

Coquitlam



Strategic Plan

2024-2027





Message from City Council

The City of Coquitlam’s Integrated Planning Process ensures that taxpayer dollars are spent wisely, in a forward-looking, coordinated and deliberate manner. The cornerstone of this framework is the Strategic Plan, which outlines the City’s highest aspirations for the future. It is developed with a twelve-year horizon and speaks to Coquitlam’s vision, mission, values and strategic priorities. The Strategic Plan serves as a roadmap, guiding the decisions that will shape the future of our community and our organization.

Coquitlam is a diverse community, one that offers a high quality of life to its residents; a city where people live, learn, work and play. It is also one of the fastest-growing cities in the country, with a current population of 150,000 and projections for over 220,000 residents by 2041. Growth of this magnitude poses unique challenges and opportunities for Council, the organization, and city residents.

The priorities, values and outcomes that are described in this plan are those of the community: Community Safety; Housing; Environmental Sustainability; Critical Infrastructure; Community Amenities; Financial Excellence and Operational Efficiency; EDI, Reconciliation and Social Cohesion; Workplace and People; and Economic Vitality.

Together these priorities and values will move us forward as we achieve our vision for 2032: sustaining a high quality of life for current and future generations, where people choose to live, learn work and play.

Integrated Planning Process

The Strategic Plan provides a decision-making framework, strategic priorities, and vision for our city in 2032.

Council, together with key community groups, works to achieve the City's priorities and vision through this integrated planning process.





Our Vision and Strategic Priorities

Vision for 2032

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 of the City's decision-making framework and are central to the relationships with our employees, residents, businesses 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:

- Be accountable for our actions and decisions;
- Foster safety, inclusivity, and belonging by treating people equitably and celebrating our diversity;
- Innovate to sustain community quality of life;
- Be leaders in municipal governance;
- Commit sincere effort and resources to enhance our relationships, mutual interests, and reconciliation with local First Nations – starting with a strong government-to-government relationship with kwikwəłəm.



The vision, mission and organizational values are being realized through Council's nine strategic priorities for 2024-2027:



Community Safety

Coquitlam is working to keep the city and its residents safe.



Housing

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



Environmental Sustainability

Coquitlam is taking action to address environmental and climate sustainability.



Critical Infrastructure

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



Workplace and People

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



Community Amenities

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



Financial Excellence and Operational Efficiency

Coquitlam is focusing on fiscal accountability and continuous improvement.



EDI, Reconciliation, and Social Cohesion

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



Economic Vitality

Coquitlam is building and supporting the local economy.





Community Safety

Coquitlam is working to keep the city and its residents safe.

How We Will Measure Progress:

- RCMP calls for service
- Crime rate – overall
- Fire prevention activities
- Community Satisfaction (fire)
- Community Satisfaction (police)
- Fire incident responses
- Bylaw enforcement notices
- Bylaw enforcement calls for service





Community Safety

Coquitlam is working to keep the city and its residents safe.

What we hope to achieve

How we plan to achieve it

Support a multi-disciplinary and inclusive approach to public safety.

- » Develop and implement plans to mitigate risks for hazards impacting Coquitlam.
- » Work with the Coquitlam RCMP detachment to implement initiatives that support the RCMP's renewed Strategic Plan.
- » Enhance emergency services to best meet the needs of an evolving, diverse and changing community and climate.
- » Continue to enforce and proactively educate residents on the City's bylaws in a professional and courteous manner.
- » Develop and support emergency management programs and initiatives to enhance preparedness for and response to emergencies and disasters.
- » Implement the Community Wildfire Resiliency Plan to advance mutually supportive actions that address wildfire climate risk events.
- » Develop a strategy for the location and services offered at the City's community police offices.
- » Leverage the federal government's Building Safe Communities Fund to provide programming that reduces and prevents youth-related crime.
- » Work with local businesses and business improvement associations on matters related to crime and crime prevention for businesses.
- » Establish community partners to augment the City's response to and recovery from emergencies and disasters.

Make the City's road network safer for all types of users including drivers, pedestrians, and cyclists, and people living with disabilities.

- » Develop and implement actions from the Road Safety Strategy.
- » Increase the network of separated and protected micromobility lanes to create safe cycling and rolling opportunities for all ages and abilities.
- » Continue to improve pedestrian accessibility, safety, and comfort through a suite of measures such as additional street lighting, Rectangular Rapid Flashing Beacon (RRFB) crosswalks, pedestrian letdowns and other infrastructure on City roads and parks.
- » Support the RCMP's Strategic Plan, including through educational campaigns, social media messaging, and increased enforcement to support compliance.



Housing

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

How We Will Measure Progress:

- Development activity (all streams)
- Approved market/non-market rental units
- % of homes within 200m, 400m, and 800m of Frequent Transit Network
- Community perception of quality of life
- # of childcare spaces approved
- Funding committed by Council towards housing affordability





Housing

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

What we hope to achieve

How we plan to achieve it

Encourage a mix of new housing supply to develop complete neighborhoods that improve affordability, livability, and sustainability.

- » Develop new and updated area and neighbourhood plans that include a mix of housing, transportation modes, commercial and community services, and employment opportunities.
- » Minimize impacts of housing construction on residents through effective construction management.
- » Advance the Childcare Partnership Strategy to promote affordable and high-quality childcare access that meets the diverse needs of children and families in our growing community.
- » Develop open gathering and accessible community spaces that support informal and programmed experiences.
- » Manage the City's land and real estate portfolio in a strategic manner consistent with industry and municipal best practices.
- » Advance climate action initiatives through improved construction techniques and the BC Energy Step Code.

Lead collaborative action and innovative partnerships with the provincial and federal governments and third parties to maximize use of external resources to deliver affordable housing.

- » Work with other orders of government, non-profits and other third-party organizations to deliver affordable housing projects and programs.
- » Leverage the federal Housing Accelerator Fund to increase housing supply and affordability while delivering on the community's diverse housing needs across the city.
- » Continue to implement and refine the City's Housing Affordability Strategy to encourage investment in affordable housing in neighbourhoods and ensure its alignment with emerging incentives and regulations from other orders of government.
- » Continue to provide partnership assistance to assist residents experiencing homelessness.



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Environmental Sustainability

Coquitlam is taking action to address environmental and climate sustainability.

How We Will Measure Progress:

- Natural areas restored (square metres)
- Number of trees/shrubs planted
- Waste diversion rate
- Community Satisfaction (parks, trails and green space)
- % resident trips non-vehicular/sustainable mode share
- Public electric vehicle charging usage
- Improved/new parks and green spaces
 - New
 - Upgraded
 - Total
- Corporate and community GHG reduction vs 2007 base year (%)
- Total metered water consumption (m3)
- Total water consumption per capita
- Creek water quality
- Stream water quality indicators within regional guidelines (%)





Environmental Sustainability

Coquitlam is taking action to address environmental and climate sustainability.

What we hope to achieve

How we plan to achieve it

Demonstrate responsible public stewardship through leadership in environmental sustainability strategies and resilient practices.

- » Continue to implement priority actions and develop policies consistent with the Environmental Sustainability Plan such as the Climate Action Plan and Enhanced Water Conservation Strategy.
- » Develop emergency management plans that consider the impact climate change may have on any given hazard.
- » Continue to lower the City's greenhouse gas emissions through the development of operating and service-delivery models that achieve progress on the Environmental Sustainability Plan's goals.
- » Continue to upgrade, retrofit, and apply cost-effective climate adaptive design to aging civic facilities and infrastructure.
- » Develop strategies and policies that reduce corporate energy costs and GHG emissions with acceptable payback period or return on investment, such as a corporate green fleet strategy.
- » Continue to implement the Enhanced Water Conservation Strategy to enhance water conservation efforts across consumption categories.
- » Develop strategies that meet the targets of zero emissions from transportation through the advancement of public and private use of Electric Vehicles and Electric Micromobility devices.
- » Continue to implement policies and practices that retain and preserve the City's parks and green spaces.
- » Develop policies and plans that enable low carbon, climate resilient and energy efficient buildings that incorporate renewable energy sources where appropriate and are in line with the BC Energy Step Code.
- » Continue in-stream works program to mitigate flooding and enhance aquatic habitat.

Explore innovative sustainability improvements through community partnerships and diverse participation.

- » Continue to partner with innovative problem-solvers to deliver efficient technology-based solutions to environmental challenges.
- » Prioritize planting of trees and vegetation that are resilient to climate change on public lands and support new tree planting programs on private lands through education and outreach.
- » Leverage relationships with public and private sector operators to achieve corporate and community sustainability objectives and identify and promote incentives to reduce waste.
- » Support community programming and initiatives that promote environmental sustainability such as reducing food waste, residential storm water management, and optimizing capacity for adapting infrastructure and services to the impacts of climate change and GHG mitigation.
- » In partnership with the business community and business associations, provide support and recognition to local businesses that reduce their carbon footprint and green their operations.



Critical Infrastructure

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

How We Will Measure Progress:

- Average pavement condition assessment
- Sanitary sewers rating
- Drainage mains rating
- Roads swept (lane kms)
- Community Satisfaction – public works
- Kilometres of multi-modal transportation (new/total)
- Number of kilometers of fibre-optic infrastructure





Critical Infrastructure

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

What we hope to achieve

How we plan to achieve it

Plan and deliver infrastructure that meets the capacity needs of our growing community.

- » Enhance the City's neighbourhoods through programs that revitalize public works assets, such as the watermain replacement, sanitary sewer structural rehabilitation and pavement rehabilitation programs.
- » Plan infrastructure to be resilient in the face of climate change impacts, such as rainfall intensity, and consider nature-based solutions to reduce GHG emissions.
- » Expand and update utility and road corridors in the growing areas of Coquitlam.

Work with partners to advocate, plan and deliver major regional infrastructure projects that are important to Coquitlam.

- » Continue to work with Metro Vancouver and advocate for Coquitlam's interest in the region and on major capital projects, such as the Metro Vancouver Coquitlam Lake Water Main.
- » Work with key partners, including *kʷikʷə́łəm*, to plan for key transportation infrastructure.
- » Continue to work with TransLink to improve rapid transit connections between regional town/city centres, including Coquitlam to Surrey City Centre and Port Coquitlam/Maple Ridge.

Enhance travel in and between neighbourhoods by advancing multi-modal and accessible transportation options that continue to improve the livability and quality of streets.

- » Update the Strategic Transportation Plan to provide a renewed roadmap of transportation improvements for implementation, including sustainable and accessible multi-modal infrastructure with emerging technologies that support efficient movement and greenhouse gas mitigation.
- » Develop policies, regulations and streetscape improvements to manage curb space safely and efficiently, with an emphasis on encouraging walking, cycling, transit and shared mobility.
- » Enhance policy options that create public open space outside of the City's park network.
- » Continue to rehabilitate and improve the City's transportation network, including through the frontage works program.

Plan and deliver Information, Communications and Technology services to meet the needs of our changing community and City growth.

- » Update key City information, data, and technology through the development of a prioritized Information, Communications and Technology Modernization Strategy.
- » Deliver capital infrastructure to ensure the current and future capability and capacity of the City's digital communications network and Wi-Fi services to the community.
- » Improve the City's financial systems through the planning and implementation of a financial system modernization project.
- » Develop a data strategy to improve the City's use of business intelligence and analytics, and build capabilities for new innovation tools.



Workplace and People

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

How We Will Measure Progress:

- Employee turnover
- Vacancy rate
- # of staff participating in/completed the Core and Strategic streams of the City's Leadership Program
- Employee engagement through culture building events/activities





Workplace and People

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

What we hope to achieve

How we plan to achieve it

Invest in our people to support wellness, retention, talent development and potential of our workforce.

- » Continue long-range workforce talent planning to respond to changing demographics and the modern recruitment and retention needs of a growing organization by developing a Talent and Retention Strategy.
- » Ongoing investment in employee wellness through programs, training and tools to support their physical and mental wellbeing.
- » Partner with BCMSA and WorkSafeBC to pilot quicker access to available psychological resources to support mental health claims and more effective return to work outcomes.
- » Implement the EDI Recruitment and Retention Action Plan to advance the organization's commitment of enhancing inclusivity and belonging across its workforce, processes, and culture.
- » Continue to develop policies and guidelines that fill a gap in services, such as the Guidelines to Support Trans and Non-Binary Staff in the Workplace.

Develop and implement policies and programs that foster talent acquisition and ensure employees have the training to do their work and serve the community.

- » Ensure Coquitlam continues to be a leader in workplace health and safety through training, workplace culture and proactively addressing current and emerging trends and regulatory changes in Accessibility and Occupational Health and Safety.
- » Continue ongoing training and development of employees to support their talent and development potential in leading the delivery of our services and implementation of long-range plans to the community.
- » In the spirit of continuous improvement, examine the City's human resources policies and practices to ensure they remain relevant to the realities of today's workforce.
- » Continue to expand the talent pipeline by establishing partnerships and collaborating with local organizations with a focus on EDI.
- » Partner with SD43, colleges and universities to provide opportunities for potential future employees.

Invest in technology to equip our people with modern means of working, engaging and providing services to the community.

- » Support the City's operations through the deployment of technology solutions and the development and implementation of a Technology Modernization Strategy.
- » Invest in tools and technologies that improve efficiency and collaboration across the organization.



Community Amenities

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

How We Will Measure Progress:

- Community Satisfaction
 - Recreational and cultural opportunities
 - Sports fields
- Program fill rates
- Visitors to cultural partners:
 - Library
 - Evergreen Cultural Centre
 - Place des Arts
- Participation in recreation activities:
 - Registered
 - Drop-in
 - Total participation
- Number of recreation passes sold
- Total participation in Financial Assistance for Recreation (FAR)
- Total participation in Grade 5/6 Get Active Stay Active program
- Capacity utilization rates of city assets (facilities/parks)
- Investment in capital construction and facilities upgrades





Community Amenities

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

What we hope to achieve

How we plan to achieve it

Encourage all residents to be active through a wide-range of accessible recreational and inclusive cultural opportunities across civic facilities, parks and trails that contribute to a healthy community.

- » Facilitate both formal and informal recreation opportunities so that residents and visitors can experience Coquitlam's facilities in the manner of their choosing.
- » Work with community partners and media to promote awareness and participation in arts, culture and heritage experiences and available recreational opportunities.
- » Promote public awareness of the variety of no/low-cost opportunities to strengthen monetary accessibility.
- » Support partnerships to provide enhanced opportunities for accessible participation.
- » Deliver programs and amenities that address the accessibility needs and preferences of a changing and diverse community.
- » Monitor and adjust the variety of programs offered through recreation and culture facilities based upon community patterns, location, and demographic characteristics such as age, ability and income level.
- » Develop and deliver introductory programming through a variety of delivery methods including registered programming and drop-ins, with a focus on reducing barriers to participation.
- » Continue to support partnerships that advance the delivery of cultural and recreation services.

Develop plans and deliver capital infrastructure to ensure the capacity of parks, recreation and culture services throughout the city – now and in the future.

- » Complete a strategy for the development of major recreation and cultural facilities.
- » Continue planning and construction on a variety of important amenities, such as recreation and community centres, outdoor pools, and park spaces, in all areas of Coquitlam.
- » Implement initiatives consistent with the Town Centre Park Master Plan to make Town Centre Park a City-wide destination park.
- » Update policies consistent with the Parks, Recreation and Culture (PRC) Master Plan.
- » Enhance the City's neighbourhoods through programs that revitalize parks and other amenities.
- » Plan, construct and acquire parkland and public park facilities in a manner consistent with the Parks, Recreation and Culture (PRC) Master Plan and five-year capital plans.
- » Facilitate partnership agreements with School District 43 on the shared-use of community facilities and outdoor spaces.



Financial Excellence and Operational Efficiency

Coquitlam is focusing on fiscal accountability and continuous improvement.

How We Will Measure Progress:

- # of completed Business Improvement Initiatives
- % transactions online
- # of services available online
- Community Satisfaction – City services
- Taxpayer confidence
- Website visits
- Social media engagement
- Community engagement participation
- Grant funding approved for City projects
- Return on Investment of the City's investment portfolio
- Debt ratio





Financial Excellence and Operational Efficiency

Coquitlam is focusing on fiscal accountability and continuous improvement.

What we hope to achieve

How we plan to achieve it

Maintain prudent financial and governing policies and practices with a focus on long-range planning, efficiency and effectiveness, and budgeting.

- » Pursue alternate funding models for facilities, amenities, programs and services wherever financially viable while ensuring standards of quality and service are being met.
- » Apply for grants to reduce the costs of major capital projects on Coquitlam taxpayers.
- » Continue to support the City's award-winning asset management funding framework and invest in the City's assets and facilities in a strategic and responsible manner.
- » Manage projects in a timely and cost-effective manner that ensures value for taxpayers.
- » Continue to review the City's financial and governance practices to ensure they conform to modern industry standards and best practices.
- » Manage the impact of the City's growth on internal and client-facing services through the ongoing review of organizational policies and practices.
- » Update the development finance tools that support the City's capital funding framework

Innovate corporate and process improvement to optimize service delivery for clients and enhance our organizational capacity and efficiency.

- » Foster a culture of continuous improvement to meet current and future needs of the City, including a continued focus on the City's Business Improvement Committee and Additional Business Improvements list.
- » Develop and implement a business continuity framework to ensure robust business continuity planning of critical and essential services to enhance resiliency.
- » Continue to review and optimize the development application process.
- » Continue to improve community access to City services through the use of online services.
- » Improve online client service interactions with the City by increasing the amount of virtual and self-service options.



EDI, Reconciliation, and Social Cohesion

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

How We Will Measure Progress:

- #/% of City staff who have completed Reconciliation Learning Framework (Truth and Reconciliation Commission Call to Action #57) training
- # of not-for-profit organizations in the Community Volunteer Support Hub
- Support for not-for-profit groups
- # of events and learning opportunities that promote EDI
- # of actions completed in the EDI Recruitment and Retention Action Plan
- # of community and organizational partnerships collaborated with to support the advancement of EDI in our community





EDI, Reconciliation and Social Cohesion

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

What we hope to achieve

How we plan to achieve it

Utilizing an EDI lens, foster a workplace culture that is equipped to enhance inclusivity, accessibility, and belonging across its diverse and talented workforce as well as throughout the community.

- » Empower diversity throughout our workforce through the ongoing review of organizational policies and human resource processes with an EDI lens to further support employee engagement, recruitment and retention, inclusion, and equal opportunity.
- » Develop and deliver emergency management plans and services using an intersectional lens to reduce the disproportionate impacts of emergencies and disasters.
- » Promote a positive, respectful and welcoming workplace culture through training and events that recognize and reinforce organizational values and success.
- » Continue to use the Community Engagement Framework to encourage engagement that includes the variety of diversity throughout the community in the affairs of the community.
- » Celebrate Coquitlam’s diversity through events and festivals that showcase the community’s rich cultural heritage.
- » Continue to advance equitable policies, programs, and processes for our community and workforce by implementing an EDI lens across all City business areas and work.
- » Advance partnerships and collaboration with local organizations.

Build strong government-to-government relationships with First Nations – starting with kwikwəłəm – through honest and sincere conversation, an openness to learning and unlearning, and a commitment to cooperation for advancing ongoing reconciliation.

- » Continue with ongoing government-to-government partnership building.
- » Enhance kwikwəłəm visual representation in the community through partnerships.
- » Implement a Reconciliation Learning Framework to advance TRC Call to Action #57.
- » Work with local First Nations to identify economic reconciliation and local employment opportunities.
- » Support community learning through partnerships that provide formal and informal opportunities for life-long learning and Indigenous stewardship collaboration.
- » Continue to support the Path to Reconciliation Process, enhancing government-to-government relationships with First Nations.

Support the continued viability and sustainability of community organizations in their implementation of services, events and programs that contribute to social vibrancy and cohesion.

- » Provide support to not-for-profit organizations to conduct activities that benefit the community.
- » Continue to use the Community Volunteer Support Hub to connect residents with non-for-profit organizations that provide value and services to the community.
- » Support community organizations that provide learning and cultural programs, community festivals and cultural events.
- » Develop a signature event funding policy to support major community events.



Economic Vitality

Coquitlam is building and supporting the local economy.

How We Will Measure Success:

- Floor space – new and total (industrial, commercial, institutional)
- Construction value (industrial, commercial, institutional)
- Filming – permits and revenue
- Tourism activity – webpage views on VisitCoquitlam.ca; social media analytics on [@visitcoquitlam](https://www.instagram.com/visitcoquitlam); local businesses promoted across tourism channels
- Festivals and events – # of festivals and events, # of participants, # of block parties
- Share of regional jobs and/or % of Coquitlam residents who work in Coquitlam
- # of non-residential building permits
- % of City purchase orders issued to businesses in the Tri-Cities
- Investment Attraction – # of business leads generated, # of business leads closed





Economic Vitality

Coquitlam is building and supporting the local economy.

What we hope to achieve

How we plan to achieve it

Lead the attraction, retention, and promotion of diverse local employment opportunities that are accessible to the income needs of the community.

- » Promote Coquitlam as a business-friendly community that is an economic destination with local jobs for residents.
- » Support the expansion of existing businesses to encourage business development and employment growth.
- » Accelerate focused investment to grow sustainable local economic clusters to leverage Coquitlam's strength of diversity in tech, film, cultural festivals/events, and visitor economy sectors.
- » Expand data tracking to better understand the changing nature of work and business needs.
- » Promote Coquitlam's diverse business offerings through tourism marketing and promotions.

Advance capacity across Coquitlam to accommodate shared economic opportunities that empower business resiliency and affordability.

- » Implement priority actions in the City's Economic Development Strategy.
- » Encourage the continued development, through appropriate policies and incentives, of major commercial space and hotels and events space in the City Centre to establish it as an integrated regional employer cluster.
- » Ensure land use policies enable a range of business and employment activities in appropriate locations.
- » Promote local opportunities for innovation and entrepreneurship within the community.
- » Manage the impact of redevelopment on businesses through supportive policy development and advocacy that strengthen the local business environment.

Strengthen and leverage partnerships with and between community members, local employers, educational institutions, and other orders of government to support community vibrancy and quality of life.

- » Work with partners and conduct business outreach to attract and retain major employers and institutional and entertainment uses into the City Centre to establish it as an integrated regional mixed-use services center.
- » Continue to support local business creation and capacity through Business LinQ and leverage its services to support further outreach.
- » Support the establishment of new grass roots community economic development organizations, partnerships, and programs.
- » Work with government, institutional and business partners to ensure that local institutions are offering the kinds of skills training and educational programs that meet the needs of the local economy.

