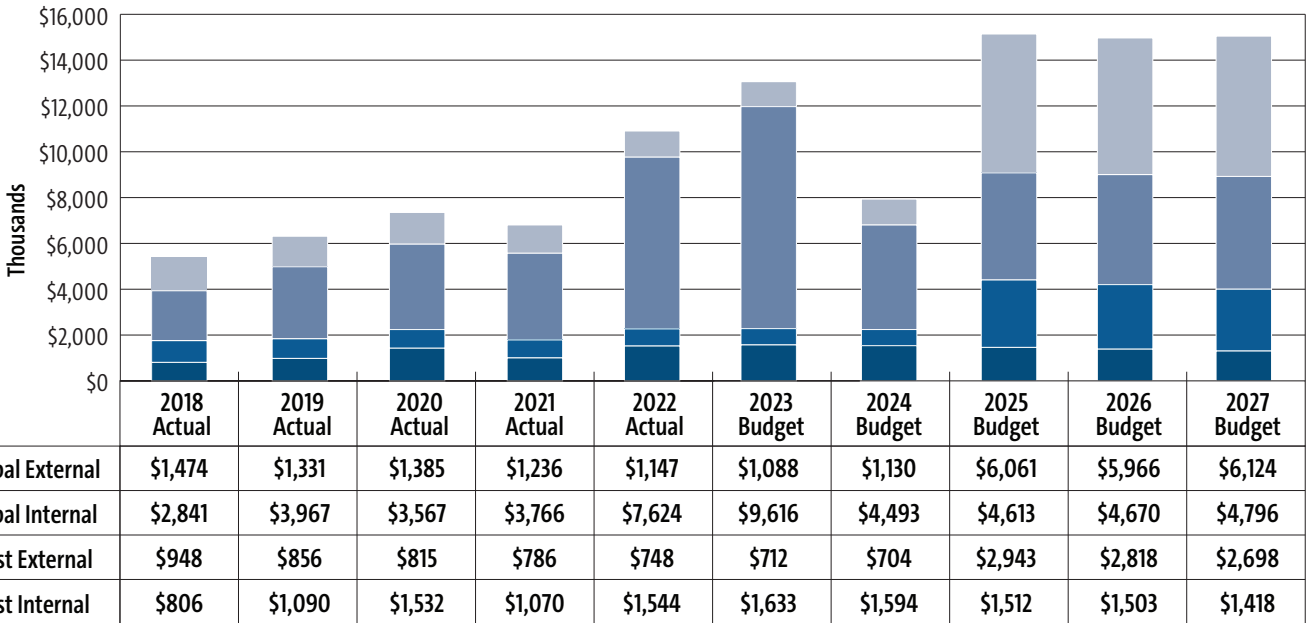


Debt Payments 2018-2027

The increase in borrowing in 2021 and 2022 due to the construction of the YMCA project has resulted in an increase in internal debt payments in 2022. For the 2023 budget, the increase in internal debt payments is due to the combination of additional sewer and drainage financing in 2022 with repayment beginning in 2023, and a one-time payment for early debt retirement. Based on a funding strategy to address

a funding gap of the City's portion of the DCC program, \$4.8 million from the City Initiatives Reserve was used to retire certain internal debt early thus freeing up tax funding to increase the City's contribution towards the DCC Program.

With the anticipated external borrowing in 2024 for the construction of the new NECC and adjacent park and plaza, an increase in external debt payments is expected beginning in 2025.



Liability Servicing Limits 2018-2027

The City's legislated debt servicing limit as set by the *Community Charter* is defined as 25% of the municipality's controllable and sustainable revenues and applies to external debt only. However, the City's Debt Management Policy limits this to 15% per fund and applies to both internal and external debt. This will ensure the preservation of borrowing capacity for future capital assets and maintain flexibility to address other future priorities. Therefore, while Coquitlam's legislated liability servicing limit was \$85 million in 2022

for external debt, the related debt borrowing limit under the City's policy provides \$40 million of borrowing capacity for the general fund and \$5-\$6 million per utility for both internal and external debt. The budgeted cost of principal and interest debt payments for both internal and external debt range from \$7.9 to \$15 million in the 2023 – 2027 financial planning period, which is below the allowable limit as outlined in the City's Debt Management Policy and below the legislated allowable limit.

Infrastructure Sustainability—Asset Management

The City owns infrastructure with a net book value of \$1 billion (excluding land) which, in today's dollars, is estimated to be valued at over \$4 billion. The performance of, and access to, these capital assets is vital to the health, safety and quality of life of residents. Over time, this infrastructure will need to be replaced and additional infrastructure will be required to support a growing community. Although the community's needs are large, it is estimated that with effective corporate planning, financial policies and Council direction, the City will continue to operate successfully in a complex and changing world. As such, sound asset management practices are essential to sustaining these capital assets in the long-term.

The City's Corporate Asset Management Update is provided to Council biannually with the latest one completed in July 2022. This review provided an update to the City's asset management model and identified the current funding gaps per asset category. The annual funding gap which is calculated over 20 years for General Fund assets (i.e. transportation, parks and buildings) and 40 years for utility infrastructure (i.e. water, sewer and drainage) is currently calculated at \$23.2 million (\$15.4 million in the General Fund, and \$7.8 million in the Utility Funds).

Like most local governments, Coquitlam is faced with a gap in funding related to infrastructure replacement costs due to a growing infrastructure base and escalations in construction costs that surpass the annual inflationary adjustments made

to the annual funding. However, Council has made significant progress in addressing the infrastructure funding gap by methodically growing the annual funding contributions dedicated to asset replacement over the years. As such, based on the detailed asset replacement assessment update, the City's assets are generally very well-funded as Council has been systematically addressing this need over the long-term, including the City's Asset Replacement Funding Policy that reflects inflationary pressures and additional asset replacement funding for newly acquired assets. In addition, the City's recent Corporate Asset Management Update was accompanied with the Sustainable Infrastructure Renewal Strategy, which addresses priority asset and infrastructure replacement and the ongoing funding gap. The strategy provides a two-pronged approach to ensuring the sustainability of the City's infrastructure and assets over the long term while balancing the impact on current and future taxpayers. The first is to address the funding required for a 10-Year Asset Replacement Capital Plan, which includes actual required asset replacement projects in the next 10 years. The second component is addressing the long-term funding gap to support long-term sustainability through gradual, reasonable tax and utility rate increases.

Appendix

Glossary of Terms

The following terms are defined specifically for use in the *Strategic Plan*, *Business Plan* and *Five-Year Financial Plan* for the City of Coquitlam.

ACCOUNTING PRINCIPLES: A set of generally accepted principles for administering accounting activities and regulating financial reporting.

ACCRUAL METHOD OF ACCOUNTING: A method of accounting in which transactions are recognized at the time they are incurred, as opposed to when cash is received or spent.

AMORTIZATION: A method of accounting in which the cost of a long-term asset is spread out over the expected useful life of the asset.

BALANCED BUDGET: A budget in which revenues are equal to expenditures, and where no budget deficit or budget surplus exists.

BUDGET: A set of plans that quantitatively describe an entity's projected future operations. A budget is used as a yardstick against which to measure actual operating results, for the allocation of funding, and as a plan for future operations.

BUDGET AMENDMENT: Significant amendments may be made to the approved *Five-Year Financial Plan* by completing and adopting a revised *Five-Year Financial Plan*.

CAPITAL ASSETS: Assets of significant value and that have a useful life of greater than one year.

CAPITAL EXPENDITURES: Expenditures incurred directly and necessarily in relation to a Capital Project.

CAPITAL PLAN: A comprehensive five-year corporate plan that identifies the proposed capital project expenditures and sources of financing for all departmental projects. Projects within the Capital Plan are ranked using departmental and corporate criteria to determine which will be funded. The 'funded' portion of the plan is accommodated within the given financial constraints and means of the City, and therefore, can be undertaken at the required time.

COMMUNITY AMENITY CONTRIBUTION (CACs): Community Amenity Contributions are in-kind or cash contributions provided by property developers when City Council grants development rights through rezoning.

The demand on City facilities increases with rezonings, because of new residents and employees in the area. To lessen the impact on the community CACs address this increased demand by adding and expanding City facilities.

DEFICIT: The excess of an entity's liabilities over its assets or excess of expenditures over revenues during a single accounting period.

DENSITY BONUS: Density Bonuses offer a development project a level of density that surpasses the allowable Floor Area Ratio (FAR) in exchange for additional amenities needed by the community. It is essentially an exchange system that allows local governments to permit developers to build larger multi-family buildings in exchange for their contribution to amenities that benefit the community.

DEVELOPMENT COST CHARGES (DCCs): A fee imposed on new development to help fund growth-related infrastructure.

EXPENDITURES: The cost of goods and services received for both the regular City operations and the Capital Plan.

FINANCIAL PLAN: Provides the statutory approval to expend funds, once approved by City Council. Approval for the *Five-Year Financial Plan* is granted on an annual basis for operating purposes and for the life of capital projects beginning in the first year of the plan period.

FTE: Full-Time Equivalent staffing positions.

FUND: A fiscal entity of self-balancing accounts that are segregated for the purpose of providing a specific service or activity.

FUND BALANCE: The cumulative total of the fund's revenue, expenditures, debt payments, debt proceeds and inter-fund transfers.

GAAP: Generally Accepted Accounting Principles, which are the conventions, rules and procedures that define accepted accounting practices.

GHG: Greenhouse Gas

GENERAL FUND ACTIVITIES: Departments that are funded wholly or in part through property taxes and user fees.

GOAL: A goal is a specific outcome that the organization strives to accomplish over a 15–20-year time frame in order to achieve its vision. The City of Coquitlam has five corporate strategic goals that relate to the cornerstones of its vision: Coquitlam in 2023 will be a community of neighbourhoods within a vibrant city where people choose to live, learn, work and play.

GRANT: A financial contribution to or from governments.

GVS&DD: Greater Vancouver Sewerage and Drainage District

GVTA: Greater Vancouver Transportation Authority

GVWD: Greater Vancouver Water District

METRO VANCOUVER: (formerly GVRD) Metro Vancouver is a federation of 21 municipalities, one Electoral Area and one Treaty First Nation that collaboratively plans for and delivers regional-scale services such as drinking water, wastewater treatment and solid waste management.

MISSION: How the organization will work to achieve the vision to sustain Coquitlam’s high quality of life for current and future generations. The City’s mission is to sustain Coquitlam’s high quality of life for current and future generations, and to serve the public interest through leadership, innovation and a focus on community priorities and strength.

OBJECTIVE: An objective is a measurable target that the organization works toward over a one- to five-year time frame. Coquitlam’s corporate objectives support the achievement of its strategic goals. Coquitlam has 5 corporate objectives, and each department has a work plan that supports these corporate objectives.

OFFICIAL COMMUNITY PLAN: A plan that provides long-term vision for the community.

PROCESS: Processes are the repetitive activities that take place throughout the organization: the tasks, responsibilities and day-to-day operations. Some are focused on customers, others are step-by-step practices towards specific outcomes and others are focused on internal operations.

PROJECT: A project has a clearly defined start and end point; it is not a repetitive activity.

PSAB: The Public Sector Accounting Board (PSAB) was created to serve the public interest by establishing accounting standards for the public sector. PSAB also provides guidance for financial and other performance information reported by the public sector.

RCMP: Royal Canadian Mounted Police

TANGIBLE CAPITAL ASSETS: Tangible capital assets are non-financial assets having physical substance that:

- ▶ Are held for use in the production or supply of goods and services, for rental to others, for administrative purposes or for the development, construction, maintenance or repair of other tangible capital assets
- ▶ Have useful economic lives extending beyond an accounting period
- ▶ Are to be used on a continuing basis
- ▶ Are not for sale in the ordinary course of operations

TAX LEVY: The total amount to be raised through property and business taxation for purposes specified in the annual operating budget.

TAX RATE: Municipal property tax revenue is calculated by applying the tax rate to the projected assessment base. When calculating property tax, one mill is one thousandth of the assessment base. Additional property tax revenue is generated through an increase in the mill rate and/or growth in the assessment base.

UTILITY OPERATION: A separate City entity providing a service to its customers at rates regulated by City Council.

VISION: The ultimate achievement for the City of Coquitlam in the future: what a perfect Coquitlam would look like. Coquitlam’s vision is to be a community of neighbourhoods within a vibrant city where people choose to live, learn, work and play.



BYLAW NO. 5300, 2023

A Bylaw to adopt the 2023 Five-Year Financial Plan

WHEREAS:

- A. section 165 of the *Community Charter*, S.B.C. 2003, c.26 requires that every municipality must have a five-year financial plan that is adopted annually, by bylaw, before the annual property tax bylaw is adopted;
- B. section 165 of the *Community Charter*, S.B.C. 2003, c.26 requires that the financial plan must set out the objectives and policies of the municipality for the planning period in relation to the funding sources, the proportion of total revenue from the funding sources, the distribution of property value taxes among property classes and the use of permissive tax exemptions;
- C. section 166 of the *Community Charter*, S.B.C. 2003, c.26 requires that, before adopting a bylaw under section 165, a council must undertake a process of public consultation regarding the proposed financial plan;
- D. section 566 (3) of the *Local Government Act*, RSBC 2015, requires that the authority to make payments from the money held in development cost charge reserve funds must be authorized by bylaw;
- E. Council for the City of Coquitlam (the "City") has complied with section 166 of the *Community Charter*, S.B.C. 2003, c.26 and section 566 of the *Local Government Act*, RSBC 2015.

NOW, THEREFORE, Council for the City in Open Meeting assembled, HEREBY ENACTS AS FOLLOWS:

1. 2023 Five-Year Financial Plan Bylaw No. 5300, 2023

This Bylaw may be cited for all purposes as "2023 Five-Year Financial Plan Bylaw No. 5300, 2023".

2. Adoption of Financial Plan

In accordance with the requirements of section 165 of the *Community Charter*, S.B.C. 2003, c.26 and section 566 (3) of the *Local Government Act*, RSBC 2015, the Financial Plan set out in Schedules "A", "B" and "C" to this Bylaw is hereby adopted as the Financial Plan for the City for the period commencing January 1, 2023 and ending December 31, 2027.

3. Full Force & Effect

This Bylaw has full force and effect from January 1, 2023 until amended, repealed or replaced.

READ A FIRST TIME this 13th day of February, 2023.

READ A SECOND TIME this 13th day of February, 2023.

READ A THIRD TIME this 13th day of February, 2023.

GIVEN FOURTH AND FINAL READING and the Seal of the Corporation affixed this 27th day of February, 2023.


MAYOR


CLERK

Schedule "A" to Bylaw No. 5300, 2023

City of Coquitlam
2023 Five-Year Financial Plan Bylaw No. 5300, 2023
Consolidated Summary of Revenues & Expenditures

	2023	2024	2025	2026	2027
Revenues:					
Taxation, net	(185,062,795)	(198,680,888)	(212,817,173)	(227,872,043)	(244,459,088)
Fees and Service Charges	(141,196,308)	(169,187,903)	(168,503,431)	(170,558,402)	(176,054,567)
Proceeds from Borrowing	-	(90,130,000)	-	-	-
Municipal Land Sales	(40,000,000)	(40,000,000)	(40,000,000)	(40,000,000)	(40,000,000)
Developers' Contributions	(20,000,000)	(20,000,000)	(20,000,000)	(20,000,000)	(20,000,000)
Grants & Contributions from Others	(17,031,604)	(13,220,340)	(11,912,860)	(12,415,905)	(11,777,389)
Other	(14,570,202)	(14,604,376)	(14,639,917)	(14,676,877)	(14,695,511)
Transfers:					
Collections for Other Governments	(116,539,008)	(116,600,066)	(116,636,194)	(116,676,657)	(116,676,657)
Transfer from Reserves	(87,369,725)	(106,553,876)	(48,461,524)	(59,243,006)	(46,952,110)
Transfer from DCC's (Schedule "C")	(34,243,542)	(37,757,629)	(36,510,188)	(42,940,920)	(27,525,981)
	<u>(656,013,184)</u>	<u>(806,735,078)</u>	<u>(669,481,287)</u>	<u>(704,383,810)</u>	<u>(698,141,303)</u>
Expenditures:					
Other Municipal Purposes	306,278,902	325,028,931	345,189,071	368,188,624	392,166,429
Debt Payments	3,370,543	3,240,588	10,410,460	10,189,717	10,209,524
Capital Expenditures (Note 1)	127,794,215	237,630,116	86,316,407	103,722,367	75,687,015
Transfers:					
Transfer to Other Governments	116,539,008	116,600,066	116,636,194	116,676,657	116,676,657
Transfer to Land Sale Reserve	46,403,333	46,188,164	46,226,688	46,274,657	46,315,780
Developer Contributed Assets	20,000,000	20,000,000	20,000,000	20,000,000	20,000,000
Transfer to Reserves	72,727,183	95,147,213	81,802,467	76,431,788	74,185,898
Non-Cash Expenditure of Depreciation	(37,100,000)	(37,100,000)	(37,100,000)	(37,100,000)	(37,100,000)
	<u>656,013,184</u>	<u>806,735,078</u>	<u>669,481,287</u>	<u>704,383,810</u>	<u>698,141,303</u>

Note 1: Excludes work-in-progress expenditures approved in previous budgets estimated at \$249M

Document Number: 4742278

Schedule “B” to Bylaw No. 5300, 2023

**2023 Five-Year Financial Plan Bylaw No. 5300, 2023
Revenue Plan Objectives and Policies**

As per Section 165 of the *Community Charter*, this schedule outlines the objectives and policies related to the proposed funding sources, proportion of revenues collected from them, the distribution of property value taxes among the property classes, and the City’s use of permissive tax exemptions.

1. Sources of Revenue

The financial planning principles, objectives and policies as they relate to the City’s revenue sources are as follows:

Property Tax Equity – Coquitlam treats property owners in a fair and consistent manner. The tax calculation methodology is consistent, transparent, understandable and comparable to neighbouring jurisdictions. See Section 3 of this Schedule for more information on property taxes.

Fees, Rates and Service Charges – It is the City’s policy to charge a user fee for services that are identifiable to specific users instead of levying a general tax to all property owners. The City levies a variety of fees and charges for activities related to parks, recreation and culture programs and services, planning and development services, engineering and public works services and a variety of other administrative services. These fees and charges are annually set in the Fees and Charges Bylaw as well as the Water, Sewer & Drainage and Solid Waste Bylaws.

Casino Revenues - The City receives a share of gaming revenues under the casino host agreement and these revenues are managed in accordance with the Casino Revenue Policy which primarily allocates this funding to municipal infrastructure and community grants.

Development Revenues – It is the City’s policy that development should substantially pay for the new infrastructure required to service the growth. In this regard, the City has established thorough policies and bylaws a variety of development revenue sources such as those from Development Cost Charges, Density Bonus fees and Community Amenity Contributions. These revenues fund the assets and infrastructure required to support the growing community.

Municipal Land Sales – The City receives revenue through the disposal of land assets. In 2010, Council set a vision to create to maintain sustainable land based resources for the benefit of the community now and in the future. The Land Sale Reserve policy reflects the following main objectives: 1) to fund strategic land investment (including land purchase and land development); 2) to provide interim borrowing for capital projects; 3) to provide funding for the municipal portion of major transportation projects that is allocated from land sales related to selling road right of ways; and 4) to provide immediate benefit to Coquitlam residents by

Schedule “B” to Bylaw No. 5300, 2023

allocating an amount equivalent to the interest earned on the Land Sale Reserve Fund cash balance and 5% of the land sales benefiting from the City’s land development activity to a Land Sale Reserve Investment Fund.

Developer’s Contributions – The City receives contributed assets through the development process. This source of revenue is based on the pace and intensity of development in the community and therefore will fluctuate from year to year.

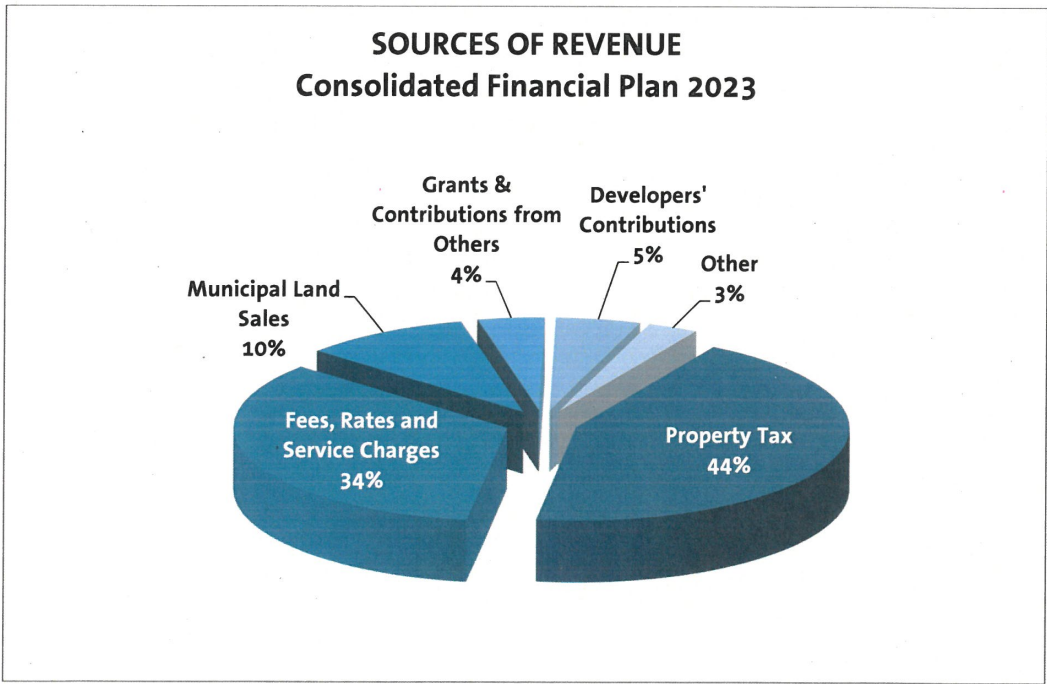
Other Revenues:

Grants & Contributions from Others – The City receives provincial and federal grants to support policing initiatives, transportation initiatives, capital and infrastructure projects.

Investment Income – The City has an Investment Policy that guides investment decisions with respect to management of the investment portfolio.

2. Proportion of Revenue

The chart below depicts the proportionate share of revenue to be received from the various funding sources in 2023.

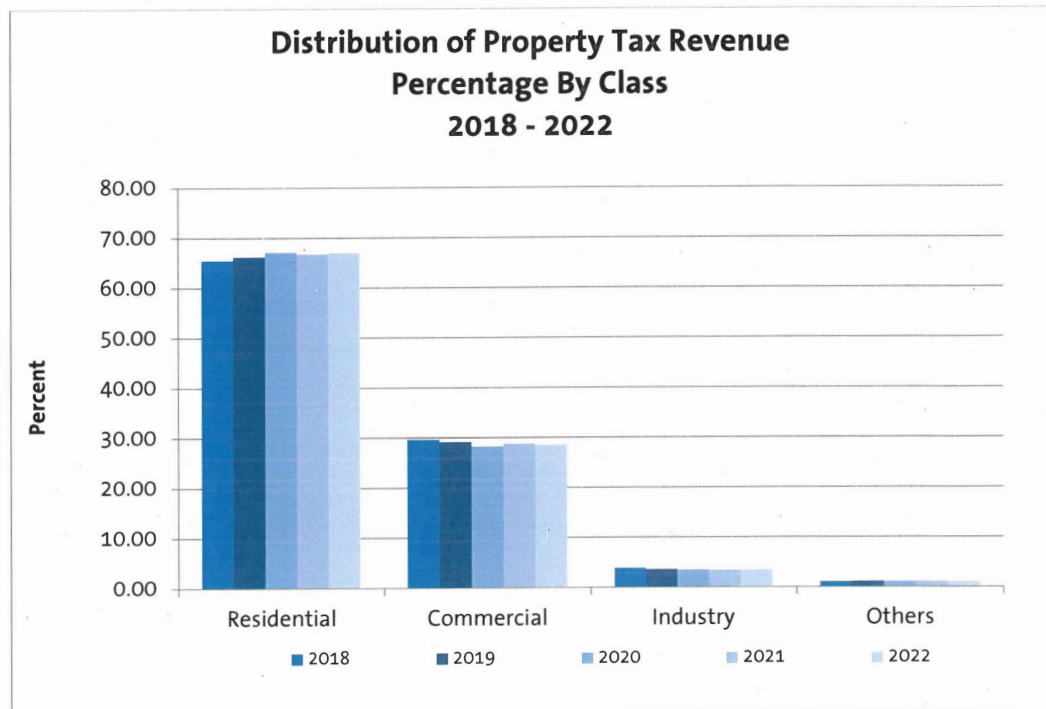


Schedule “B” to Bylaw No. 5300, 2023

3. Property Tax Revenue % by Class

Property taxes are generated to support city services that are not covered by fees, charges, grants or parcel taxes. These taxes are calculated based on property assessment value and property class as determined by BC Assessment. The types of services that these revenues support include Police and Fire Services, Parks, Recreation, Culture and Facilities, Engineering and Public Works (excluding Utilities), and Planning and Development along with administrative services such as Legislative Services, Finance, Technology and Human Resources. Property taxes currently account for 44% of consolidated revenues collected.

Coquitlam collects the same amount of taxes each year from each property class by adjusting the rates to reflect the fluctuations in the market value of properties. A Council approved rate increase is then applied. The distribution of tax revenue among the classes may fluctuate year to year depending on what property class the non market activity, or new growth for the City, is in, year to year. The proportion for each class is calculated when the final assessment roll becomes available from BC Assessment and reflects the year’s non-market activity.



Schedule “B” to Bylaw No. 5300, 2023

4. Permissive Property Taxation Exemption Policy

Pursuant to Sections 224-227 of the *Community Charter*, the City of Coquitlam has a policy to provide permissive tax exemptions for certain categories of land or improvements that are permitted by the legislation, and which are understood to provide some general public benefit or good to the community.

The Permissive Tax Exemption Policy considers the following criteria in relation to applications for permissive exemptions:

- Exemptions are only provided to not-for-profit or charitable organizations;
- The type of programs and services that the organization provides to the community;
- Whether the organization benefits primarily Coquitlam residents;
- Whether the organization’s programs and services are readily accessible to residents;
- Whether the organization is operating consistently within City policies and bylaws; and
- The impact of the exemption on the City’s tax revenue and resulting ability to provide services to Coquitlam residents

The most recent Permissive Tax Exemption Bylaw provides exemptions to 48 properties with an approximate value of \$1.74 million or a 1.05% tax impact (based on 2022 assessment). These properties fit into four different groups as follows:

- 31 Places of Worship
- 6 Non-Profit Organizations
- 6 Residential Care Facilities
- 5 Recreational Lands

On an annual basis, organizations receiving a permissive tax exemption are asked to confirm their eligibility. In particular, they are asked to report if they are anticipating any changes to their property which might impact their ability to meet the conditions for exemption.

The City accepts applications for new permissive exemptions until July 30th each year.

2023 Five-Year Financial Plan Bylaw—Schedule “C”

Schedule "C" to Bylaw No. 5300, 2023

2023 Five-Year Financial Plan Bylaw No. 5300, 2023
Development Cost Charges Reserve Fund Expenditures

	Parkland Acquisition	Drainage	Sanitary Sewer	Water	Transportation	Park Improvement	TOTAL
Projects per Approved 2023 Capital Plan	\$18,000,000	\$871,200	\$0	\$437,000	\$6,179,846	\$5,343,623	\$30,831,669
Internal Debt Repayment		\$1,106,822	\$463,538			\$295,420	\$1,865,780
External Debt Repayment			\$197,071	\$427,445	\$921,577		\$1,546,093
Total Amount Appropriated	\$18,000,000	\$1,978,022	\$660,609	\$864,445	\$7,101,423	\$5,639,043	\$34,243,542



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Coquitlam