

Strategic Plan





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 goals. 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.

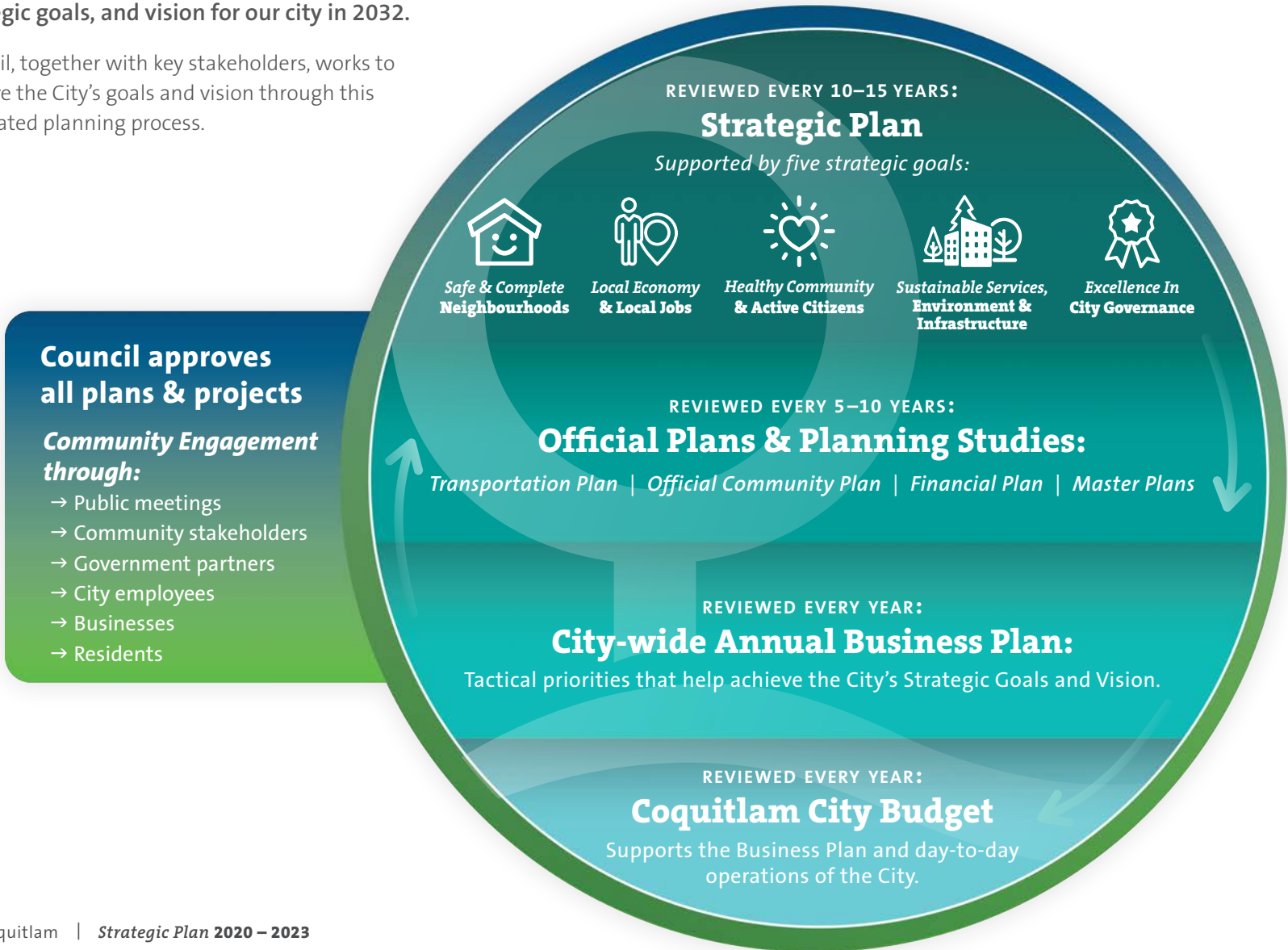
The goals, values and outcomes that are described in this plan are those of the community: safe and complete neighbourhoods, a diverse local economy, active and healthy residents, sustainability of the environment and City infrastructure, and sound governance.

Together these goals 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.

The Planning Process

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

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



Our Vision & Strategic Goals

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 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:

- > Be accountable for our actions and decisions
- > Treat people fairly
- > Innovate to sustain community quality of life
- > Be leaders in municipal governance

The Vision, Mission & Organizational Values are supported by **Five Strategic Goals:**



*Sustainable Services,
Environment &
Infrastructure*



*Healthy Community
& Active Citizens*



*Local Economy
& Local Jobs*



*Excellence In
City Governance*



*Safe & Complete
Neighbourhoods*



Safe & Complete Neighbourhoods



How We Will Measure Success:

- Citizen perception of quality of life
- Crime rate (*overall/signal*)
- Calls for service (*Police*)
- Fire incident responses
- Fire prevention activities
- Citizen satisfaction (*Fire/Rescue*)
- Citizen satisfaction (*Police*)
- Development activity (*all streams*)
- New market/non-market rental units
- Kilometres of multi-modal transportation (*new/total*)
- Bylaw enforcement activity



What we hope to achieve

How we plan to achieve it

Develop complete, well-connected neighbourhoods.

- > New and updated area and neighbourhood plans that focus on a mix of land uses, housing, transportation modes and employment opportunities.
- > Renew the Official Community Plan.
- > Continue planning for Burke Mountain Village, the mixed commercial-residential neighbourhood centre in northeast Coquitlam.
- > Develop open gathering and community spaces that support informal and programmed experiences.
- > Manage the City's property portfolio in a strategic manner consistent with industry and municipal best practices.

Support a multi-disciplinary approach to public safety.

- > Ongoing refinement of emergency services that best meet the needs of an evolving, diverse and changing community.
- > Work with the Coquitlam RCMP detachment to implement initiatives that support the RCMP's renewed Strategic Plan.
- > Continue to enforce and proactively educate on the City's bylaws in a professional and courteous manner.

Encourage a mix of housing in our neighbourhoods to improve housing affordability.

- > Undertake a housing review in the City's southwest neighbourhoods.
- > Continue to implement and refine the City's Housing Affordability Strategy.
- > Continue policy development to encourage investment in community infrastructure and affordable housing in neighbourhoods.
- > Work with other orders of government and third-party organizations to deliver projects and programs that improve housing affordability across the city.

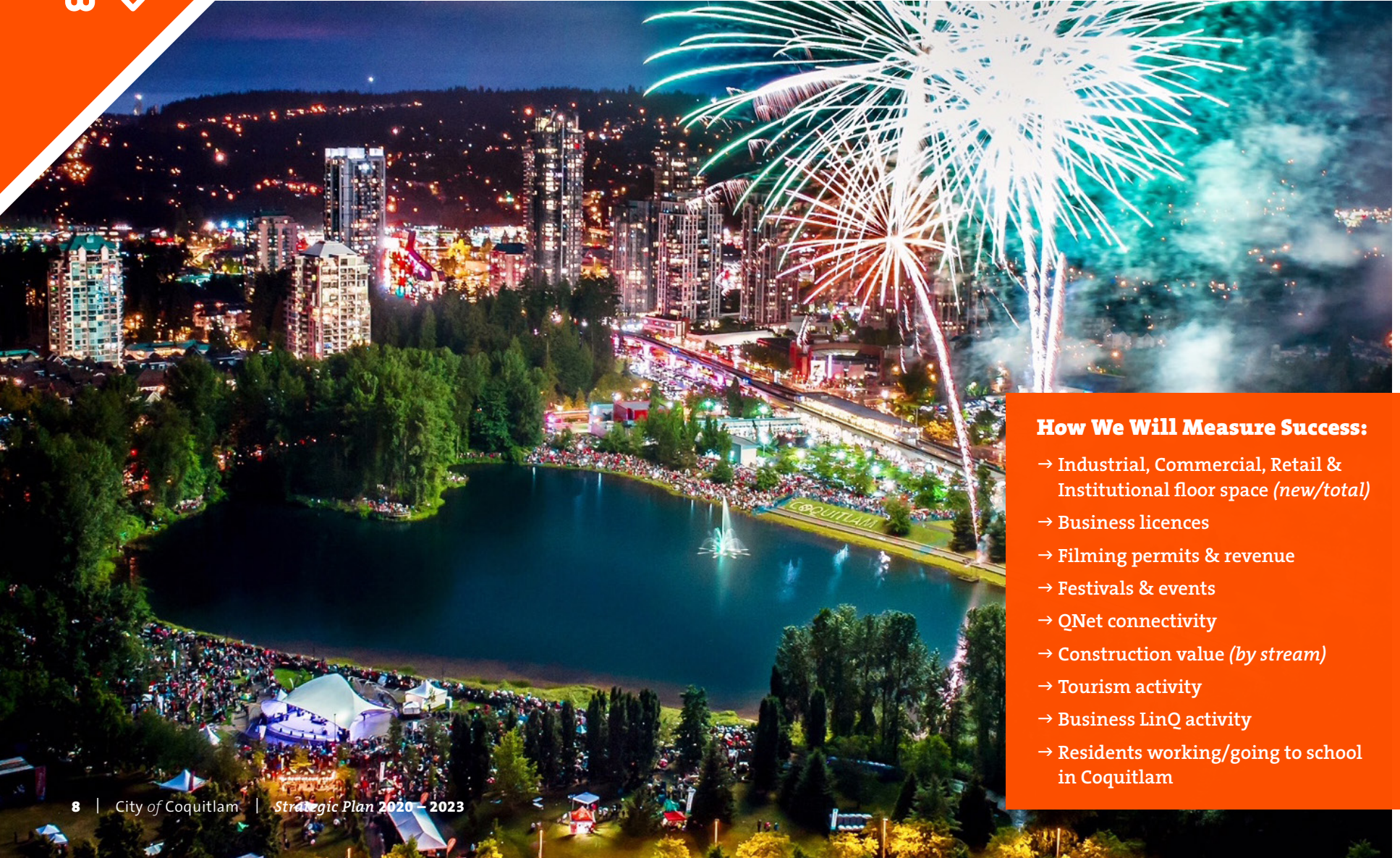
Enhance travel in and between neighbourhoods by building multi-modal transportation options and improving the quality of streets as a place for people.

- > Renew and complete transportation plans that focus on developing multi-modal infrastructure within urban centres.
- > Continue to improve City and park wayfinding.
- > Enhance policy options that create public open space outside of the City's park network.
- > Continue to implement the City's Frontage Works Program, which improves the quality of the city's streets.





Local Economy & Local Jobs



How We Will Measure Success:

- Industrial, Commercial, Retail & Institutional floor space (*new/total*)
- Business licences
- Filming permits & revenue
- Festivals & events
- QNet connectivity
- Construction value (*by stream*)
- Tourism activity
- Business LinQ activity
- Residents working/going to school in Coquitlam

What we hope to achieve

How we plan to achieve it



Focus on neighbourhood commercial development and revitalization.

- > Rapid transit-oriented development that includes residential, civic and a mix of employment-generating uses.
- > Develop policies and incentives that encourage commercial and office development.
- > Manage the impact of growth on businesses through policy development and advocacy.

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

- > Complete the City's Economic Development Strategy, including development of relevant key performance indicators.
- > Review and update the city's commercial zones.
- > Provide tools, policies and opportunities for local businesses to better compete in the City's procurement processes.
- > Establish community partnerships that promote and enhance Coquitlam's businesses and supporting events.
- > Complete a strategy for the development of office space.

Facilitate vibrancy in sport, culture and recreation to enhance economic growth through partnerships, events, festivals and business development.

- > Build capacity for sport tournaments, community events and festivals.
- > Partner with community groups, provincial and national governing bodies, and other orders of government to hold events of regional and national importance in Coquitlam.
- > Continue to implement the Tourism Strategy.

Leverage community assets to drive investment and job creation.

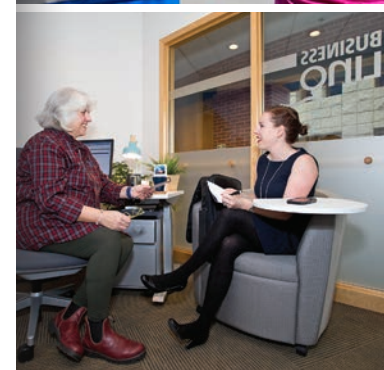
- > Expand fibre infrastructure to support business retention and attraction.
- > Work with the provincial government and community stakeholders to improve economic viability through partnerships and grants.

Create trade and investment opportunities by building our international relations and promoting Coquitlam as a place for business.

- > Encourage local business investment by growing networks and advancing partnerships through local, national and international business engagement.
- > Continue to foster relationships with Coquitlam's sister and friendship cities.

Advance the region's transportation network by supporting local infrastructure projects that allow people and goods to move more efficiently.

- > Leverage relationships with other orders of government to encourage partnership and investment in multi-modal transportation infrastructure.
- > Work to mitigate the impacts of third-party projects in Coquitlam that affect the use and condition of the City's infrastructure.
- > Develop transportation and utility infrastructure throughout the city that is sustainable and responds to resident and business needs.



Healthy Community & Active Citizens



How We Will Measure Success:

- Participation in recreation activities (*registration/drop-in*)
- Paid admission to all recreation facilities
- Number of monthly & annual recreation passes sold
- Total park land area
- Citizen satisfaction (*recreation, parks & trails*)
- Number of parks & green spaces (*new/upgraded/total*)
- Get Connected, Get Active registration
- Number of block parties
- Library visitors
- Place des Arts registrations
- Evergreen Culture Centre patrons

What we hope to achieve

How we plan to achieve it



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

- > Deliver programs and amenities that address the needs of a changing and diverse community.
- > Enhance the variety of programs offered through recreation facilities based upon user patterns, location and demography.
- > Develop and deliver introductory programming in all service areas through a variety of participation models.

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

- > Increase the variety of no/low-cost opportunities while supporting partnerships to provide enhanced and elite opportunities.
- > 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 media and community partners to increase awareness of available programs and services.

Develop a system of parks, recreation and public space that contributes to the ecological, social and economic well-being of Coquitlam residents.

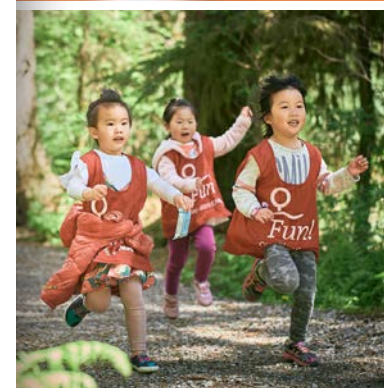
- > Increase participation in drop-in programs.
- > Work with community partners to increase awareness and participation in arts, culture and heritage experiences and opportunities.
- > Plan and construct public park facilities in a manner consistent with Parks, Recreation and Culture (PRC) Master Plan.

Support community learning through partnerships that provide formal and informal opportunities for life-long learning.

- > Support community organizations that provide learning and cultural programs, community festivals and cultural events.
- > Continue to support the City's recreation partnerships for 50+ and youth programming.

Develop plans and capital assets 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.
- > Plan for the development of arts and heritage facilities in the city's southwest area.
- > Plan for a recreation centre in Coquitlam's northeast area.
- > Construct a new community centre in Maillardville.
- > Update the City's Sports Field Strategy.
- > Acquire parkland in a manner consistent with the City's Official Community Plan and PRC Master Plan.



Sustainable Services, Environment & Infrastructure



How We Will Measure Success:

- Waste volumes & diversion rates
- Corporate & community GHG reduction
- Electric vehicle charging usage
- Annual water consumption
- Amount of water delivered (m^3)
- Kilometres of sanitary & storm relining completed
- Average road condition index
- Lane kilometres swept
- Citizen Satisfaction (*Public Works*)
- Spirit Grants
- Trees planted on City property
- % sustainable transportation mode share

What we hope to achieve

How we plan to achieve it



Demonstrate responsible public stewardship through environmental sustainability practices.

- > Develop policies to encourage energy-efficient buildings, passive design and renewable energy.
- > Encourage a network of electric vehicle charging stations throughout the city for public use.
- > Continue to convert City-owned streetlights to LED.
- > Develop an Environmental Sustainability Plan and Water Conservation Strategy.
- > Diversify the City's fleet services through strategic use of pooled and low-emissions vehicles.
- > Continue to lower the City's greenhouse gas emissions through the development of operating and service-delivery models that prioritize environmental sustainability.
- > Implement the City's Climate Adaptation Strategy to mitigate to impacts of climate change on City infrastructure.

Explore service improvements and partnerships with community organizations.

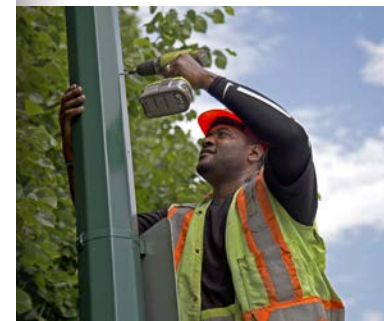
- > Partner with the YMCA on the delivery of recreation services in Burquitlam.
- > Work with government partners on the development of water supply capacity from Coquitlam Lake.
- > Facilitate partnership agreements with School District 43 on the shared use of community facilities and outdoor spaces.
- > 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 to Coquitlam taxpayers.

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

- > Provide Spirit Grants to not-for-profit organizations to conduct activities that are of benefit to the community.
- > Leverage relationships with public and private sector operators to achieve corporate and community sustainability objectives.

Manage the City's assets and infrastructure in a manner that promotes financial and environmental sustainability.

- > Continue to implement policies and practices that retain and preserve the City's parks and green spaces.
- > Develop and implement plans to renew the Austin Works Yard.
- > Enhance the city's neighbourhoods through programs that revitalize parks and public works assets.
- > 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.



Excellence in City Governance



How We Will Measure Success:

- Taxpayer confidence
- Citizen satisfaction (*City services*)
- Citizen satisfaction (*customer service*)
- Employee turnover & vacancy rate
- Social media engagement
- Website visits
- Number of business improvement initiatives completed
- Percentage of online transactions
- Number of online engagements conducted & total Viewpoint membership
- Municipal debt & assets, per capita

What we hope to achieve

How we plan to achieve it



Explore service improvements through investment in technology, people and process improvement.

- > Support the City's operations through the deployment of technology solutions and the ongoing implementation of the Technology Roadmap.
- > Improve online customer service interactions with the City by updating the City's website and increasing the amount of self-service options.
- > Foster a culture of continuous improvement to meet current and future needs of the City, including a renewed focus on the City's Business Improvement Committee and Stop Doing List.
- > Review and streamline the development application process.
- > Continue to demonstrate excellence through leading by example and promoting best practices in the municipal sector.

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

- > Ensure Coquitlam continues to be a leader in workplace health and safety through training, organizational culture and proactively addressing current and emerging trends and regulatory changes in Occupational Health and Safety.
- > Ongoing investment in employee wellness through programs, training and tools to support physical and mental well-being.
- > Continue ongoing training and development of employees to support services to the community and the implementation of the City's long-range plans.
- > Promote a positive, respectful and diverse organizational culture through training and events that recognize and reinforce desired behaviours and successful outcomes.

Maintain prudent financial and human resources policies and practices with a focus on long-range planning and budgeting.

- > Manage projects in a timely and cost-effective manner that ensures value for taxpayers.
- > Continue long-range workforce planning to respond to changing demographics and the needs of a growing organization by building an employee attraction and retention strategy through strengthened employment branding.
- > 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.
- > Provide meaningful and timely human resources services through enhanced and streamlined processes to better meet the City's human resources needs today and in the future.

Encourage citizen and neighbourhood engagement that allows all residents to contribute to the affairs of the community.

- > Review the City's engagement practices to develop a strategic, City-wide approach to public engagement.
- > Develop public participation processes that use multiple methodologies and inputs to ensure a wide cross-section of community input.





How will the Strategic Plan come alive?

The overall planning for the City will take its direction from the Strategic Plan.

We will use the Strategic Plan to:

- > Define the City's priorities, processes, and short and long-term plans;
- > Guide annual working priorities through the Business Plan;
- > Prioritize budget and resource allocations through the Five-Year Financial Plan;
- > Shape the city through land use; infrastructure, service and asset management; and operations and planning;
- > Provide context for staff reports to Council, communications and events;
- > Inform the Official Community Plan; and
- > Collect and evaluate performance measures.

Ultimately, the success of the Strategic Plan will be measured in its ability to activate the vision for our city. We should be able to see positive change all around us, as Coquitlam continues to evolve as an energetic city that attracts people, jobs and opportunities. It will be a location of choice for people who want to live, learn, work and play. It will be a city where people and businesses choose to be.



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Local Economy & Local Jobs



Healthy Community & Active Citizens



Excellence In City Governance



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