

City of Coquitlam, BRITISH COLUMBIA

2017–2021 Financial Plan

Coquitlam

Pinetree Way

In 2016, Coquitlam welcomed rapid transit with the opening of the Evergreen Extension to SkyTrain.

To coincide with this, the City improved Pinetree Way between Barnet Highway and Town Centre Boulevard to provide enhanced facilities and function for all road users, while creating a greener, attractive and welcoming gateway to the City Centre.

The enhancements included: a multi-use pathway, pedestrian improvements, plaza areas with seating and landscaping, improved functional and accent lighting, improved signage and wayfinding, and attractive and open bus stops.

2017–2021 Financial Plan

Contents

<i>Coquitlam City Council</i>	v
<i>Distinguished Budget Presentation Award</i>	vi
<i>Message From Mayor Richard Stewart</i>	vii
CHAPTER 1 – Executive Summary	1
CHAPTER 2 – Coquitlam – A Thriving City with Community Focus	3
Coquitlam Profile and Demographics	4
City Government Overview	6
2017 Organization	7
CHAPTER 3 – Integrated Planning Framework	9
Strategic Planning	10
Business Planning	22
2017 Business Plan Priorities	24
Financial Planning	26
CHAPTER 4 – Financial Policies and Fund Structure	29
Financial Policies	29
Fund Structure	31
CHAPTER 5 – Financial Plan Overview	33
The Challenge—Principal Issues Affecting Financial Planning	33
Key Budget Assumptions	34
Consolidated Statement of Financial Activities	35
Major Fund Balances	36
Statement of Cash Flow	37
Taxation	38
Fees, Rates and Charges	39
Grants	39
Investment Income	40
Casino Revenue	40
Other Revenue	40
Revenues—Sewer and Drainage	41
Revenues—Water	42
Expenditures by Department	43
CHAPTER 6 – 2017 Five-Year Operating Plan Overview	45
2017-2021 Financial Plan	45
2017 Key Budget Drivers	45
Employee Base – Full-Time Equivalent (FTE) Analysis	46
City Manager’s Office	48
Deputy City Manager’s Office	50
Fire/Rescue	54
Coquitlam RCMP Detachment	56
Finance & Technology	59
Engineering & Public Works	62
Planning & Development	69
Parks, Recreation & Culture	73
Strategic Initiatives	79
CHAPTER 7 – Five-Year Capital Plan Overview	81
Sustainability Challenges for Infrastructure	81
Tangible Capital Assets	81
Funding Sources	81
Debt Borrowing	81
Capital Expenditure Program 2017–2021	82
Reserve Funding	84
Capital Process	93
2017–2021 Capital Plan	94
2017 Capital Projects	95
Appendix	97
Glossary of Terms	97
Financial Plan Budget Bylaw	99



Coquitlam City Council



Mayor
Richard Stewart



Councillor
Brent Asmundson



Councillor
Craig Hodge



Councillor
Dennis Marsden



Councillor
Terry O'Neill



Councillor
Mae Reid



Councillor
Teri Towner



Councillor
Chris Wilson



Councillor
Bonita Zarrillo

Auditors:
KPMG LLP

Bank:
Scotiabank





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, 2016. In order to receive this award, a governmental unit must publish a budget document that meets program criteria as a policy document, operations guide, financial plan and as a communications device. This award is valid for a one-year period only. We believe our current budget continues to conform to the program requirements and we are submitting it to GFOA to determine its eligibility for another award.



Message From Mayor Richard Stewart

The *2017-2021 Financial Plan* provides the five-year operating and capital budget for the City of Coquitlam. This plan is developed

annually by City Council with support from staff, and addresses priorities identified by our community.

Our Council places a high value on community engagement, seeking input in a variety of ways, listening and considering the feedback as we set our annual business plan and budgets.

Coquitlam is the sixth largest municipality in B.C. and one of the fastest-growing communities in the province. As we continue to grow, it is more important than ever that we continue to work in a strategic, financially responsible way.

Part of that financial responsibility means looking for ways to generate revenue outside of the property tax base. This includes partnerships with businesses, community organizations and developers to assist with both capital and operating costs. It also includes ensuring Development Cost Charges keep pace with inflation, and expanding Community Amenity Contributions to a City-wide program to ensure that development is helping to pay for the capital assets that support our growing community needs, such as new and upgraded parks and community centres.

Coquitlam's strong commitment to fiscal discipline is reflected in this year's property tax increase of 2.13%. This is the lowest increase since 1994, marking the eighth consecutive year of declining increases.

Public Safety

This is a high priority for the community and also our highest spending area with total budget of \$62 million in 2017.

This includes \$36 million in funding for the RCMP, including the Uniformed Crime Reduction Unit (UCRU) which provides 'boots on the ground' in hot spots. We have also committed to providing funding for an upgraded Burquitlam Community Police Station.

This spending area also includes a total of \$26 million for Coquitlam Fire / Rescue, including additional labour to meet our growing fire prevention and protection needs as well as replacement of critical life safety equipment.

Capital Plan Funding & Infrastructure

Coquitlam has long recognized the need for ongoing investment into our existing infrastructure – such as sewer, water and drainage networks. This five-year capital

plan includes spending of over \$306 million for both new amenities and existing assets. These funds are primarily raised through Development Cost Charges, developer contributions through Community Amenity Contributions, reserves and grants as well as from property tax revenue.

Transportation

The City will invest \$81 million into transportation over the next five years, including ongoing road rehabilitation and enhancements throughout the city, the significant road connection of David Avenue to Burke Village Promenade, as well as additional bike routes and wayfinding signage.

This year will see the ongoing implementation of a Parking Management Strategy to help address the need for increased parking around SkyTrain stations.

Parks, Recreation & Culture

We will invest \$84 million over the next five years to support the implementation of the Parks, Recreation & Culture Master Plan. This plan reflects the input received through extensive public consultation and includes new parkland acquisition, park development, facility upgrades and sports fields. This plan provides for funding to the new City/YMCA partnership facility being developed in Burquitlam.

We have committed funding to a 'Park Blitz' that will result in the revitalization of twelve existing and older parks in Southwest Coquitlam over the next three years.

Business

Coquitlam again applied a 1% tax shift from commercial properties to the residential property class. Since 1996, the cumulative effect of this shift has been 21%; this long-term strategy has helped keep our business tax rate competitive.

In 2017, Coquitlam will move forward with the third phase of our Economic Development Strategy, which includes implementing both a Tourism Strategy and a Film Strategy.

The *2017-2021 Financial Plan* demonstrates our commitment to fiscal responsibility while still continuing to provide the policies, programs and services to support a growing, thriving community.

Richard Stewart
Mayor



CHAPTER 1 – Executive Summary

Coquitlam's *2017-2021 Financial Plan*, adopted by City Council in December 2016, originates with Coquitlam's *2016-2019 Strategic Plan* and provides detailed analysis and planning for City revenues and expenditures. In compliance with the *Community Charter*, the *2017-2021 Financial Plan* is developed with a city-wide perspective through staff input, public consultation and Council direction. It also complements and supports Coquitlam's *Business Plan* which, in turn, provides support for achieving the City's strategic goals. As our community grows, our long-range planning will focus on Burke Mountain, where approximately one-quarter of new residents to Coquitlam will reside in the next 30 years. To support this area of growth, our significant investments this year and in coming years include infrastructure to ensure that all the required municipal services are in place to serve this new community.

The combined capital funding allocated to transportation, community safety and recreational facilities in the *2017-2021 Financial Plan* is \$165 million, representing 54% of the budget. The 2017 operating budget includes additional funding to support fire services, administrative services, enhanced parks, recreation and cultural services, increased funding for ongoing asset replacement, operating costs

for new infrastructure, and several new initiatives such as funding for hazardous tree risk assessment mitigation and additional resources to support the Development Services and Building Permits divisions.

The *2017-2021 Financial Plan* incorporates an average tax increase of 2.13%, sewer and drainage rate of 5%, solid waste rate increase of 3%, and no change in the water rates. For an average residential home, the total municipal property taxes and utility levies will be approximately \$3,139 in 2017, an increase of \$79 over 2016. The anticipated property tax rate increase for 2018 to 2021 is approximately 3% per year. The City recognizes that, historically, Coquitlam has had residential tax rates in the average range in comparison to other jurisdictions, while our commercial tax rates were comparatively higher. To work toward a more balanced distribution of the tax burden, the City has been shifting the tax burden from commercial property classes to the residential class. In 2017, the City shifted 1% of the tax burden to further support business in Coquitlam. The impact of this shift is a reduction in the business tax rate from the average of 2.13% to 1.48% and an increased rate for residential property uses of 2.48%. This policy has been in place for the past 21 years, resulting in a significant cumulative impact in the tax burden



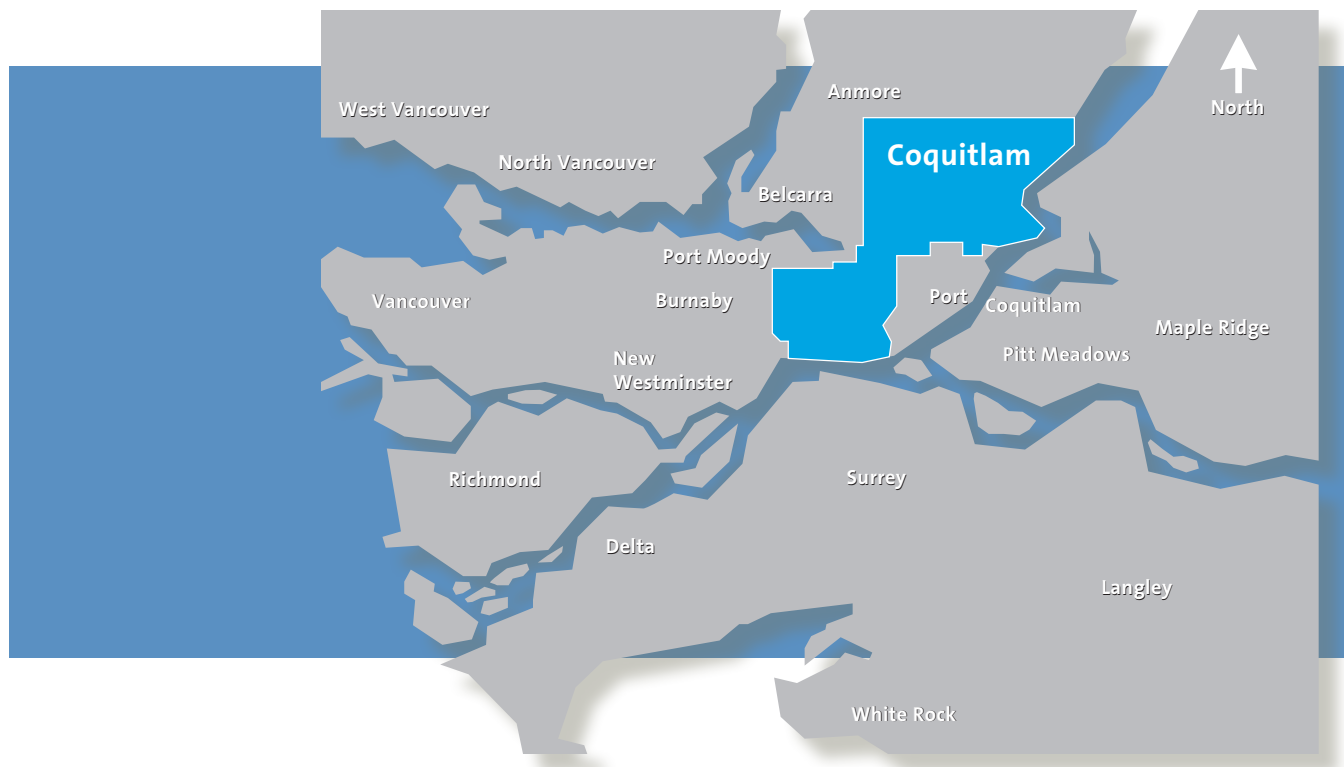
from business properties to residential properties.

The revenues and expenditures identified within the *2017-2021 Financial Plan* are needed to deliver City services and programs to the standards established by Council, and to 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 sustainability.

This *2017-2021 Financial Plan* provides an overview of Coquitlam's community profile and demographics, as well as the City government's organizational structure and governance. Coquitlam also has a number of financial policies in place that provide for fiscal responsibility and to protect the City's long-term financial sustainability.

The financial details included in this *2017-2021 Financial Plan* are the Consolidated Statement of Financial Activities, the Five-Year Operating Plan Overview and the *Five-Year Capital Plan* Overview. In each section, we include examples of how this funding allocation supports the City's goals, with particular emphasis on the first year of the *2017-2021 Financial Plan*.

We regularly report on our 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.



CHAPTER 2

Coquitlam – A Thriving City with Community Focus

Coquitlam is attracting new residents and businesses that appreciate its quality of life, central location in Metro Vancouver and countless opportunities for recreational, cultural and outdoor pursuits. We're the sixth-largest city in B.C. – home to just over 139,284* people who rank among the highest in the province in terms of overall health and education levels.

Characterized by diverse and varied neighbourhoods and supported by a strong fiscal foundation and progressive municipal government, Coquitlam sets the standard for living in Metro Vancouver. The community is known for its well-maintained infrastructure and excellent recreation facilities nestled within well-planned neighbourhoods that offer housing options and economic opportunities.

Coquitlam is one of the fastest-growing municipalities in Metro Vancouver and is positioned to grow from its current population to 224,000** residents by 2041. With the much-anticipated completion of the Evergreen Extension to SkyTrain in 2016, Coquitlam is committed to managing growth that reflects and benefits community interests.

To that end, the City continues to invest in projects that align with the City's strategic goals – such as strengthening neighbourhoods, increasing residents' active participation in the community and encouraging a prosperous and vibrant local economy. For example, the Partington Creek Neighbourhood Plan integrates natural features and incorporates opportunities for 3,500 to 5,700 new housing units, in a variety of housing types, to support a socially diverse community. In 2015, Council endorsed a draft Parks, Recreation & Culture Master Plan that proposes strategic directions that will ensure our services and infrastructure continue to meet the needs of our growing population.

With our convenient access to an exceptional transportation network, the City is partnering with other levels of government and the private sector to ensure the infrastructure is in place to support ongoing community development. The Port Mann Bridge, Highway 1 expansion, Evergreen Extension to SkyTrain and other recent infrastructure investments reinforce the City's forward-looking approach to growth.

* Statistics Canada, 2016 Census

** Metro Vancouver Regional Growth Strategy

Coquitlam – The Early Years



The earliest residents of the Coquitlam area were the Coast Salish. Although Simon Fraser passed through the region in 1808, European settlement did not begin until the 1860s. Coquitlam began as a “place in-between” and its early history is one of settlement and agriculture. Growth was slow and steady and, in 1891, the municipality of the District of Coquitlam was officially incorporated.

The young municipality got its first boost in the late 1880s with the opening of Fraser Mills, a state-of-the-art lumber mill on the north bank of the Fraser River. By 1908, a mill town of 20 houses, a store, post office, hospital, office block,

barbershop and pool hall had been established around the mill. The following year, one of the most significant events in Coquitlam’s history took place when a contingent of 110 French Canadians, recruited for work at Fraser Mills, arrived. With the influx of a second contingent in June 1910, Maillardville was established. Maillardville, named for Father Maillard, a young oblate from France, was more than just a French-Canadian enclave in Western Canada. It was a vibrant community, the largest Francophone centre west of Manitoba and the seed of Coquitlam’s future growth.

Population

Coquitlam’s current population is 139,284* based on Statistics Canada’s 2016 Census. The City is working towards a population target of 224,000** by 2041.

* Statistics Canada, 2016 Census
 ** Metro Vancouver

Household Income

In 2010, Coquitlam’s median income for households within the City was \$67,700.

	2010
Under \$20,000	13%
\$20,000–\$39,999	16%
\$40,000–\$59,999	15%
\$60,000–\$79,999	13%
\$80,000- \$99,999	11%
\$100,000 and over	31%

Source: Statistics Canada, National Household Survey

In 2011, 42% of Coquitlam’s population were immigrants. The top three source countries continue to include China, South Korea and Iran.

After English at 72%, the top five languages* spoken most often at home in Coquitlam according to the 2011 Census were:

- Chinese (including Mandarin, Cantonese and not otherwise specified)11 %
- Korean5 %
- Persian (Farsi)4 %
- Spanish1 %
- Russian1 %

* % of people who gave a single response
 Source: Statistics Canada, 2011 Census

Immigration and Languages

Coquitlam is poised for significant growth over the next decade, making it one of the fastest-growing municipalities in the Region.



Housing

The February 2017 Housing Price Index produced by the Real Estate Board of Greater Vancouver (REBGV) indicates a benchmark price of \$1,474,800 for a detached dwelling in Coquitlam, \$666,500 for an attached/ townhouse unit and \$512,300 for an apartment. The benchmark represents a typical property within the market.

	2011*
Single-family / duplex	61 %
Low-rise apartment buildings (under 5 storeys)	23 %
Townhouse	8 %
High-rise apartment buildings (5 storeys and over)	8 %
Total number of housing units	45,745

Source: 2011 Census (revised)

* A Census of Population took place in May 2016. Housing data is expected to be released in May 2017.

Business Community

Major Employers in Coquitlam (200 or more)

Name	Description
Canada Safeway.	Retail Sales
Factors Group of Nutritional Companies, Inc.	Manufacturer
Hard Rock Casino Vancouver.	Casino
Ikea	Retail Sales
Jack Cewe Ltd.	Manufacturer
Leavitt Machinery.	Warehouse
McDonald's Restaurants	(6) Restaurants
Superior Poultry Processors Ltd..	Industrial
The Real Canadian Superstore	(2) Retail Sales
Tim Hortons/Wendy's.	Restaurants
WN Pharmaceuticals	Warehouse

Source: City of Coquitlam Business License Data, December, 2015

Schools:

- School District #43
- Douglas College (David Lam Campus)
- Coquitlam College
- Other private and independent schools



City Government Overview

City Council

Coquitlam City Council is comprised of 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 the 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. These meetings are open to the public and are webcast live.

Standing Committees

In addition to Council-in-Committee, the Mayor has established a Finance Standing Committee and Strategic Priorities Standing Committee to address high-level strategic 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, Task Forces 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 2017, Council has established the following Advisory Committees:

- Culture Services Advisory Committee
- Economic Development Advisory Committee
- Multiculturalism Advisory Committee
- Riverview Lands Advisory Committee
- Sports Advisory Committee
- Strategic Investment Advisory Panel
- Sustainability and Environmental Advisory Committee
- Universal Access-Ability Advisory Committee

In 2017 Coquitlam is also hosting the Tri-Cities Healthier Communities Partnership.

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
- Parcel Tax Review Panel

2017 Organization

Effective April 1, 2017

RESIDENTS CITY COUNCIL



P. Steblin
City Manager
City Manager's Office



J. Gilbert
City Clerk
City Clerk's Office



J. DuMont
Deputy City Manager
Deputy City Manager's Office



M. Hunt
General Manager
Finance & Technology



J. Dioszeghy
General Manager
Engineering & Public Works



R. Allueva
General Manager
Parks, Recreation & Culture Services



J. McIntrye
General Manager
Planning & Development



A. Toma
General Manager
Strategic Initiatives



Supt. S. Maloney
Officer-in-Charge
RCMP – Coquitlam Detachment



W. Pierlot
Fire Chief
Fire / Rescue



N. Caulfield
Director
Human Resources & Corporate Planning



H. Bradfield
Director
Legal Services & Bylaw Enforcement



K. Vincent
Manager
Corporate Communications



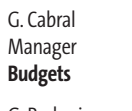
G. Stuart
Manager
Corporate Planning



D. Munro
Manager
Economic Development



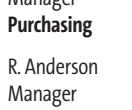
S. Edwards
Manager
Accounting & Financial Reporting



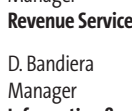
G. Cabral
Manager
Budgets



G. Barberis
Manager
Payroll



D. Trudeau
Manager
Purchasing



R. Anderson
Manager
Revenue Services



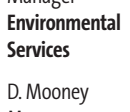
D. Bandiera
Manager
Information & Communication Technology



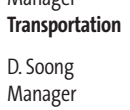
J. Umpleby
Director
Public Works



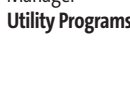
M. Zaborniak
Manager
Design & Construction



S. Warriner
Manager
Environmental Services



D. Mooney
Manager
Transportation



D. Soong
Manager
Utility Programs



Vacant
Director
Planning & Business Services



M. Morrison-Clark
Manager
Community, Recreation & Culture Services



K. Reinheimer
Manager
Parks



G. Fujii
Director
Development Services



J. Bontempo
Manager
Building Permits - Approvals



D. Vance
Manager
Building Permits - Inspections



C. Johannsen
Manager
Community Planning



M. Younis
Director
Facilities



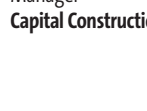
I. Radnidge
Director
Strategic Projects



Vacant
Manager
Development - City Lands



J. Burton
Manager
Real Estate



J. Clarke
Manager
Capital Construction

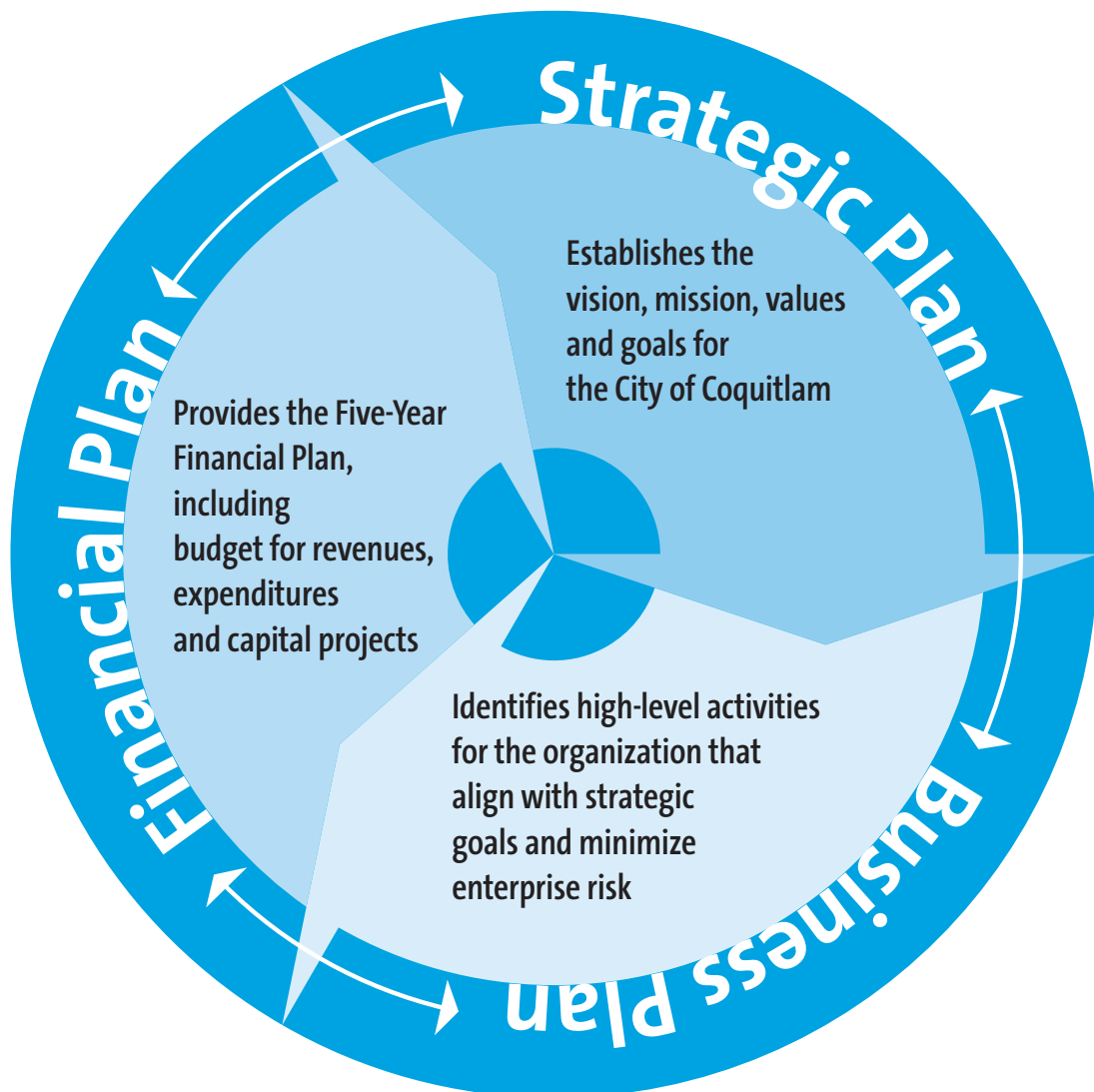
CHAPTER 3 – Integrated Planning Framework

Coquitlam’s integrated planning framework is comprised of three 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.

Finally, our *Financial Plan* outlines the financial resources we need to support the Strategic and Business plans. Updated annually, the *Financial Plan* is a five-year plan that includes a budget for revenues, expenditures and capital projects.





Strategic Planning

Coquitlam's 2016-2019 *Strategic Plan* is goal-oriented and includes the City's vision, mission, values, strategic goals and directions, and 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 Plans and other targeted plans related to transportation, land use and parks planning. The *Strategic Plan* includes the following components:

Vision

Coquitlam in 2021 will be a community of neighbourhoods within a vibrant city where people choose to live, learn, work and play.

Mission

To sustain Coquitlam's high quality of life for current and future generations, we serve the public interest through leadership, innovation and a focus on community priorities and strengths.

Corporate Values

Organizational values form the foundation for the City's decision-making framework and relationships with its stakeholders, employees, citizens and customers. By living its values, the City of Coquitlam will be an organization recognized for its excellence in City governance and employee, citizen and customer engagement.

Coquitlam has **four key values** to help achieve this goal:

1. Treat People Fairly
2. Build Organizational and Community Capacity
3. Inform, Involve and Inspire
4. Innovate to Sustain Community Quality-of-Life

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

1. Strengthen Neighbourhoods
2. Expand Local Jobs, Local Prosperity
3. Increase Active Participation and Creativity
4. Enhance Sustainability of City Services and Infrastructure
5. Achieve Excellence in City Governance

Strategic Planning Review Process

In 2006, Coquitlam's City Council developed a *Strategic Plan* that included a 15-year vision, mission, values and goals for the entire organization based upon input from the community, employees and other stakeholders. In late 2015 and early 2016, the plan was reviewed and updated to ensure it continues to align with Council's vision and priorities.

Monitoring Success and Performance by Strategic Goal

How did we do in 2016? In the following pages, we review our five strategic goals, looking at what we set out to accomplish in the last year and what we actually achieved. Included are key performance indicators that provide concrete data to help identify where we are on track and where we need to focus our efforts going forward.



STRATEGIC GOAL 1:

Strengthen Neighbourhoods

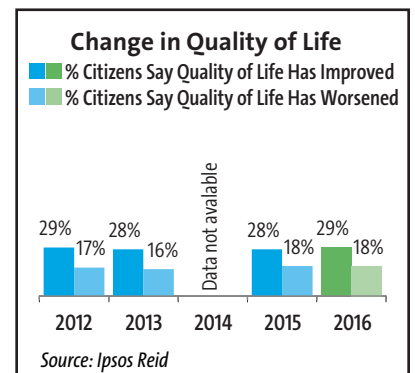
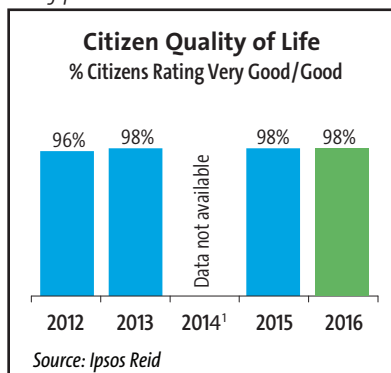
Strategic Outcome: A community comprised of clean, safe, green and inclusive neighbourhoods that are connected to a convenient and affordable transportation network and vibrant commercial centres where residents can pursue education, recreation, sport and cultural interests

that enhance their social well-being and strengthen their connection to each other and the community. Neighbourhoods that celebrate their uniqueness, history, heritage and character.

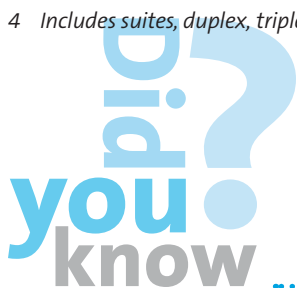
Key Performance Indicators

	2012	2013	2014	2015	2016
Crime Rate (Crimes per 1,000 people) ¹	55.7	57	56.8	61	N/A ²
Police Calls for Service	36,604	38,029	37,419	44,308	43,429
Injuries/Fatalities From Collisions	362	257	346	339	297
Fire Incident Responses	6,245	6,088	6,128	6,932	7,329
Complaints / Service Requests Received³					
Bylaws	3,689	3,796	4,720	5,025	4,991
Engineering & Public Works	N/A	N/A	N/A	N/A	5,045
Housing (New Units Added)					
Apartments	1,008	698	679	1,029	406
Townhouses	196	233	214	99	44
Single Family	186	206	235	269	312
Other ⁴	236	177	236	221	285
Total	1,612	1,320	1,364	1,618	1,047
Rental Vacancy Rate	3.4%	3.2%	1.6%	1.2%	1.7%
Existing Supportive and Subsidized Housing Units	2,762	2,726	2,661	2,793	2,717

- The crime rate is calculated by the Ministry of Public Safety and Solicitor General. Data is from the 2015 Police Resources Report issued in December 2016. The crime rate is the number of Criminal Code offences (excluding drugs and traffic) reported for every 1,000 people.
- The 2016 Crime Rate data was not available at the time of publication.
- Additional tracking was implemented in 2016 to include all city software platforms. The total number represents complaints and service requests, whether related to an enforcement action or not.
- Includes suites, duplex, triplex, quadruplex.



¹ Statistics not available as the City did not conduct the Citizen Satisfaction Survey in 2014.



1,047

new residential units added to Coquitlam's housing stock

6.5

average response time in minutes for Coquitlam Fire/Rescue

4,500+

fire inspections performed

98%

of residents say they have a good quality of life, according to the 2016 Citizen Satisfaction Survey

What We Set Out to Achieve

What We Achieved

-
- | | |
|--|--|
| 1. Develop complete, well-connected neighbourhoods. | <ul style="list-style-type: none">➤ Considerable work and public consultation done on the Burquitlam-Lougheed Neighbourhood Plan.➤ Completed the Early Release Framework as well as initiated Phase 3 of the Northwest Burke Vision. |
| <hr/> | |
| 2. Enhance travel within and between neighbourhoods by building high-quality transportation facilities and improving the quality of streets as a place for people. | <ul style="list-style-type: none">➤ Completed enhancements along the Pinetree Way corridor, including walkability and cycling infrastructure improvements.➤ Made significant progress on reviewing residential parking standards. |
| <hr/> | |
| 3. Create a balanced system of facilities, parks and amenities to enhance connectivity and belonging. | <ul style="list-style-type: none">➤ Finished construction of the Town Centre Park Plaza.➤ Completed multiple park construction projects including: Mundy Park Field House, Leigh Park and a number of facilities upgrades. Significant progress was made on Rochester, Princeton and Victoria Parks, as well as the Maillardville Trail.➤ Undertook planning for a new Place Maillardville Community Centre, beginning with the creation of a service agreement that will serve as a framework for recreation programs and services in Maillardville.➤ Worked with homeowners on resolving encroachment issues on the Coquitlam Crunch. |
| <hr/> | |
| 4. Encourage a suitable mix of housing in our neighbourhoods. | <ul style="list-style-type: none">➤ Continued to implement the Housing Affordability Strategy; approximately 1,300 rental units were under application at the end of 2016.➤ Reviewed and updated the City's Housing Choices program and initiated a number of Housing Choices applications. |
| <hr/> | |
| 5. Support the continued operations and refinement of the fire/safety, crime prevention and emergency response preparedness programs. | <ul style="list-style-type: none">➤ Conducted over 4,500 fire inspections and provided follow-up to 326 fire protection notices. Fifty firework and pyrotechnic licenses were also issued.➤ Continued work on developing fire response protocols and associated training related to the Evergreen Extension.➤ Crime activity in auto theft decreased in 2016. |
| <hr/> | |
| 6. Protect and enhance the unique history, heritage and character of our neighbourhoods. | <ul style="list-style-type: none">➤ Held Coquitlam 125 anniversary celebrations throughout 2016, highlighting the City's history, culture and heritage through numerous public events, sharing of stories and public art pieces. |
| <hr/> | |
| 7. Facilitate cultural and recreational experiences that foster interaction, connection and a sense of belonging within neighbourhoods and communities. | <ul style="list-style-type: none">➤ Won National Communities in Bloom competition.➤ Held Coquitlam 125 anniversary celebrations throughout 2016, strengthening connection and a sense of belonging through Neighbourhood Nights and a record number of Block Parties (128).➤ Hosted the 2016 55+ BC Games with 3,200 athletes and over 1,200 volunteers, promoting physical activity, sport and sport tourism. |
| <hr/> | |
| 8. Collaborate with other organizations that support the physical and emotional health of our residents and enhance the overall social well-being of the community. | <ul style="list-style-type: none">➤ Partnered with the YMCA to provide the Mind, Exercise, Nutrition, Do It! (MEND) program.➤ Provided afterschool programs in partnership with Moresports and School District #43 to hundreds of Coquitlam kids. |
-

STRATEGIC GOAL 2:

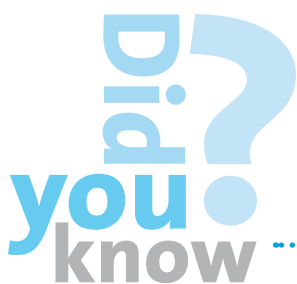
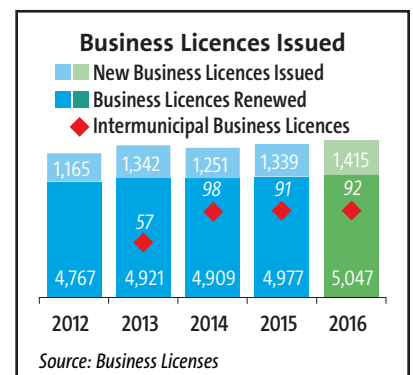
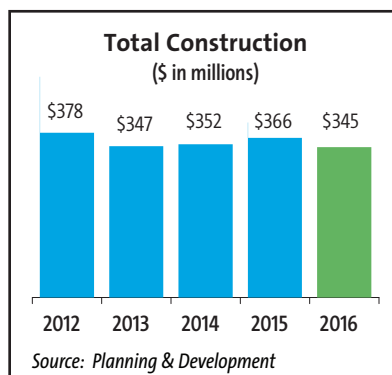
Expand Local Jobs, Local Prosperity

Strategic Outcome: A prosperous, diverse and vibrant local economy.

Key Performance Indicators

	2012	2013	2014	2015	2016
Housing Starts ¹	1,802	1,390	1,598	971	1,625
Additional Industrial & Commercial (m ²)	6,127	9,268	8,461	8,204	23,485 ²
QNet Fibre Utilization ³	56,605	58,341	62,149	69,337	77,257
Filming					
Permits	75	85	101	109	196
Revenues	\$53,296	\$55,570	\$75,859	\$87,200	\$263,000
Festivals & Events					
Number	81	66	69	67	114 ⁴
Participants	130,015	122,806	125,100	129,130	154,235 ⁵

- 1 A start for the purposes of the Starts and Completions Survey as reported by Canada Mortgage and Housing Corporation is defined as the beginning of construction work on a building, usually when the concrete has been poured for the whole footing around the structure. The complexity and scale of projects in Coquitlam is getting increasingly complex, which can impact the "start" dates data.
- 2 Increase due to two projects in Fraser Mills as well as Uptown by Bosa.
- 3 Cumulative metres of fibre.
- 4 Includes events led or coordinated through the Cultural Services Events Office and Coquitlam 125 sanctioned events.
- 5 Includes events led or coordinated through the Cultural Services Events Office. Increased number due to Coquitlam 125 events.



23,485

of new industrial or commercial space added

1,415

new business licences issued

154,235

people attended 114 City-sponsored festivals and events

196

film permits issued, generating over \$263,00 in revenues

What We Set Out to Achieve

What We Achieved

-
- | | |
|---|---|
| 1. Focus on neighbourhood commercial development and revitalization. | <ul style="list-style-type: none">➤ Completed a review of the City's Liquor Bylaws, allowing for new types of businesses to operate within the City of Coquitlam.➤ Facilitated the addition of 6,500 square metres of new commercial space across the city. |
| <hr/> | |
| 2. Foster local employment opportunities by working with other agencies and groups to promote a business-friendly climate. | <ul style="list-style-type: none">➤ Worked with the Tri-Cities Chamber of Commerce on the 2016 Economic Summit, Small Business Week-Business Showcase and the TriCelerate Innovation Hub. |
| <hr/> | |
| 3. Support the retention, expansion and attraction of business to strengthen Coquitlam's economic base. | <ul style="list-style-type: none">➤ Held 121 business retention and expansion meetings with local businesses and completed 443 requests for assistance.➤ Held 145 business attraction meetings with various businesses, government agencies and consulates and received 80 business attraction inquiries.➤ Issued 196 film permits, generating \$263,000 in revenue, which is up \$175,000 from 2015. |
| <hr/> | |
| 4. Support a vital economy by moving people and goods efficiently and capitalize on major transportation infrastructure. | <ul style="list-style-type: none">➤ Worked with the Ministry of Transportation and Infrastructure and City of New Westminster on options to improve the Brunette Interchange.➤ Reached an agreement with City of Port Coquitlam on funding for Victoria Drive improvements. |
| <hr/> | |
| 5. Facilitate vibrancy in sport, culture and recreation to enhance economic growth through partnerships, events, festivals and business development. | <ul style="list-style-type: none">➤ The Tourism Office worked with and participated in a variety of events, which attracted visitors to Coquitlam such as: the BC Highland and Scottish Games, BC Scotties Provincial Curling Championships, Canadian Collegiate National Men's Volleyball Championships, Coquitlam Kinsmen International Craft Beer Festival, Festival du Bois, FIL U19 World Field Lacrosse Championships, Hard Rock Casino Ultimate Car Show, and the International Scooter Association North American Qualifier Championships.➤ Extended funding for the Tourism Program for 2017 and 2018 to further develop the tourism sector in Coquitlam. |
| <hr/> | |
| 6. Through a collaborative and holistic approach with citizens and businesses, create an inspiring public realm through public art and natural and designed spaces that enhance quality of life and encourage private-sector investment. | <ul style="list-style-type: none">➤ Completed and installed 11 pieces of public art across the city's four Evergreen Extension SkyTrain stations.➤ Held the free Winter Lights display; an estimated attendance of 100,000 walked the 1.2-kilometre lakeside trail loop.➤ As part of the Coquitlam 125 celebrations, local artists painted 12 salmon sculptures that were installed in locations throughout the city. |
| <hr/> | |
| 7. Create trade and investment opportunities by building our international relationships and promoting our cultural diversity. | <ul style="list-style-type: none">➤ Economic Development met with representatives from Global Affairs Canada, the Ministry of International Trade, the Ministry of Jobs, Tourism and Skills Training, and BC Innovation Council, BC Technology Industry Association, Creative BC and Futurpreneur Canada. |
| <hr/> | |
| 8. Leverage community assets to drive investment and job creation. | <ul style="list-style-type: none">➤ Increased business access to QNET, connecting 18 buildings and adding 7,920 metres of fibre. |
-

STRATEGIC GOAL 3:

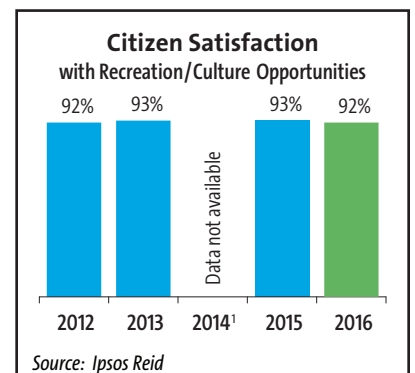
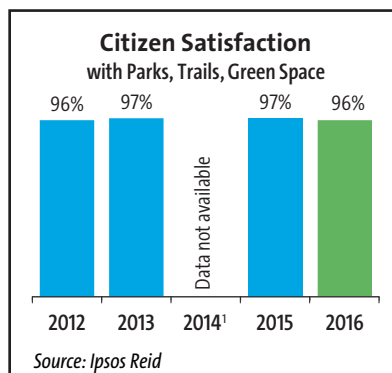
Increase Active Participation & Creativity

Strategic Outcome: A healthy community that includes the physical, spiritual and social wellness of our residents and community.

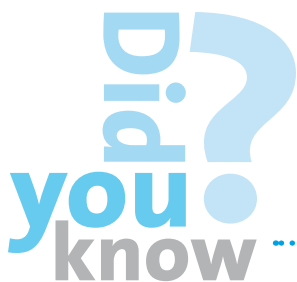
Key Performance Indicators

	2012	2013	2014	2015	2016
Admissions to CCAC & PSLC ¹	802,950	818,092	791,751	825,318	831,203
Number of Low/No Cost Program Participants	14,593	15,444	11,740	14,469	16,169
Parkland (hectares)	947	950	954	957	963
Evergreen Cultural Centre Patrons	79,800	78,000	81,450	79,400	83,500
Place des Arts Visitors	79,929	91,552	91,551	96,085	96,597
Library Visitors	556,030	706,889	764,097	810,000	828,409

¹ CCAC is the City Centre Aquatic Complex; PSLC is the Poirier Sport & Leisure Complex. "Admissions" includes admission purchased for swimming, skating and fitness facilities.



¹ Statistics not available as the City did not conduct the Citizen Satisfaction Survey in 2014.



3,677

native trees and shrubs planted in City parks

2,322,727

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

128

block parties held

83,500

visitors to the Evergreen Cultural Centre

What We Set Out to Achieve

What We Achieved

-
- | | |
|---|--|
| 1. Create a balanced offering of programs and services accessible to all ages, abilities, genders, interests, income levels and cultures. | <ul style="list-style-type: none">➤ Significant work was completed on the implementation strategy for the Draft Parks, Recreation and Culture Master Plan.➤ The City's Get Connected, Get Active financial assistance program for recreation participation was enhanced, resulting in a nine percent increase in users of the program.➤ Significant work was completed on the development of a Seniors Strategy, creating a framework for the future participation of older adults and seniors in recreation, parks and culture. |
| <hr/> | |
| 2. Encourage all citizens to be active through a wide range of recreational activities in our facilities, parks and trails. | <ul style="list-style-type: none">➤ Piloted the Park Host program, organizing volunteers to welcome visitors to Coquitlam's parks and providing information related to nature interpretation and shared park use.➤ Over 2.5 million visits were made to CCAC and PSLC. |
| <hr/> | |
| 3. Enhance creativity and cultural experiences through programs, performances, multicultural events and festivals. | <ul style="list-style-type: none">➤ Through the Cultural Services Events Office, led or coordinated 114 events.➤ As part of the Coquitlam 125 celebrations, held 128 block parties and distributed over \$18,000 in Block Party Grants. |
| <hr/> | |
| 4. Develop a sustainable system of parks and open space that contributes to the ecological, social and economic well-being of our community. | <ul style="list-style-type: none">➤ Initiated the environmental review for the Coquitlam River Forest Management Plan.➤ Tree planting initiative continued with 3,677 native shrubs and trees planted in City parks.➤ Over 7,200 square metres of natural areas were restored in 2016. |
| <hr/> | |
| 5. Support a learning community where residents have access to lifelong learning through formal and informal opportunities. | <ul style="list-style-type: none">➤ Over 2,100 Coquitlam residents attended HEROS training to learn about emergency preparedness.➤ A significant portion of recreation program offerings continued to be related to skill development and learning: from cooking classes to learning to camp, Parks, Recreation & Culture continued to develop and provide opportunities for personal development. |
| <hr/> | |
| 6. Develop transportation infrastructure and services to support a healthy environment. | <ul style="list-style-type: none">➤ Extended the public car sharing program as part of the Corporate Employee Sustainable Commute program.➤ Made improvements to cycling and sidewalk infrastructure as part of the School Walkability Program and Sidewalk Program to encourage citizens to consider walking as an alternative to driving.➤ Streetscape enhancement plans along the Pinetree Way/ Evergreen Extension corridor were completed. |
-

STRATEGIC GOAL 4:

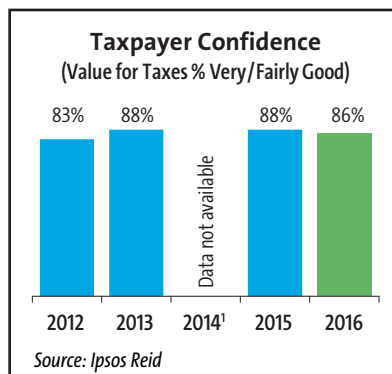
Enhance Sustainability of City Services & Infrastructure

Strategic Outcome: Greater capacity and better capability to deliver high-quality services that are built on social, environmental and economically sustainable service models.

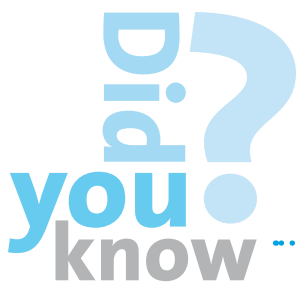
Key Performance Indicators

	2012	2013	2014	2015	2016
Spirit of Coquitlam Grants ¹	\$438,093	\$341,200	\$403,633	\$394,295	\$485,460
Solid Waste (Tonnes per Single Family Home)	0.53	0.53	0.43	0.31	0.33
Garbage Diversion (% Recycled)	55%	55%	64%	73%	71%
Annual Water Consumption per Capita	140	149	150	125	124
Animals Reclaimed from Animal Shelter	378	339	375	350	288
Corporate GHG Reduction					
GHG Reduced vs 2007 Base Year (tCO ₂ e)	712	1,293	1,190	1,471	1,486
Percent Reduction from 2007	12%	22%	20%	25%	25%

1 Grants to sports, cultural and non-profit community organizations funded mainly by casino revenues.



1 Statistics not available as the City did not conduct the Citizen Satisfaction Survey in 2014.



\$485,460

provided in Spirit of Coquitlam Grants in 2016 in support of 52 community-led projects

14,000+

tonnes of green waste diverted from the landfill through curbside collection program

86%

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

24%

Corporate Greenhouse Gas (GHG) emissions reduction compared to 2007

What We Set Out to Achieve

What We Achieved

-
- | | |
|--|---|
| 1. Explore service improvements through new opportunities for partnership with community organizations. | <ul style="list-style-type: none">➤ As part of implementing the Housing Affordability Strategy, entered into an agreement with the Talitha Koum Society to partner on a housing facility.➤ Significant work was completed to finalize the terms of the Master Joint Use Agreement with School District 43. |
| 2. Set high standards and demonstrate responsible public stewardship through social, environmental and economic sustainability practices. | <ul style="list-style-type: none">➤ Solid Waste Management and Vector Control Bylaws were substantially updated to better address current needs and provide for appropriate enforcement.➤ The Water Shortage Response Plan Bylaw was updated to include Metro Vancouver regional changes.➤ Reviewed the City's Recycling Depots and presented findings to Council, to be followed with options in 2017. |
| 3. Create an energy-efficient community through conservation of environmental assets, resources and energy by increasing community and organizational awareness and stewardship. | <ul style="list-style-type: none">➤ Continued to see a diversion rate of above 70%, resulting in 0.33 tonnes of solid waste per household, below the five-year average.➤ Completed all six criteria to achieve Bear Smart status. Coquitlam anticipates receiving provincial accreditation in 2017. |
| 4. Minimize the impact of City processes and infrastructure on the environment by reducing the City's air emissions, material consumption, energy and water usage. | <ul style="list-style-type: none">➤ Corporate Greenhouse Gas (GHG) emissions continued to decrease, reaching approximately 25% reduction compared to the base year (2007).➤ Received acknowledgment as a leader in Climate Action by the Community Energy Association. The recognition included an award in the Corporate Operations category, among several other recognitions. |
| 5. Manage the City's transportation system efficiently as the community evolves, and prioritize walking, cycling, transit and other sustainable modes of transportation. | <ul style="list-style-type: none">➤ Continued to implement the School Walkability Program and Sidewalk Program to encourage citizens to adopt walking as an alternative to driving.➤ As part of a partnership with TransLink's TravelSmart program, continued the program with outreach to schools. |
| 6. Ensure sustainable, equitable and effective funding strategies to enable the City to provide a high quality and appropriate level of infrastructure services to the community. | <ul style="list-style-type: none">➤ Made significant progress on the condition assessment of park infrastructure and the creation of a holistic asset management plan.➤ Implemented changes to public parking regulations around Evergreen Extension SkyTrain stations. |
| 7. Support the continued viability and sustainability of community organizations in their implementation of services, events and programs. | <ul style="list-style-type: none">➤ Provided over \$500,000 in total grants to the community to promote events and experiences, including over \$485,000 in Spirit of Coquitlam Grants. |
-

STRATEGIC GOAL 5:

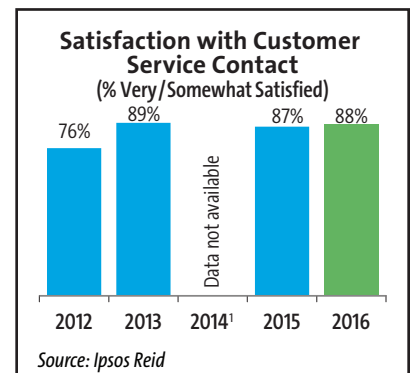
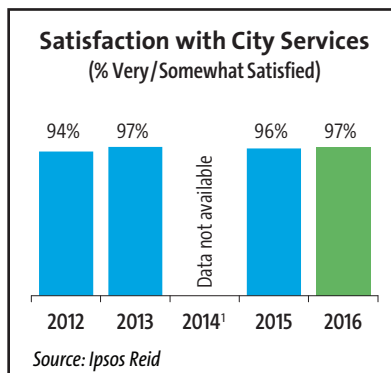
Achieve Excellence in City Governance

Strategic Outcome: 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.

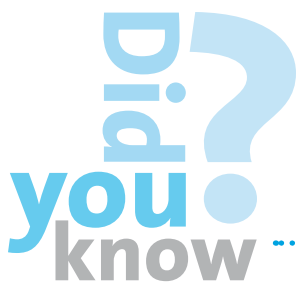
Key Performance Indicators

	2012	2013	2014	2015	2016
Recreation & Culture Volunteer Hours	52,945	47,723	49,923	46,189	53,188
Committee Volunteers	112	121	123	144	143
Employee Vacancy Rate (at Dec 31)	4.1%	5.5%	5.3%	4.8%	4.2%
Employee Annual Turnover	9.5%	10.9%	9.7%	8.2%	7.2%
Community Engagement					
Website Users	431,339	458,380	510,914	558,173	674,486
Facebook Likes	1,529	2,472	3,573	4,727	7,706
Twitter Followers	875	1,968	3,319	4,759	6,291
Instagram	N/A	N/A	182	553	1,507
YouTube Views	3,167	2,425	10,249	15,528	21,237
Business Improvements Initiatives Completed ¹	35	19	47	51	58

¹ The Business Improvements Initiatives included both the workplan for the Business Improvements and Customer Service Committee and the Stop Doing List.



¹ Statistics not available as the City did not conduct the Citizen Satisfaction Survey in 2014.



53,188

volunteer-hours for recreation and culture activities in Coquitlam

58

business improvement initiatives completed

674,486

visits to coquitlam.ca

140,000

online transactions including dog license renewals, utility bill payments and bylaw enforcement notice payments

What We Set Out to Achieve

What We Achieved

-
- | | |
|---|--|
| 1. Maintain prudent financial management policies regarding land management, asset replacement and long-range planning and budgeting so that taxpayers remain confident that tax dollars are being spent wisely. | <ul style="list-style-type: none">➤ Made improvements to the parks design and construction process.➤ Council approved an updated and expanded Community Amenity Contribution program.➤ Through the efficient and effective implementation of the City's development and marketing strategies in northeast Coquitlam, received \$57.5 million in land sales. |
| 2. Develop strategic partnerships and positive working relationships with the businesses, community groups and many government organizations who work with, for and in Coquitlam. | <ul style="list-style-type: none">➤ Continued to work with the YMCA and Concert Properties to finalize agreements to build and operate a community centre in the Burquitlam-Lougheed area.➤ Finalized an agreement to provide continuity at the Waste Transfer Station until the end of 2019. |
| 3. Support, encourage and empower employees by living the City's values, recognizing success and fostering a positive team environment. | <ul style="list-style-type: none">➤ Numerous employee teams continued to lead initiatives such as Carbon Cutters, TeamGoFitlam and the Business Improvements and Customer Service Committee.➤ Offered various training programs to staff including skills for supervisors, human resources training, computer upgrade training, and training on business writing, teambuilding and communication.➤ Introduced Leading with Purpose speaker series and continued strategic and core leadership development programs. |
| 4. Encourage citizen and neighbourhood engagement so that residents contribute to the affairs of the whole community. | <ul style="list-style-type: none">➤ 143 residents and organization representatives volunteered on the City's 11 advisory committees and boards in 2016 providing input and advice on a wide range of City programs and policies.➤ Expanded the annual Welcome to Coquitlam event to include 16 external agencies; over 500 attendees participated to learn information on all facets of the community. |
| 5. Improve customer service and enhance efficiency and effectiveness through innovation, high customer service standards and a commitment to continuous improvement. | <ul style="list-style-type: none">➤ Undertook a public education campaign, community forum and targeted stakeholder engagement on the City's Secondary Suite Enforcement program. In 2016, 207 inspections were conducted.➤ Increased the number of dog licences issued to 6,835 as a result of the 'Train Your Human' public education campaign.➤ Initiated Phase One of the Electronic Plans Management project, including software implementation and configuration.➤ Through the Staff Committee on Business Improvements and Customer Service, completed 58 items that enhanced the customer experience and reduced red tape.➤ Conducted over 140,000 online transactions, including dog license renewals, utility bill payments, and bylaw enforcement notice payments.➤ The City's Financial Services Department received three Government Finance Officer Association awards for budgeting and financial reporting. |
| 6. Foster awareness of diverse cultural groups and encourage increased understanding of different cultures to further enrich the community. | <ul style="list-style-type: none">➤ Introduced the Kaleidoscope Arts Festival, a celebration of Coquitlam's unique arts, culture and history. |
-

Business Planning

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 and directives;
- Council priorities;
- public priorities based on the Citizen Satisfaction Survey, other surveys and general feedback;
- initiatives currently underway and budgeted; and
- 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. *Business Plan* priorities are not meant to capture the day-to-day activities of the organization, but rather, those initiatives that are in addition to those duties. These priorities ensure that staff across the organization direct their time toward the most important actions and that the City's support services (e.g. Finance, Administration, Human Resources) recognize these priorities and provide administrative support accordingly.

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 our strategic goals and departmental work plan priorities;
- linking our financial plan, including staff time and capital budgets, to those items identified as strategic priorities; and
- aligning corporate efforts to mitigate the key risks and challenges facing the City.

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 are to allow Council to view the City's activities and progress balanced with the status of the City's financial and human resources.

On an annual basis, operational performance measures are reviewed to ensure that the work items within the *Business Plan* priorities are accomplishing what was intended.



2017 Business Plan

In Coquitlam, the path to achieving our vision rests on our five strategic goals.

Strengthen Neighbourhoods

1

Expand Local Jobs, Local Prosperity

2

Departments by Colour

- CITY MANAGER/DEPUTY CITY MANAGER (CM/DCM) AND INCLUDES FIRE/RESCUE AND RCMP
- PARKS RECREATION & CULTURE (PRC)
- ENGINEERING & PUBLIC WORKS (EPW)
- PLANNING & DEVELOPMENT (PD)
- STRATEGIC INITIATIVES (SI)

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.

Major Events and Public Engagement Initiatives

- C** Canada 150 Celebration
Communities in Bloom

Neighbourhood and Area Plans

- A** Burquitlam/Lougheed Neighbourhood Plan
Housing Affordability Strategy Implementation
Residential Parking Standards Review
- B** Austin Heights Density and Height Review
Fraser Mills Plan Update
North West Burke Vision Process
Partington Creek Neighbourhood Centre Master Plan
- C** City Centre Area Plan
Coquitlam Centre Mall Master Plan
Heritage Management Plan

Protective Services

- B** Burquitlam Community Police Station
- C** Fire Prevention and Awareness Program

Transportation Improvements and Initiatives

- B** Brunette Interchange
Middle School Walk/Bike Program
- C** City Wayfinding Implementation Plan
David Avenue Extension
Employee Sustainable Commute Program

Evergreen Line

- A** Policing Strategies for Evergreen Line
Public Parking Management in Rapid Transit Areas

Business and Development Support

- B** Burquitlam QNET Data Centre
Economic Development Strategy
Film Strategy
Tourism Strategy Implementation
- C** Development Cost Charges Update

Vision

Coquitlam in 2021 will be a community of neighbourhoods within a vibrant city where people choose to live, learn, work and play.

Values

The City of Coquitlam will be an organization recognized for its excellence in City governance and employee, citizen and customer relations by living its values. In Coquitlam we:

- Treat People Fairly
- Build Organizational and Community Capacity
- Inform, Involve and Inspire
- Innovate to Sustain Community Quality-of-Life

Increase Active Participation and Creativity

3

Community Amenities

- A** Place Maillardville Planning
- B** Cemetery Plan
Facility Allocation Policy Implementation

Parks, Trails and Green Space Planning and Consultation

- A** Cottonwood Park
Town Centre Park Master Plan
- B** Riley Park
- C** Coquitlam River Park Master Plan
Galette Park
Wesbild D9 Park Site

Parks, Trails and Green Space Improvements and Upgrades

- A** Rochester Park
Smiling Creek Park
South West Parks Revitalization
- B** Mackin Park
Mountain View Park
- C** Brookmere Park
Coquitlam Crunch
Riverview Forest Trails
Victoria Park

Enhance Sustainability of City Services and Infrastructure

4

Environment, Climate Change and Sustainable Energy

- B** Tree Risk Management
- C** Corporate and Community GHG Reduction Strategy
Recycling Depot Implementation Strategy
Transfer Station Continuity
Wildlife Management Strategy

Strategic Partnerships

- A** Phased City-Owned Land Development, Sales and Marketing
Strategic Interests in North East Coquitlam
YMCA Facility
- B** Foster Tennis Facility Replacement
Riverview Master Plan Process
- C** Pinetree Agreement Review

City Infrastructure

- A** Crouch Reservoir and Trunk Water Main
- B** Emergency Services Communications Review
North East Works Yard
- C** City Radio System
Civic Space Needs Assessment
North East Water, Sewer and Drainage Infrastructure

Achieve Excellence in City Governance

5

Continuous Improvements and Customer Service Activities

- A** Departmental Transitions
 - Finance
 - Strategic Initiatives
- B** Business Improvement and Customer Service Work Plan and Stop Doing List
Community Engagement Framework
Development Services Transition
- C** Electronic Plans Management Phase II
Technology Roadmap Strategy

Key Plans, Strategies and Policy Updates

- B** Arts, Culture & Heritage Strategy Implementation
Corporate Social Media Strategy
Frontage Works Program
Housing Choices Review
Seniors Strategy
Tennis and Pickleball Strategy
- C** Artificial Turf Field Replacement Reserve
Facility Asset Management Process Improvements
Multiculturalism Strategic Plan
Park Infrastructure Assessment
Permissive Exemption Review
Trans Mountain Kinder Morgan Pipeline Project
Youth Strategy

Financial Planning

The City of Coquitlam develops its *Five-Year Financial Plan* consistent with generally accepted accounting principles. The City uses the accrual method of accounting in which revenues and expenses are recognized at the time they are incurred.

The budget is prepared on the same basis. The budget is organized by type of operation (e.g. general fund and utility funds), with each operation considered a separate budgeting and accounting entity. Funds are budgeted and reported along departmental lines, with accountability and authority for budgetary approval and 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 *Five-Year Financial Plan* development process 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. The process also includes a number of key budget assumptions. Using this as a framework, workplans are developed for each department, with resource needs identified. 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. Together with the *Strategic Plan* and *Business Plan*, this approach to financial planning provides a thorough and strategic focus in the budget deliberations.

Key Steps

1. Identify Community Priorities

- A statistically valid telephone 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 for community members provides input and recommendations on programs and services.

2. Develop Business Plan Priorities and Align Activities

- Council establishes *Business Plan* priorities (see pages 24 & 25).
- City 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 operational 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; and
 - d. adjust the assigned work plan to align with existing resources.

Financial Planning Process Schedule

April, 2016	Citizen Satisfaction Survey
May 7, 2016	Town Hall Meeting
June-August, 2016	Department Budget Submissions
June 20, 2016	Citizen Satisfaction Survey Results Reported to Council
July 7, 2016	2017 Preliminary <i>Financial Plan</i> Overview
August, 2016	Financial Department Detailed Review
September 1-30, 2016	Citizen Budget - Online Budget Survey
October 5, 2016	Executive Team Review of the Budget
October 24, 2016	Council received overview presentation of the <i>2017-2021 Financial Plan</i> for city-wide context as well as <i>Financial Plan</i> information packages
November 14-15, 2016	Departments and cultural groups delivered presentations on budget requests, including both capital and operating components during regular Council meetings
November 22, 2016	Financial Planning Workshop with Council
December 5, 2016	Council gave 1 st , 2 nd , 3 rd readings of the <i>2017-2021 Financial Plan</i> , 2017 Utilities Bylaw and Fees and Charges Bylaw
December 12, 2016	Council adopted <i>2017-2021 Financial Plan</i>

Budget Monitoring

The City monitors its financial performance against its budget through a trimester 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 & 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, balanced with the status of financial and human resources.

CHAPTER 4 – Financial Policies and Fund Structure

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.

Long-range Financial Policies

Based on one of Council’s key goals to take steps to make Coquitlam financially sustainable, City management reviewed the City’s long-range financial needs. The result of this work was a series of financial sustainability policies re-adopted by Council in 2016. These policies are a significant step toward achieving financial sustainability and ensuring municipal services and infrastructure continue to be provided for future generations. The City’s *Long-range Financial Plan* is updated periodically to reflect significant directional changes, as determined during *Strategic Plan* updates.

The long-range financial planning policies adopted by City Council include:

- ▶ **Extreme Weather Funding Policy**
The City will manage extreme weather response by budgeting for the average weather response each year and contribute any unspent funding to an Extreme Weather Reserve to provide for enhanced snow, ice, wind or flood response in years with unusual weather. Further, the Extreme Weather Reserve Fund will be capped at \$2 million with any excess to be transferred to the Vehicle Replacement Reserve Fund until such time as the shortfall in that fund is eliminated.
- ▶ **Vehicle Fleet Policy**
That the City will maintain a Vehicle Replacement Reserve Fund to assist in the management of our 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. The fund will be supplemented annually by any unspent extreme weather funding that exceeds the \$2 million funding cap, until such time as the reserve is fully funded.
- ▶ **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.
- ▶ **Operating Costs for New Capital Policy**
The City will manage new infrastructure in a sustainable manner by recognizing reasonable incremental operating costs in the City’s annual budget for each new asset built.
- ▶ **Building Component Replacement Reserve Policy**
The City will work toward full replacement funding of building components by contributing to the Building Component Replacement Reserve. To stop the growth in the current funding deficit, each year 2% of the construction cost of each new facility will be included in the Base Budget as part of the “Operating Costs for New Capital” budget.
- ▶ **Cultural Group Funding Policy**
The City will support externally provided cultural services by recognizing the impact of inflation through an annual CPI adjustment to cultural grants provided to the Coquitlam Public Library, the Evergreen Cultural Centre, Place des Arts, Place Maillardville and the Coquitlam Heritage Society.
- ▶ **Surplus Policy**
The City’s Accumulated Surplus will be maintained at a constant percentage (15%) of the annual tax collection to ensure that over time it grows in proportion to the growth in the City. After any specific one-time allocations approved by Council during the budget process, the additional surplus earned in any year will be transferred to an Infrastructure Reserve to support the City’s future capital program.
- ▶ **Debt Retirement Policy**
The City will direct operating budget savings achieved as a result of debt retirement to capital improvements in the City with first priority being to the City’s DCC matching fund in support of the City’s share of the DCC capital program, and the second priority to other capital needs.

➤ **Casino Revenue Policy**

The City will direct Casino Revenues as follows:

- 12.5% Community Capital Fund – to fund one-time community projects.
- 87.5% Municipal Capital Fund – to fund Municipal Infrastructure projects.

➤ **Asset Replacement Reserve Funding Policy**

The City will increase the contribution to asset replacement in the annual budget each year in proportion to the use of casino revenue used for asset construction.

➤ **Investment Policy**

The City will invest City funds in a manner that will provide the optimal blend of investment security and return, while meeting the daily cash flow demands of the City and complying with the statutory requirements of the *Community Charter*.

➤ **Procurement Policy**

The City will purchase goods and services on behalf of Coquitlam residents in accordance with evolving best practices in procurement for local governments, as generally supported by the Auditor General for Local Government (AGLG) document titled “Improving Local Government Procurement.”

➤ **Debt Management Policy**

The City’s policy is to minimize external debt borrowings and, if required, use existing reserves as a means to internally finance required capital expenditures. As well, the City adheres to the Debt Limit and Liability Servicing Limit requirements as outlined in the *Community Charter* (Refer to Section on Debt Borrowing in Chapter 7, p.81.)

➤ **Land Sale Reserve 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:

- i. Strategically acquire and dispose of lands in a way that ensures maximum benefit to the community;
- ii. Establish a Long-Term Land Based resource (reserve) within the existing Land Sales Reserve (LSR) fund to receive land inventory sale proceeds;
- iii. 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;
- iv. Make the LSR funds available to borrow and repay those funds over a pre-defined period of time with interest; and
- v. Actively pursue opportunities for Public-Private Partnerships as a means to achieve maximum benefit from City lands.

➤ **Land Sale Reserve Investment Fund Policy**

The City is on the verge of realizing significant value for our land holdings in Northeast Coquitlam which will bring unprecedented cash flows into the City’s Land Sale Reserve Fund. In an effort to provide an immediate benefit to Coquitlam residents, in 2016 Council approved the creation of a new Land Sale Reserve Investment Fund to provide amenities and infrastructure in the community. This new reserve will be 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. The intention is to allocate this newly created fund to specific projects in the city’s capital budget to provide immediate impact to the services provided to Coquitlam residents.

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.

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	Manager's Office	13.8
	Deputy City Manager	523.0
	Includes: Fire Rescue	187.7
	Police	264.5
	Finance & Technology	63.4
	Parks, Recreation & Culture Services	253.3
	Engineering & Public Works	114.8
	Planning & Development	78.4
	Strategic Initiatives	83.5
Sewer Fund	Engineering & Public Works	33.2
Water Fund	Engineering & Public Works	35.5
Trusts		
Reserves		
Total FTE		1,198.9

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. This fund includes the following departments that provide a number of services to the community including:

Manager's Office:

- oversees the organization and provides advice to Council.

Deputy City Manager's Office:

- responsible for strategic planning and business planning and provides support for all other City departments.

Finance & Technology:

- provides long-term financial planning; annual budget development; property tax and utility calculation and collection; investments; accounting; treasury and cash management; purchasing requirements; and all statutory financial reporting; and
- develops and maintains systems to support the information and communications technology needs of the organization.

Police Services:

- provides law enforcement, prevents crime and maintains order via the RCMP and municipal staff.

Fire/Rescue Services:

- provides fire suppression, search and rescue, emergency preparedness, first responder and non-emergency services.

Parks, Recreation & Culture:

- provides programs and maintains recreational facilities;
- provides and maintains parks, open spaces and trails; and
- provides services through the Library, Evergreen Cultural Centre, Place des Arts, Place Maillardville, Mackin House Museum and others.

Engineering & Public Works:

- provides road maintenance and traffic control services through the repair of road pavement, signs, streetlights, sidewalks, traffic signals, bridges and culverts;
- provides waste collection and disposal services; and
- constructs and rehabilitates roads, traffic intersections, neighbourhood improvements, parks, trails, recreational and leisure facilities, drainage requirements and public safety projects.

Planning & Development:

- provides community and transportation planning, environment, building and development approval services.

Strategic Initiatives:

- manages the City's land holdings as well as the construction and repair of civic facilities.

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 receiving waters 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

The City's Operating Reserve Funds will be used to fund ongoing projects and potential liabilities such as tax appeals and insurance claims. Capital reserves, along with development cost charges, will be used to finance additional capital projects in future years. Despite the size of these reserves, there are needs that have been identified in the capital planning process for which no funding sources currently exist. The reserve amounts available for expenditures over the 2017-2021 planning period are in the Schedule of Reserve Projections shown in Chapter 7, beginning on p.84.

In conformance with reporting standards of the Public Sector Accounting and Auditing board of the Canadian Institute of Chartered Accountants, reserve transactions are identified separately from expenditures and revenues in portions of the 2017 budget document.

CHAPTER 5 – Financial Plan Overview

The Challenge – Principal Issues Affecting Financial Planning

The City of Coquitlam’s principal activities include providing local government services to residents. These services include police and fire protection; solid waste collection; the management of roads, water, sanitary and storm sewers and parks infrastructure; and the delivery of leisure 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 cultural pursuits are provided through other boards and partnerships with other governments.

Through the adoption of Regional Context Statements, Council has committed to working towards the Growth Management Targets set by Metro Vancouver. The anticipated growth rate will increase the current Coquitlam population to 224,000 by 2041. This growth will need to be supported by services related to transportation, utilities, schools and other infrastructure that is costly and requires more than just civic support. There are two major factors that influence most of the issues facing the City of Coquitlam, both in the near term and distant future. These are sustainability and fiscal reality.

The City of Coquitlam faces consequences because of economic challenges confronting federal and provincial governments that include:

- ▶ new or expanded service requirements as a result of a shift in responsibility from other levels of government to the municipal level;
- ▶ the decline in direct financial support of municipal operations that have become significantly more complex and costly to deliver; and
- ▶ the requirement to provide infrastructure to support population growth resulting from senior government policy decisions.

The primary revenue sources available to municipalities, and that fund the delivery of services, have not changed significantly. 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 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 revenues.

Internally, as government grants and interest-rate-sensitive revenues decline, property taxes and user fees become the principal funding sources for increased service delivery costs and the maintenance of an expanding infrastructure base. Coquitlam currently operates with residential tax rates that are comparable to other municipalities of a similar size as well as its neighbours in the Metro Vancouver area.

However, the City’s commercial and industrial tax rates are less competitive. To protect the sustainability of its emerging business sector, Coquitlam is taking steps to develop a better balance between its industrial and commercial rates and residential rates. This difficult process will take time, but it is necessary to provide a more competitive footing for existing businesses and to attract new businesses.

In 2017, the City shifted 1.0% of the tax burden to further support business in Coquitlam. The impact of this policy is a reduction to the business tax rate from an average of 2.13% to 1.48% and an increased rate for residential property uses of 2.48%. This policy has been in place for the past 21 years, with a cumulative impact of a 21% shift in the tax burden from business properties to residential properties.

Coquitlam has also investigated alternative revenue sources and is gradually shifting to a more comprehensive userpay approach in an attempt to become more financially sustainable.

Over the years, the City of Coquitlam has invested heavily in new capital infrastructure, including buildings, roads and underground utilities, but the City now needs to develop a better replacement and maintenance program to provide ongoing financial stability. Recognizing the importance of sound sustainability plans for our infrastructure, Council has initiated the development of long-range financial policies.

(Please see Chapter 4 beginning on p.29 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:

- public expectations of receiving the same or even enhanced service levels,
- rising labour costs,
- increasing demands for infrastructure to support a growing community, and
- 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

The municipal financial climate in British Columbia is generally positive. Increased revenues from assessment growth continue to exceed historic averages and help to offset the impact of inflation on the City's budget. During 2016, development activity remained robust, although not quite as high as the all-time high of 2013. Development fees also help to offset the impact of inflation, while Development Cost Charges help to finance much needed growth-related infrastructure. Land sales continue to exceed expectations resulting in significant land sale revenues that will support continued investment in the community's land portfolio and infrastructure. However, the increased land prices also challenge the City with increased development pressure and resulting escalation in construction costs that impact our capital budgets. (For more information on the Financial Plan, please refer to Chapter 6 beginning on p.45.)

Allowable Inflationary Increases and Budget Reductions

Recent years have seen increased pressure on municipalities to reduce costs in order to cut taxes. The most significant cost driver for the City continues to be labour and other contractual costs, which have increased at a rate greater than inflation.

The Consumer Price Index in the Vancouver area was approximately 2.4% at the time of this budget. The City's inflation rate is approximately 2.0% as a result of contractual commitments, including labour. However, when including the impact of the Metro Vancouver increase the overall inflation becomes 2.5%.

Cost pressures, together with increasing demands placed upon the City's infrastructure and services by a growing community, challenge the City's financial resources and organizational capability. It is important to carefully consider our financial choices to ensure that we adequately fund each project without impairing our ability to respond in the future.

Budget Bylaw Amendment

As outlined in the *Community Charter*, the *Five-Year Financial Plan* is to be adopted by May 15 of the first year of the plan. At any time, subsequent to the original adoption, an amended financial planning bylaw can be adopted by Council for that year.

Tax Rates

Specific tax rates must be approved each year by May 15. The Tax Rates Bylaw will be presented to Council for adoption in the spring of 2017, once final information related to the growth in taxation assessment is received from the BC Assessment Authority.

The tax rate bylaw is due to be adopted in May 2017.

Tax	2016 Actual	2017 Budget
Municipal Levy	\$ 150,553,386	\$ 157,199,056
Other Governments		
School Levy	70,288,989	67,300,000
Greater Vancouver Transportation Authority	13,587,569	14,000,000
BC Assessment	2,287,354	2,200,000
Municipal Finance Authority	8,126	7,000
Metro Vancouver	2,153,266	2,100,000
	\$ 88,325,304	\$ 85,607,000
Total	\$ 238,878,690	\$ 242,806,056

Consolidated Statement of Financial Activities

Years ended December 31 (000s)	2013 Budget	2013 Actual	2014 Budget	2014 Actual	2015 Budget	2015 Actual	2016 Budget	2017 Budget
Revenue:								
Taxation	\$132,982	\$133,105	\$139,346	\$140,093	\$145,676	\$145,483	\$151,242	\$157,594
Fees, rates and service charges	70,249	80,056	66,244	69,060	67,414	80,197	72,421	74,661
Grants and grants in lieu	8,822	8,778	10,011	9,286	9,265	8,739	9,849	14,610
Investment income	3,861	5,859	4,029	5,130	5,057	5,458	5,371	6,178
Casino revenue	7,200	6,731	7,200	6,443	6,500	7,097	6,500	7,500
Municipal land sales	0	1,265	0	15,409	0	135	0	0
Cost recoveries	7,004	6,869	4,904	6,890	4,677	9,698	5,512	5,121
Penalties and interest on taxes	906	1,111	966	1,167	1,079	1,069	1,116	1,116
Other	68	2,517	85	1,116	70	982	83	83
Developer Contributions *	0	36,210	0	23,797	0	24,728	0	0
Total Revenue	231,092	282,501	232,785	278,391	239,738	283,586	252,094	266,863
Expenditure:								
General government	16,150	16,143	17,152	16,517	19,125	17,822	17,531	18,141
Police protection	31,112	29,429	31,934	29,545	33,864	30,725	35,343	36,322
Fire protection	22,763	22,422	24,985	24,445	26,176	26,360	26,379	27,430
Other Protection	2,579	2,416	2,700	2,395	2,786	2,551	2,852	2,971
Engineering	25,913	28,318	26,731	28,516	29,833	29,059	26,780	28,162
Solid waste	8,764	8,892	7,583	7,648	6,141	5,494	6,157	6,637
Planning and development	6,505	6,476	6,835	6,605	7,360	7,019	7,617	8,023
Parks, recreation and culture	43,253	45,767	45,140	46,853	48,122	49,604	51,379	50,323
Water utility	20,294	21,447	21,117	21,583	23,810	21,797	24,180	25,438
Sanitary sewer and drainage	25,154	26,120	25,266	26,207	26,807	27,844	26,511	27,696
Total Expenditure	202,487	207,430	209,443	210,314	224,024	218,275	224,729	231,143
Surplus Before Capital Expenditures	\$ 28,604	\$ 75,072	\$ 23,340	\$ 68,076	\$ 15,713	\$ 65,310	\$ 27,364	\$ 35,721

* Developer Contributions are capital assets that were built by developers at no cost to the City. These assets are now owned and maintained by the City. We started to record these assets in 2008 in order to conform with the Public Sector Accounting Board standards 3150 and 1200.

Major Fund Balances Projected at December 31, 2017

Years ended December 31 000s	General Fund	Sewer and Drainage Utility	Water Utility	Library*
Revenue				
Taxation	\$ 134,266	\$ 23,328	\$ 0	\$ 0
Fees, rates and service charges	37,168	10,207	27,271	15
Grants and grants in lieu	9,498	0	4,814	5,256
Investment income	5,448	200	516	15
Casino revenue	7,500	0	0	0
Cost recoveries	5,115	7	0	0
Penalties and interest on taxes	1,056	0	0	60
Other	38	0	0	44
Total Revenue	200,089	33,741	32,601	5,390
Expenditure				
General Government	17,237	0	0	0
Police protection	36,046	0	0	0
Fire protection	26,420	0	0	0
Engineering	27,013	0	0	0
Solid waste	6,637	0	0	0
Planning & development	7,772	0	0	0
Parks, recreation & culture	49,212	0	0	5,390
Water utility	0	0	25,210	0
Sanitary sewer & drainage	0	27,591	0	0
Debt interest payments	747	105	228	0
Other	6,490	0	0	0
Total Expenditure	177,576	27,696	25,438	5,390
Surplus Before Capital Expenditure	22,513	6,046	7,163	0
Surplus Beginning, Jan. 1, 2016	18,711	4,958	17,407	878
Budgeted Ending Surplus, Dec. 31, 2016	\$ 41,224	\$ 11,004	\$ 24,570	\$ 878

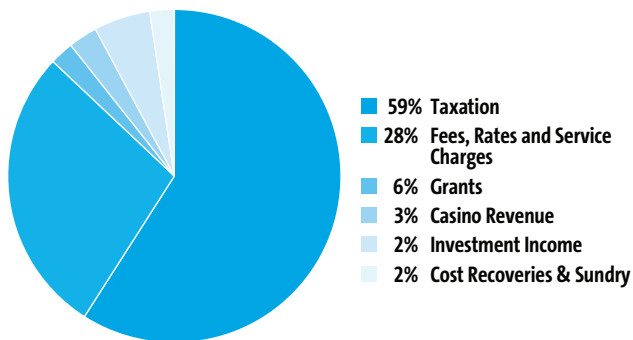
* Note: The Coquitlam Public Library is funded principally by the City of Coquitlam. The Coquitlam Public Library Board, on behalf of the residents and taxpayers of the city, oversees the management and operations of the Library and further serves as a policy-making body for the organization.

Statement of Cash Flow

(000s)	2017 Budget	2016 Budget
Net Cash From Operations	\$ 35,722	\$ 27,364
Cash Used to Acquire Tangible Capital Assets	(83,423)	(74,318)
Items not involving cash:		
Depreciation	35,400	34,700
Gain on disposal of Capital Asset		
Developer built asset		
Cash applied to financing transactions		
Debt Principal Repayments	(2,058)	(7,686)
Increase (decrease) in cash	(14,359)	(19,940)
Opening cash and temporary investments	40,057	59,997
Cash and temporary investments, end of Year	\$ 25,698	\$ 40,057

Consolidated Revenues by Type

2017 Budget Revenue Sources (\$267 Million)



Taxation

The primary funding source for City services in the 2017-2021 Financial Plan is taxation, at \$158 million or 59% of the total revenues on a consolidated basis. This includes a property tax levy increase of \$4.4 million – made up of approximately \$1.7 million from new assessment growth and a \$2.7 million rate increase – to provide for inflation and increased services, for an average property tax increase of \$47 per household.

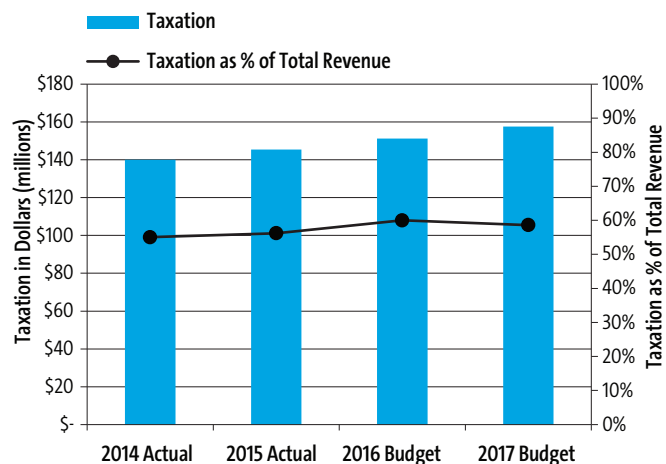
The City’s property tax collection has increased from \$140 million in 2014 to \$158 million in 2017. The dollar amount of taxation has increased and the City’s dependence on this revenue source has also increased because of the decline in other sources of revenue such as investment income.

Property Taxation from Development Growth 2014-2017

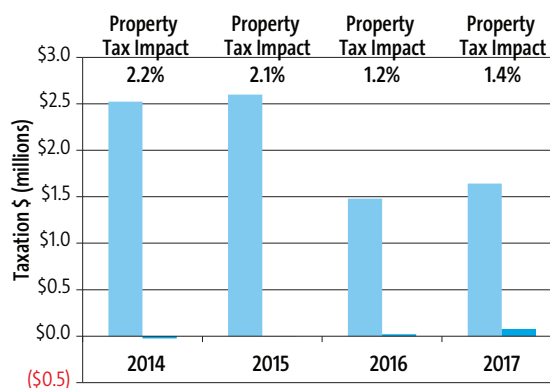
Property taxes increased by approximately \$18 million between 2014 and 2017. Of this increase, a cumulative total of \$8 million is from development growth in the community, which is equivalent to a 7% property tax increase during the same period. The balance of \$10 million in property taxation revenue has been a result of property taxation increases approved by Council.

Property Taxation Development Growth 2014 – 2017

Taxation Trends 2014 – 2017



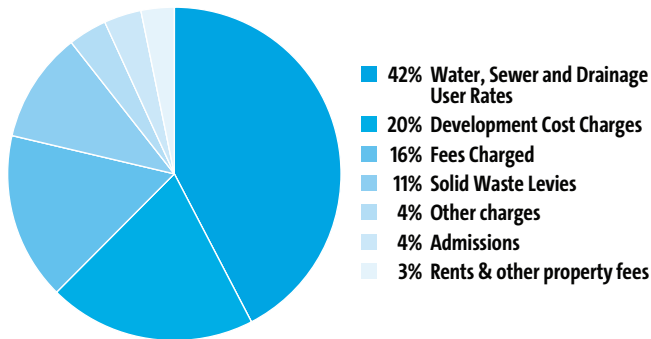
- Total Residential Revenue Growth
- Total Non-Residential Revenue Growth



Fees, Rates and Charges

The 2017 Financial Plan includes a total of \$75 million in Fees, Rates and Other Charges.

2017 Budgeted Fees, Rates and Charges



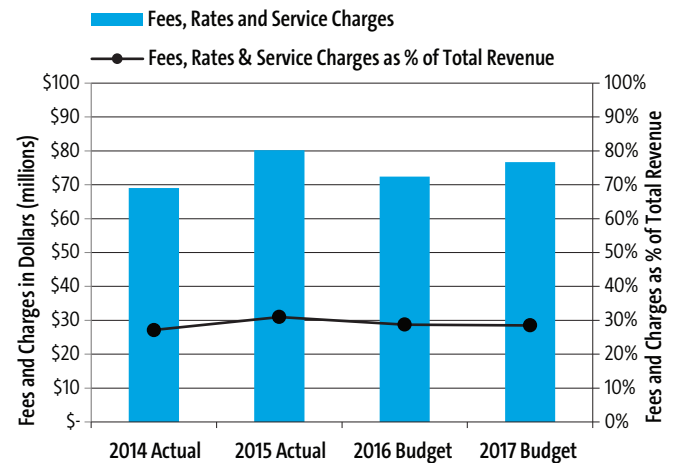
The revenue from fees, rates and charges ranges from \$69 million to \$80 million. The increase in 2015 was mostly due to the increase in Development Cost Charge (DCC) funding for capital projects. Transfers from DCCs are treated as fees, rates and charges in our financial statements. Due to increased development activities, the number of growth-related projects funded from DCCs has also increased.

Council-approved water, sewer and drainage user rates, and solid waste levies are included in this category. 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 inflationary costs. In 2017, the MVRD rate increase is 3.2% for water, 7.8% for sewer and 0% in solid waste tipping fees, while the City's inflationary costs increased by 2% for both the water and sewer utilities.

This resulted in a calculated rate increase of 2% for water, 5% for sewer and drainage and 3% for solid waste. However, the City has a healthy surplus in the water utility, which enabled Council to keep water rates at 2016 levels.

Fees, Rates and Charges Trends 2014 – 2017

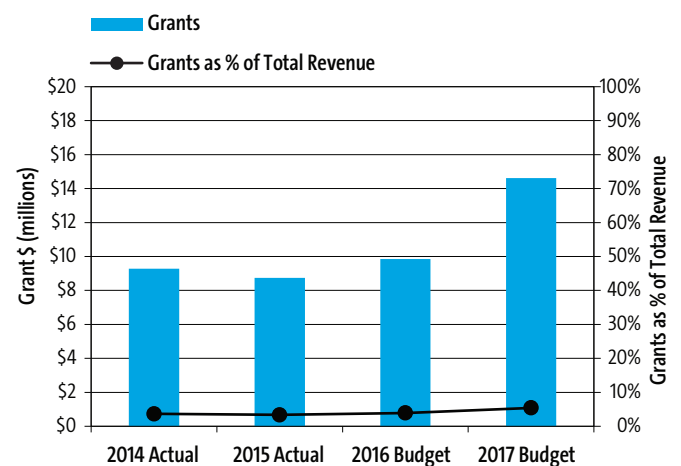


Grants

This funding source includes capital grants that are in progress, annual grants provided to the municipality by TransLink, a provincial traffic fine revenue grant and grants in lieu of taxes, as well as a number of smaller grants. These estimates are based on applications in progress or on firm estimates provided by the grantor.

The 2017 budget was based on the assumption that the City will be successful in obtaining the recently announced Federal Infrastructure Grant. If not successful, these works will be re-evaluated.

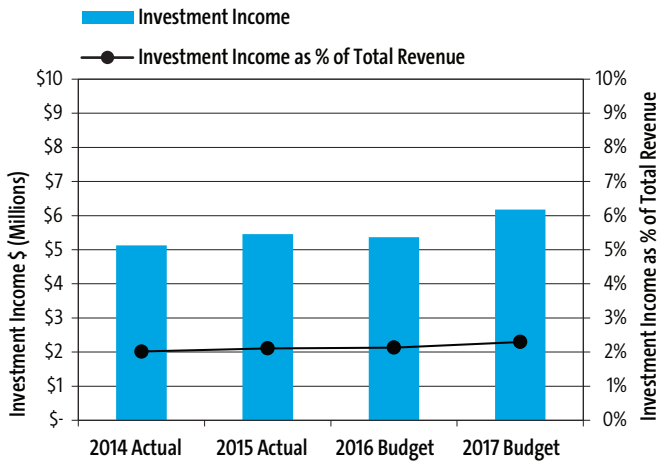
Grant Revenue Trends 2014 – 2017



Investment Income

In 2016, the City updated its investment policy to increase the threshold of the allowable investments in Credit Unions in order to obtain better rates of return. As a result, the projected 2017 investment income is expected to be higher than prior years.

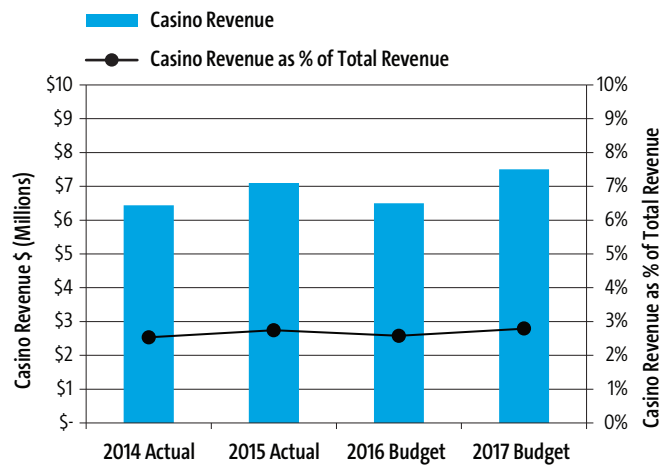
Investment Income Trends 2014 – 2017



Casino Revenue

In October 2001, the City of Coquitlam began to receive revenue from a casino operation. The City receives 10% of the net earnings from casino operations. Casino revenues are variable. The 2017 budget was based on the expectation that revenues would continue to increase in line with recent receipts.

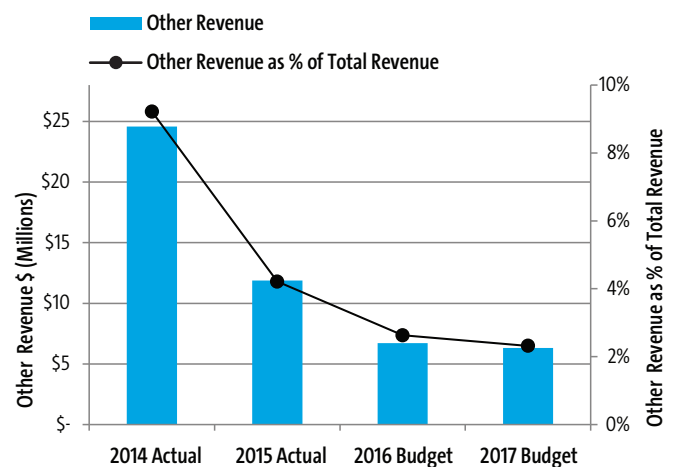
Casino Revenue Trends 2014 – 2017



Other Revenue

The revenue from other sources has been volatile. The large increase in 2014 was mostly due to an increase in municipal land sales.

Other Revenue Trends 2014 – 2017



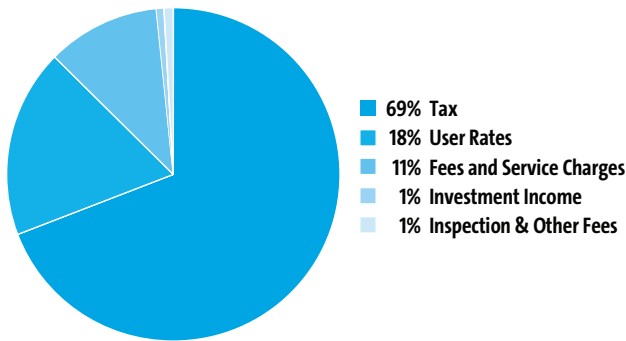
Revenues—Sewer and Drainage

Sewer and Drainage Utility Revenues

In 2017, the City of Coquitlam will collect \$34 million in revenues from a number of sources including taxes, user rates, fees and service charges, investment income, and inspection and other fees. This compares with \$33 million in 2016. The increase in revenue from 2016 to 2017 is mostly due to the increase in user rates and tax revenue. The funding from Development Cost Charges (DCC) is treated as fees, rates and charges in our financial statements.

The following graph shows the proportional funding from each of these sources for the 2017-2021 Financial Plan.

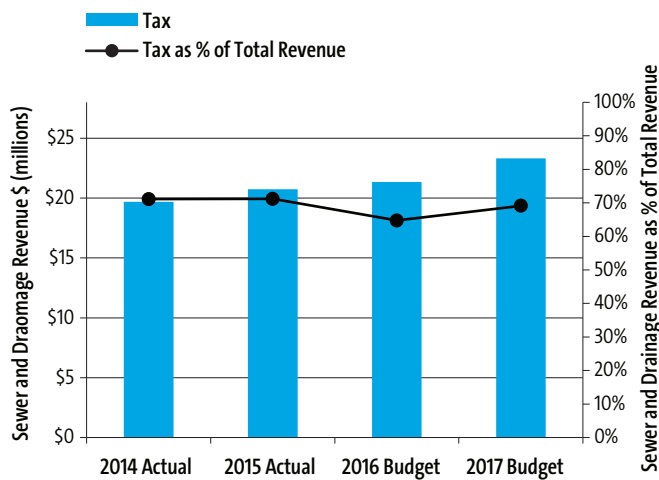
2017 Budgeted Sewer and Drainage Revenues (\$34 million)



Sewer and Drainage Tax Revenue

The largest source of revenue is the sewer frontage tax, which is the flat rate charged to homeowners. In 2017, Council approved an increase of 5% (from \$397 to \$417) per home to support expenditure requirements. The drainage tax revenue per home increased from an average of \$58 in 2016 to \$61 in 2017.

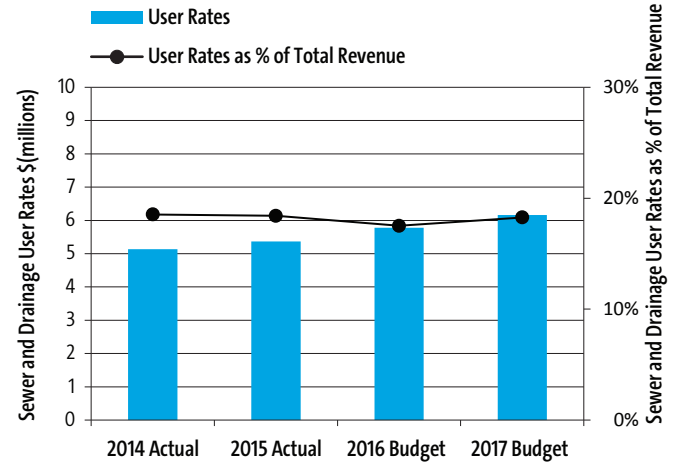
Sewer and Drainage Tax Trends 2014 – 2017



Sewer and Drainage User Rate Revenue

The second-largest source of revenue is user rates, which include the flat rate charged to rental units and suites and metered customers, as well as penalty revenue. The revenue in 2017 reflects the 5% increase approved by Council as well as volume adjustment.

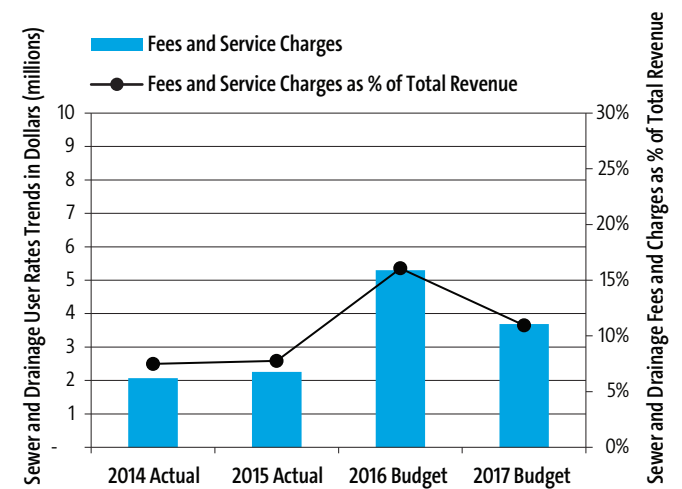
Sewer and Drainage User Rates Trends 2014 – 2017



Sewer and Drainage Fees and Service Charges Revenue

This revenue source is a result of the DCC bylaw approved in July 2004. Transfers from DCCs to fund capital infrastructure are treated as fees, rates and charges in our financial statements. The increase in 2016 is due to increased development activities in northeast Coquitlam resulting in the number of growth-related projects funded from DCCs such as the Northeast Partington Creek Diversion Pipe and channel upgrades.

Sewer and Drainage Fees and Service Charges Trends 2014 – 2017

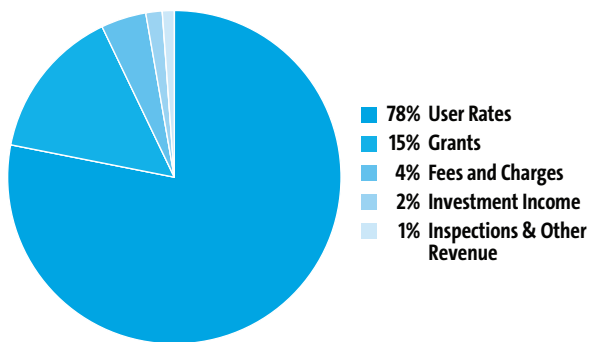


Revenues—Water

Water Utilities Revenue

In 2017, the City of Coquitlam will collect \$33 million in revenues from a number of sources, including user rates, investment income, and inspection and other fees. The following pie chart shows the proportional funding from each of these sources for the 2017-2021 Financial Plan.

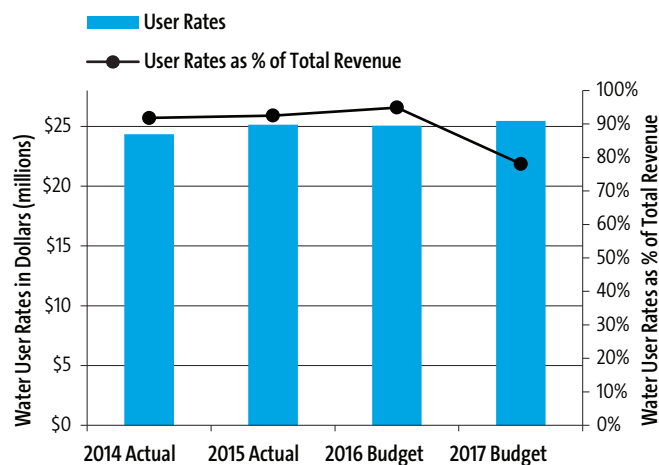
2017 Budgeted Water Revenue (\$33 million)



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. In 2015, because multi-family homes require less piping infrastructure and consume less water than single-family homes, Council approved a move toward a variable rate structure for residential water service to be phased in over a five-year period. This will ultimately lead to multi-family water rates being reduced to 60% of the single-family rate. However, in 2017 as a result of both conservation efforts and development patterns, the City has built up a healthy surplus in our water utility fund. Therefore for 2017, Council approved a zero per cent water rate increase for all residents. In addition, the 2017 rate structure phase in will be deferred to limit the additional burden on single family residents in a time when single-family homes have been particularly impacted by property assessment increase above the residential average. The result is that the average annual water rates would remain at \$440 per home with the single-family rate being \$475 and multi-family rate being \$399.

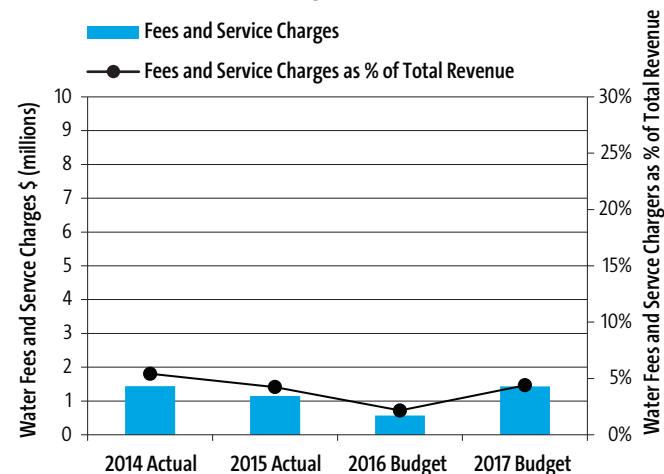
Water User Rates Trends 2014 – 2017



Water Fees and Service Charges Revenue

This revenue source is a result of the DCC bylaw approved in July 2004. Transfers from DCCs to fund capital infrastructure are treated as fees, rates and charges in our financial statements. Increases in 2014 and 2017 are a result of increased development activity from the advancement of a number of growth-related projects funded from DCCs.

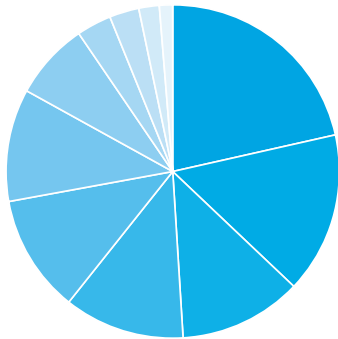
Water Fees and Service Charges Trends 2014 – 2017



Expenditures by Department

The approved 2017 resource allocation to the various departments is shown below.

2017 Budgeted Department Expenditures (\$231 million)



- 22% Parks, Recreation & Culture
- 16% Police Services
- 12% Sewer & Drainage
- 12% Engineering
- 11% Fire Protection
- 11% Water Utility
- 7% General Government
- 3% Planning and Development
- 3% Solid Waste
- 2% Debt Interest Payments & Other
- 1% Other Protection

Cost for the Average Home in Coquitlam in 2017

The average cost for a home valued at \$912,600 is \$3,139 (excluding collections on behalf of other government agencies).

What each home receives for \$3,139:

	2017	2016
Average Home Value	\$ 912,600	\$ 687,800
Utility Bill (March):		
Water (Average)	440	440
Garbage Pick-up & Recycling	302	293
Sub-total:	742	733
Police Services	468	455
Sewer & Drainage	478	455
Fire Services	405	400
Capital (including debt payments)	359	338
Recreation Facilities and Programs	207	208
Parks Services	160	155
Street Maintenance	116	119
Arts and Culture	113	110
Traffic Management	54	50
Planning & Development	37	37
Sub-total:	2,397	2,327
Total Collection for City Services:	\$ 3,139	\$ 3,060



CHAPTER 6 – 2017 Five-Year Operating Plan Overview

2017-2021 Financial Plan

The City of Coquitlam continues to grow and prosper, with a number of projects underway that will have significant impact and benefit for the future of the city. Over the next five years, the City will invest \$306 million in capital infrastructure to improve transportation, enhance recreational opportunities and expand water, sewer and drainage infrastructure within Coquitlam.

The municipal financial climate in British Columbia is generally positive. Increased revenues from assessment growth continue to exceed historic averages and help offset the impact of inflation on the City's budget. In addition, during 2016, development activity remained robust resulting in development fees that also help to offset the impact of inflation, while the anticipated Development Cost Charges (DCCs) will help to finance much-needed growth-related infrastructure. Land sales continue to exceed expectations resulting in significant land sale revenues that will support continued investment in the community's land portfolio and infrastructure. However, the increased land prices also challenge the City with increased development pressure and resulting escalation in construction costs that impact our capital budgets.

The Consumer Price Index (CPI) in the Vancouver area was around 2.4% at the time of this budget. The City's inflation is a result of contractual commitments, particularly labour, which are impacted by regional settlements and contractual step increments, and is approximately 2%. However, when including the impact of the Metro Vancouver increase the overall inflation becomes 2.5%.

Cost pressures, together with increasing demands placed upon the City's infrastructure and services by a growing community, challenge the City's financial choices to ensure that we adequately fund each project without impairing our ability to respond in the future.

In 2017, the City will see continued support from senior levels of government. Provincial traffic fine revenues are forecasted to remain at the 2016 level of \$1.4 million. In 2017, TransLink will provide approximately \$3.8 million for operation, maintenance and rehabilitation of the major road network located in Coquitlam.

As always, 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. (For more on the challenges facing Coquitlam, please refer to Chapter 5, beginning on p.33.)

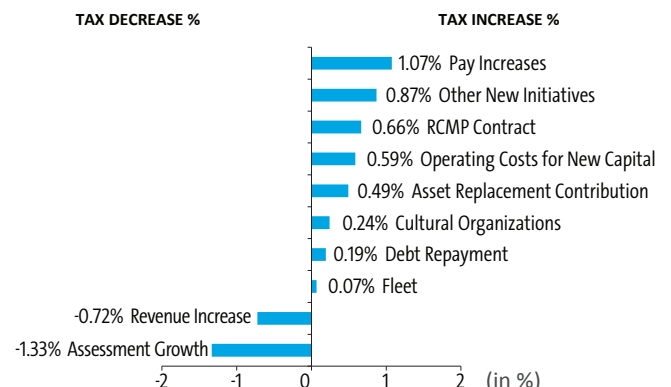
The 2017-2021 Financial Plan incorporates an overall increase in taxes of 2.13% for 2017. This Financial Plan has been prepared with public consultation completed in accordance with the provisions of the Local Government Act. The public consultation process includes a statistically valid public opinion survey completed by Ipsos Reid to solicit information from residents about their service preferences and satisfaction levels. In 2015, the City started using Citizen Budget, an online engagement tool that replaced the public budget meetings, which had minimal public participation for many years. The goals of this online budget tool were to help the City educate citizens about how their service-level choices impact the tax bill, and to allow citizens to register their preferences for how Council might make budget choices on their behalf. The participation rate for this online tool was substantially higher than that of the traditional budget meetings. The top priorities revealed through these consultation processes continue to be transportation, public safety and recreational facilities, which are clearly emphasized in this Financial Plan.

Council was presented with a range of options for the 2017 Financial Plan, which included a base Financial Plan as well as a summary of requests for additional funding. Included in the Base Budget is \$854,000 in operating costs related to the capital program, of which \$757,000 is in the General Fund.

2017 Key Budget Drivers

The following chart shows the key drivers for the 2017 tax increase of 2.13%. The City's labour contracts, which make up almost half of the operating budget, are the main drivers of the tax increase.

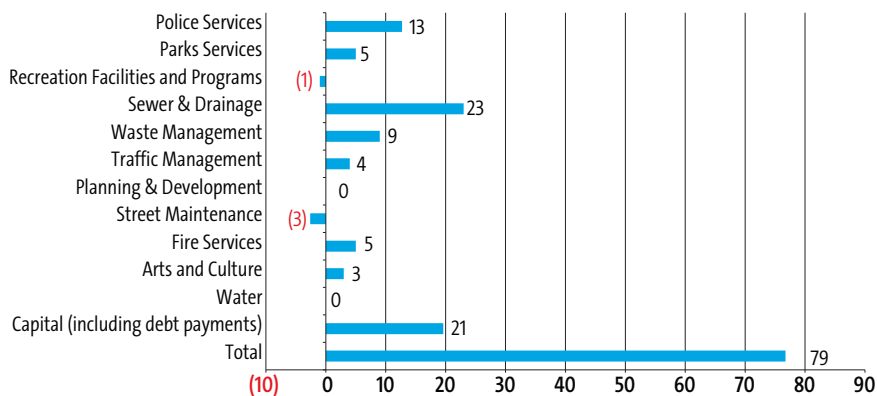
Tax Increase 2.13%



Financial Impact per Household

The financial impact of inflationary budget increases and the 2017 service-level adjustment is a \$79 increase for the average Coquitlam household. In 2017, Council approved several new initiatives such as hazardous tree risk assessment and mitigation, additional asset replacement funding, and increases in fire support, planning and development, public works and administrative services.

Cost in 2017 to the Average Homeowner in Coquitlam



Employee Base – Full-Time Equivalent (FTE) Analysis

The City of Coquitlam budgets for a full staff complement in all departments. 1,198.9 full-time equivalents (FTEs) are budgeted for 2017, including full-time, part-time, auxiliary staff and RCMP members.

Historical comparisons for departmental FTEs are shown below:

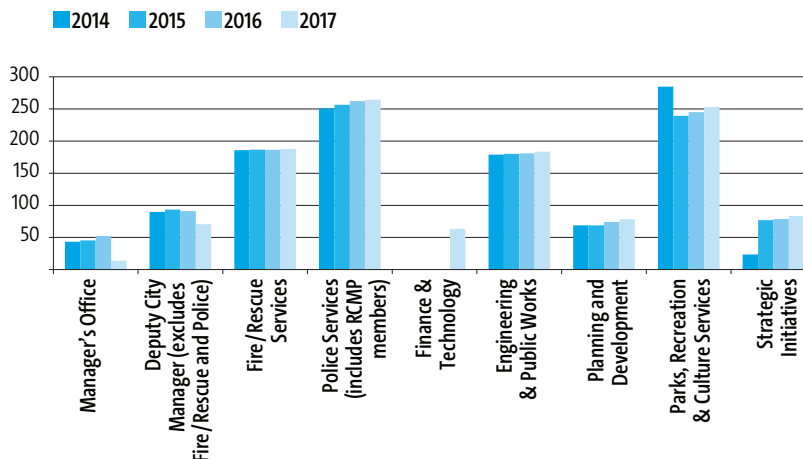
Full-Time Equivalents (FTEs) per Department (Including RCMP Members)

Department	2014 Budget	2014 Actual	2015 Budget	2015 Actual	2016 Budget	2016 Actual	2017 Budget
Manager's Office	43.4	44.7	45.5	50.7	52.1	14.1	13.8
Deputy City Manager (excluding Fire or Police)	89.7	90.6	93.3	90.2	91.0	94.8	70.8
Fire/Rescue Services	186.1	181.4	186.7	183.9	186.5	184.7	187.7
Police Services (including RCMP members)	250.8	232.5	256.7	231.0	262.4	253.3	264.5
Finance & Technology	0	0	0	0	0	37.7	63.4
Engineering & Public Works	178.8	178.7	180.1	184.9	181.1	183.9	183.5
Planning & Development	69.0	65.5	69.0	67.2	74.0	71.5	78.4
Parks, Recreation & Culture Services	284.7	274.6	239.3	235.4	245.2	246.3	253.3
Strategic Initiatives	23.7	25.1	77.0	75.3	78.8	78.8	83.6
Total	1,126.2	1,093.1	1,147.5	1,118.7	1,171.1	1,165.0	1,198.9

Note: A reorganization in 2016 and 2017 resulted in the transfer of a total of 63.4 FTEs between Finance & Technology, the Deputy City Manager and the City Manager's departments.

Budgeted FTEs per Department 2014-2017 (Including RCMP Members)

As seen in the chart to the right, the 2017 estimate of 1,198.9 FTEs is an increase from a budget of 1,171.1 FTE in 2016 (including RCMP members).

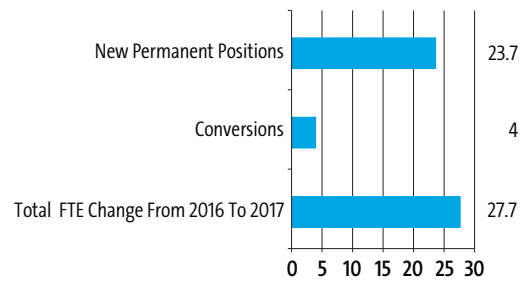


Note: In 2015, 50.7 FTEs were transferred from Parks, Recreation and Culture to Strategic Initiatives.

Budgeted FTEs per Department 2014-2017 (Including RCMP Members) *continued*

The number of FTEs increased by 27.7 in 2017. Council approved 23.7 new positions and 4 conversions of existing positions 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 a key aspect of accommodating new service demands without a corresponding tax impact. Many of these positions were funded from additional revenue and the reallocation of existing resources to meet emerging needs.

Increase in Budgeted FTEs (Including RCMP Members) 2016-2017



New Permanent Positions in 2016 (Including Conversions)

Department	FTE	Position Title
Financial Services	0.8	Support Analyst
Parks, Recreation & Culture Services	1.0	Parks Planner
Parks, Recreation & Culture Services	1.0	Urban Forestry Technician (Tree Risk Assessment)
Parks, Recreation & Culture Services	6.1	Auxiliary positions
Engineering & Public Works	1.0	Traffic Operations Engineer
Engineering & Public Works	1.0	Utility Planning Engineer
Planning and Development	1.0	Planner 1
Planning and Development	1.0	Construction Site Liaison Inspector
Planning and Development	0.4	Building Inspector
Planning and Development	1.0	Subdivision and Development Technologist
Planning and Development	1.0	Clerk 3
Deputy City Manager (no Fire or Police)	1.0	Bylaw Inspector 1
Deputy City Manager (no Fire or Police)	1.0	Property Use Inspector
Deputy City Manager (no Fire or Police)	1.0	Information & Talent Acquisition Specialist
Fire/Rescue Services	1.2	Firefighter Calltakers
Strategic Initiatives	0.2	Building Service Worker
Strategic Initiatives	1.0	Project Manager
Strategic Initiatives	1.0	Clerk 3
Strategic Initiatives	1.0	Clerk 2
Strategic Initiatives	1.0	Manager Development City Lands
	23.70	
Conversions of Existing Positions		
Financial Services	1.0	Information and Communications Technology Project Manager
Parks, Recreation & Culture Services	0.2	Irrigation Systems Worker
Parks, Recreation & Culture Services	-0.1	Truck Driver 1
Engineering & Public Works	0.4	Clerk 3
Police Services	2.0	Two Crime Analysts
Strategic Initiatives	0.5	Secretary 2
	4.0	
	27.7	



City Manager's Office

The City Manager's Office in municipal government operates much like an executive office in a corporation, overseeing the broad requirements of the organization with the City Manager as Chief Administrative Officer. The City Manager attends meetings of Council and is responsible for providing advice to Council in executing their decisions.

The City Manager works with the Deputy City Manager and all the City departments to ensure effective and efficient delivery of City services. Periodically, the City Manager reviews the performance of each department with the

General Managers, assisting with problems in the department or in interdepartmental initiatives. The Manager's Office also directly oversees the City Clerk's Office.

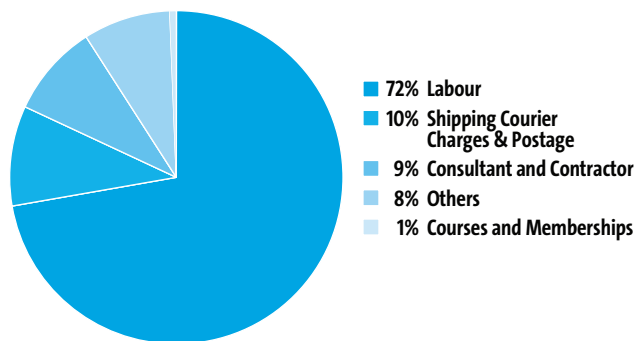
The City Clerk's Office provides the primary communications link between City Council, staff and the community including the responsibility for the preparation of the agendas and minutes for Council and Committee meetings; maintenance and access to corporate records including City bylaws; administrative support to Council and its Committees; and local government elections.

Key Performance Measures:

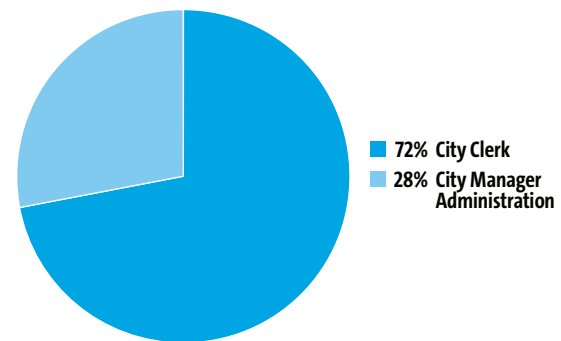
Deputy City Manager	2012	2013	2014	2015	2016
Citizens' Rating of Quality of Life	96%	98%	N/A ¹	98%	98%
Citizens' Overall Satisfaction of City Services	94%	97%	N/A ¹	96%	97%
Taxpayer Confidence	83%	88%	N/A ¹	88%	86%

¹ Statistics not available as the City did not conduct the Citizen Satisfaction Survey in 2014.

City Manager's Office
Expenditures by Type



City Manager's Office
Expenditures by Function





2017 City of Coquitlam Budget

General Operating City Manager	2016 Actual	2016 Budget	2017 Budget	2018 Budget	2019 Budget	2020 Budget	2021 Budget
Expenditures							
Division: (120) City Manager							
City Manager Administration	496,080	566,760	560,673	562,303	562,303	563,932	562,303
Total Division: (120) City Manager	496,080	566,760	560,673	562,303	562,303	563,932	562,303
Division: (230) City Clerk							
City Clerk Administration	666,498	703,122	698,777	710,738	721,331	729,149	733,120
Records Management	183,177	201,188	202,382	202,879	202,879	203,377	202,879
Elections	1,536	0	0	330,000	0	0	0
Central Mail and Switchboard	341,662	356,047	353,626	353,826	353,826	354,026	353,826
City Archives	213,799	196,593	216,657	220,386	222,283	222,937	222,283
Total Division: (230) City Clerk	1,406,672	1,456,950	1,471,442	1,817,829	1,500,319	1,509,489	1,512,108
Total Expenditures	1,902,752	2,023,710	2,032,115	2,380,132	2,062,622	2,073,421	2,074,411
Revenues							
Division: (230) City Clerk							
City Clerk Administration	(5,458)	(7,000)	(7,000)	(7,000)	(7,000)	(7,000)	(7,000)
Elections	(1,525)	0	0	(330,000)	0	0	0
Total Division: (230) City Clerk	(6,983)	(7,000)	(7,000)	(337,000)	(7,000)	(7,000)	(7,000)
Total Revenues	(6,983)	(7,000)	(7,000)	(337,000)	(7,000)	(7,000)	(7,000)
Net Expenditure (Contribution):	1,895,769	2,016,710	2,025,115	2,043,132	2,055,622	2,066,421	2,067,411



Deputy City Manager's Office

The Deputy City Manager leads a variety of corporate initiatives, such as strategic planning and business planning, and provides support to all departments in their delivery of a variety of projects and initiatives. This position is responsible for a number of City departments and sections including: Corporate Communications; Economic Development including Tourism; Fire/Rescue Services; Human Resources and Corporate Planning; Legal Services; and administrative support to the Mayor's office.

The Deputy City Manager also assists with the function of the City Manager's Office, acts for the City Manager in his absence and is the City liaison to the RCMP. When the City's Emergency Operations Centre (EOC) is activated, the Deputy City Manager is the EOC Director and responsible for managing the City's emergency response.

Corporate Communications provides communication support to improve the effectiveness of internal and external communications, including advertising, marketing, media relations, strategic multi-media advice and management of the Print Shop, as well as content development, design and management of the City website and social media channels.

Economic Development, which includes Tourism and Film, is responsible for delivering the City of Coquitlam's Economic Action Plan and Tourism and Film Strategies. The division is responsible for advancing these goals by working closely with the local business community and various partners to increase employment opportunities, promote the City and attract investors and tourists.

Human Resources and Corporate Planning is responsible for developing and managing corporate programs that impact employees such as: Recruitment and Selection, Labour Relations, Collective Bargaining, Training, Staff Development, Health and Safety, Benefits, and Job Evaluation.

Corporate Planning is responsible for coordinating the Strategic Planning and Business Planning processes, which determine the long- and short-term goals and objectives for the organization. An important part of the process includes working with Council, staff and the public to establish the vision, mission and values for the community and City organization. This area also develops the *Strategic Plan* that serves as a guide for all other long-range planning for the City such as the *Financial Plan* and the *Citywide Official Community Plan*.

Legal, Bylaw Enforcement, Business Licensing and Animal Services oversees all legal matters for the City, as well as bylaw enforcement and business licensing. In addition, they operate Coquitlam's Animal Shelter and animal care services, including volunteer coordination at the facility. The City Solicitor is responsible for legal counsel at the City.

Protective Services (RCMP and Fire / Rescue, including Emergency Programs) are dedicated to keeping the community safe. They are a major component of the City budget and contribute in a significant way to the strong positive public perceptions of the community. Given the size of these service areas they are addressed in more detail later in this chapter.

Key Performance Measures:

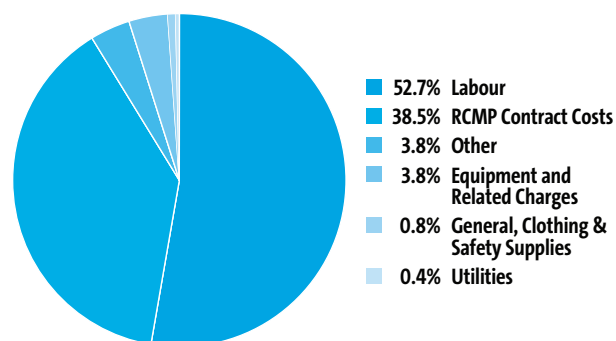
City Manager	2012	2013	2014	2015	2016
Customer Contact Satisfaction	76%	89%	N/A ¹	87%	88%
Employee Turnover	9.5%	10%	9.7%	8.2%	7.2%
Employee Vacancy	4.1%	5.5%	5.3%	4.8%	4.2%
Bylaw Enforcement Notices	9,554	14,489	15,384	17,070	20,687 ²
Online Transactions	32%	35%	39%	43%	49%

¹ Statistics not available as the City did not conduct the Citizen Satisfaction Survey in 2014.

² The increase stems from proactive enforcement of Stage 3 water restrictions and off-leash dog enforcement.

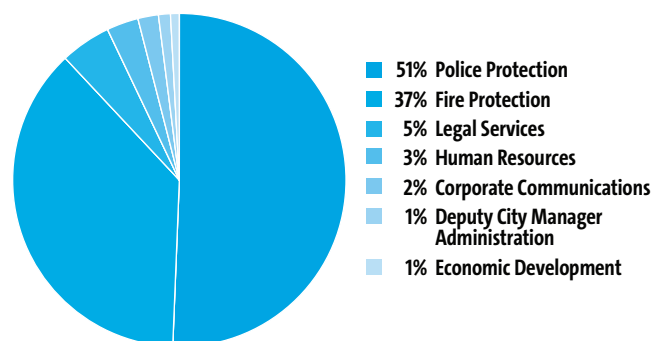
Deputy City Manager's Office

Expenditures by Type



Deputy City Manager's Office

Expenditures by Function



2017 City of Coquitlam Budget

General Operating Deputy City Manager	2016 Actual	2016 Budget	2017 Budget	2018 Budget	2019 Budget	2020 Budget	2021 Budget
Expenditures							
Division: (220) Legal Services							
Legal Services	771,205	879,099	870,799	873,019	873,019	875,239	873,019
Bylaw Enforcement	1,853,307	1,898,963	1,957,245	1,980,378	1,993,125	2,004,308	2,005,924
Licensing	499,815	547,960	636,780	645,500	650,301	655,719	657,114
Total Division: (220) Legal Services	3,124,327	3,326,022	3,464,824	3,498,897	3,516,445	3,535,266	3,536,057
Division: (620) Deputy City Manager Administration							
Deputy City Manager Administration	778,454	843,254	827,344	836,537	839,794	840,602	837,794
Total Division: (620) Deputy City Manager Administration	778,454	843,254	827,344	836,537	839,794	840,602	837,794
Division: (250) Human Resources							
Human Resources Administration	1,540,302	1,490,135	1,402,537	1,430,033	1,442,137	1,449,384	1,445,270
Employee Development, Safety & Health	859,447	775,582	779,607	787,152	787,183	789,103	787,183
Total Division: (250) Human Resources	2,399,749	2,265,717	2,182,144	2,217,185	2,229,320	2,238,487	2,232,453

2017 City of Coquitlam Budget

General Operating Deputy City Manager	2016 Actual	2016 Budget	2017 Budget	2018 Budget	2019 Budget	2020 Budget	2021 Budget
Division: (260) Corporate Planning							
Corporate Planning	125	0	0	0	0	0	0
Total Division: (260) Corporate Planning	125	0	0	0	0	0	0
Division: (280) Corporate Communications							
Corporate Communications	1,415,790	1,409,051	1,408,586	1,415,804	1,419,753	1,427,148	1,428,039
Total Division: (280) Corporate Communications	1,415,790	1,409,051	1,408,586	1,415,804	1,419,753	1,427,148	1,428,039
Division: (610) Fire Protection							
Coquitlam Emergency Program	277,187	328,540	332,854	333,352	333,352	333,849	333,352
Fire Administration	1,974,065	1,838,218	1,810,246	1,827,844	1,834,698	1,847,576	1,845,244
Fire Communications	1,081,822	1,334,902	1,489,426	1,489,426	1,491,703	1,493,015	1,496,256
Fire Prevention	898,488	957,048	915,916	937,361	948,671	953,636	950,271
Fire Suppression	20,998,850	20,745,881	21,089,602	21,320,015	21,445,623	21,529,593	21,551,074
Fire Training Division	780,787	471,742	496,343	500,393	500,393	501,534	500,393
Fire Facility Maintenance	279,502	335,408	335,089	339,611	344,022	348,601	353,356
Total Division: (610) Fire Protection	26,290,701	26,011,739	26,469,476	26,748,002	26,898,462	27,007,804	27,029,946
Division: (630) Police Protection							
Police Administration Operations	6,746,907	6,803,769	6,973,785	7,059,486	7,108,766	7,165,446	7,161,579
Community Policing	904,025	975,725	973,775	977,951	978,108	980,879	978,436
Police Contract	22,314,465	26,600,577	27,271,676	27,934,171	28,615,756	29,364,762	30,130,647
Police Facility Management	566,180	522,949	487,973	491,490	494,914	498,471	502,168
E-Comm	163,092	151,776	151,776	151,776	151,776	151,776	151,776
Total Division: (630) Police Protection	30,694,669	35,054,796	35,858,985	36,614,874	37,349,320	38,161,334	38,924,606
Division: (650) Economic Development							
Economic Development	557,045	599,575	595,589	596,932	398,384	399,281	398,384
Total Division: (650) Economic Development	557,045	599,575	595,589	596,932	398,384	399,281	398,384
Total Expenditures	65,260,860	69,510,154	70,806,948	71,928,231	72,651,478	73,609,922	74,387,279

2017 City of Coquitlam Budget

General Operating Deputy City Manager	2016 Actual	2016 Budget	2017 Budget	2018 Budget	2019 Budget	2020 Budget	2021 Budget
Revenues							
Division: (220) Legal Services							
Legal Services	(28,104)	(59,342)	(65,782)	(65,782)	(65,782)	(65,782)	(65,782)
Bylaw Enforcement	(1,091,504)	(1,010,812)	(1,129,312)	(1,129,312)	(1,129,312)	(1,129,312)	(1,129,312)
Licensing	(1,603,645)	(1,526,915)	(1,526,915)	(1,526,915)	(1,526,915)	(1,526,915)	(1,526,915)
Total Division: (220) Legal Services	(2,723,253)	(2,597,069)	(2,722,009)	(2,722,009)	(2,722,009)	(2,722,009)	(2,722,009)
Division: (250) Human Resources							
Human Resources							
Administration	(192,080)	(110,000)	(110,000)	(110,000)	(110,000)	(110,000)	(110,000)
Employee Development, Safety & Health	(325,768)	(170,480)	(170,480)	(170,480)	(170,480)	(170,480)	(170,480)
Total Division: (250) Human Resources	(517,847)	(280,480)	(280,480)	(280,480)	(280,480)	(280,480)	(280,480)
Division: (280) Corporate Communications							
Corporate Communications	(18,015)	(8,156)	(5,000)	(5,000)	(5,000)	(5,000)	(5,000)
Total Division: (280) Corporate Communications	(18,015)	(8,156)	(5,000)	(5,000)	(5,000)	(5,000)	(5,000)
Division: (610) Fire Protection							
Coquitlam Emergency Program							
Coquitlam Emergency Program	(3,292)	(750)	(750)	(750)	(750)	(750)	(750)
Fire Administration	(13,500)	0	0	0	0	0	0
Fire Communications	(15,986)	0	0	0	0	0	0
Fire Prevention	(106,571)	(120,415)	(120,415)	(120,415)	(120,415)	(120,415)	(120,415)
Fire Suppression	(281,268)	(6,000)	(6,000)	(6,000)	(6,000)	(6,000)	(6,000)
Fire Training Division	(4,983)	0	0	0	0	0	0
Total Division: (610) Fire Protection	(425,600)	(127,165)	(127,165)	(127,165)	(127,165)	(127,165)	(127,165)
Division: (630) Police Protection							
Police Administration							
Operations	(1,675,587)	(1,608,100)	(1,608,100)	(1,608,100)	(1,608,100)	(1,608,100)	(1,608,100)
Community Policing	(93,014)	(86,990)	(86,990)	(86,990)	(86,990)	(86,990)	(86,990)
Police Contract	(3,321,340)	(3,870,230)	(3,691,863)	(3,721,328)	(3,764,410)	(3,811,823)	(3,838,632)
Police Facility Management	(95,658)	(55,000)	(55,000)	(55,000)	(55,000)	(55,000)	(55,000)
Total Division: (630) Police Protection	(5,185,598)	(5,620,320)	(5,441,953)	(5,471,418)	(5,514,500)	(5,561,913)	(5,588,722)
Division: (650) Economic Development							
Economic Development	(252,550)	(240,000)	(240,000)	(240,000)	(40,000)	(40,000)	(40,000)
Total Division: (650) Economic Development	(252,550)	(240,000)	(240,000)	(240,000)	(40,000)	(40,000)	(40,000)
Total Revenues	(9,122,864)	(8,873,190)	(8,816,607)	(8,846,072)	(8,689,154)	(8,736,567)	(8,763,376)
Net Expenditure (Contribution):	56,137,996	60,636,964	61,990,341	63,082,159	63,962,324	64,873,355	65,623,903



Fire/Rescue

Suppression

Coquitlam Fire/Rescue (CFR) provides emergency response to structure fires, medical emergencies, motor vehicle incidents, public assistance requests, and animal rescues all adding to the service to our citizens.

Additionally, CFR provides emergency response and specialized technical rescues such as those involving heights, industry, SkyTrain, confined space, trench and water. Hazardous Materials incidents at railways, trucking or other modes of transport are mitigated by highly trained, equipped and certified personnel operating out of the Austin Heights Fire Hall. CFR is also trained and equipped in wildland urban interface firefighting and can provide exterior structural sprinkler protection in that environment.

Emergency Program

The Emergency Program Manager is responsible for coordinating the emergency planning of all internal and external resources to address any man-made or natural disaster that may occur in the city. Emergency preparedness includes the preparation and planning to safeguard the health, safety and welfare of Coquitlam citizens and to provide effective response and recovery as much as possible.

This office is also responsible for the effective use of the emergency operations centers, the organization and preparedness of staff and volunteers, and for the promotion of public and corporate emergency preparedness.

Fire Prevention, Education and Investigation

CFR is very active in promoting Fire Prevention and Education Programs, which aid in reducing the number of fire-related injuries or death and

property loss. Citizens benefit from various prevention programs such as school education, fire extinguisher training, fire reduction instruction, juvenile fire setter intervention, public relation events and post emergency “After the Fire” visits.

As well as their commitment to public life safety, fire prevention staff are also trained to conduct fire investigations for cause determination as well as prepare pre-incident plans and conduct plan checking for new construction compliance to the Fire Code related to life-safety issues.

Training Division

CFR maintains a training division to coordinate, train, schedule and document the multitude of licensed, certified training and education that is required for a full-service, career fire department.

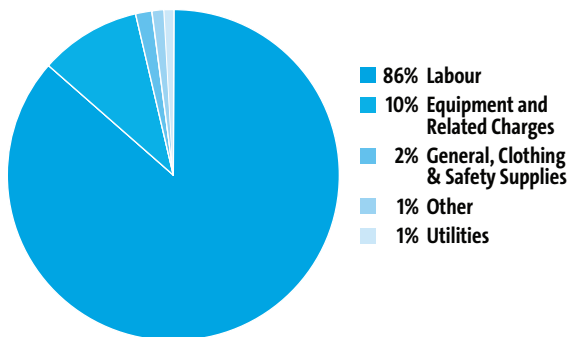


Key Performance Measures:

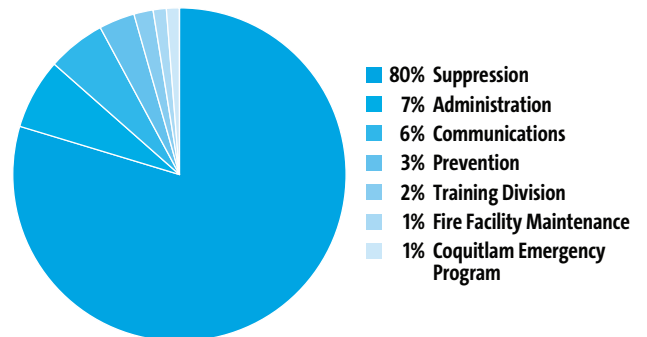
Fire / Rescue	2012	2013	2014	2015	2016
Dispatch Call Volume	7,374	7,144	769	8,394	8,229
Fire Incident Responses	6,245	6,088	1,310	6,932	7,329
Fire Response Times (in minutes)	6.3	6	6.3	6.4	6.5
Citizen Satisfaction with Fire Services	96%	98%	N/A ¹	96%	98%

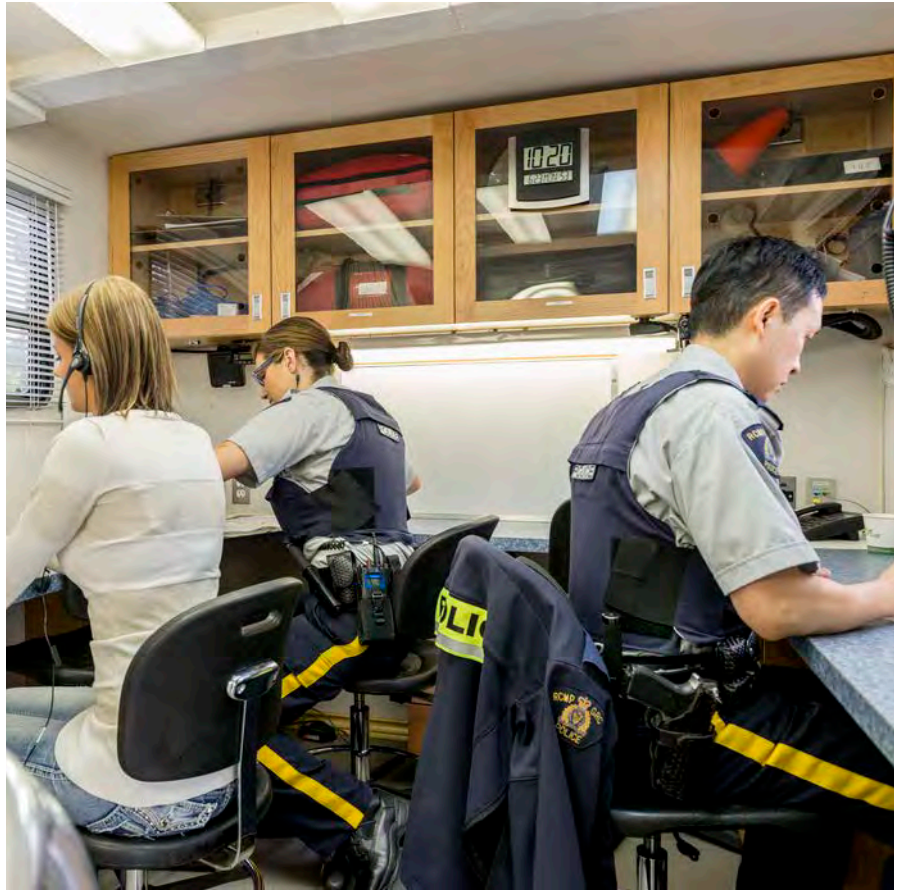
¹ Statistics not available as the City did not conduct the Citizen Satisfaction Survey in 2014.

Fire/Rescue
Expenditures by Type



Fire/Rescue
Expenditures by Function





Coquitlam RCMP Detachment

From 24/7 patrol and criminal investigations, to community-based education and crime prevention programs, the Coquitlam RCMP team of sworn police officers, municipal employees and volunteers is committed to delivering top quality, client-focused policing and public safety services to the citizens of Coquitlam.

The City of Coquitlam shares the Coquitlam RCMP's costs and services with the City of Port Coquitlam; a partnership that provides both communities with effective, efficient and affordable policing.

Focusing on three long-term strategic outcomes – enhancing public safety, promoting community engagement, and achieving organizational excellence – the Coquitlam RCMP's projects, programs and initiatives fall into the following three categories:

1. Reactive- and response-oriented policing includes responses to calls by 911 call-takers and uniformed General Duty and Traffic Services officers, as well as the work of support sections such as Major Crimes and Victim Services. Most of the Coquitlam RCMP team either does this work directly or supports those who do.

- 2. Strategic and proactive policing.** Teams like the Uniformed Crime Reduction Unit, the Community Response Team and Youth Section go beyond policing's "enforcement" mandate to work on preventing and reducing crime and disorder as opposed to responding to incidents that have already happened. Partnerships with stakeholders in local government and community organizations are vital to the success of this work.
- 3. Regional and integrated policing.** Working with other law enforcement agencies allows the Coquitlam RCMP to more effectively address "borderless" public safety such as organized crime and gang violence, and access specialized services that require specific and costly training and equipment such as police service dogs and forensic identification services.

The Coquitlam RCMP team works in partnership with the City and its staff to make Coquitlam a healthy, vibrant and safe community for residents, businesses and visitors.



Key Performance Measures:

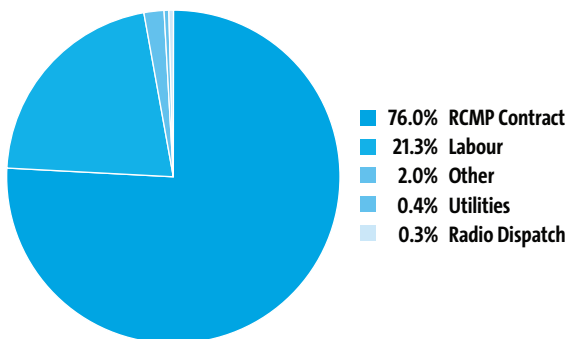
Police Services	2012	2013	2014	2015	2016
Break & Enter - Businesses & Residences	825	905	769	763	800
Theft from Vehicle	1,332	1,400	1,310	1,962	1,571
Officer per Population Ratio	828	880	871	872	N/A ¹
Case Load per Officer	48	50	49	N/A ¹	N/A ¹
Calls for service	36,604	38,029	37,419	44,308	43,429
Citizen Satisfaction with Police Services	92%	95%	N/A ²	93%	95%

1 Data is compiled and distributed annually by the BC Ministry of Justice, Police Services Division.

2 Statistics not available as the City did not conduct the Citizen Satisfaction Survey in 2014.

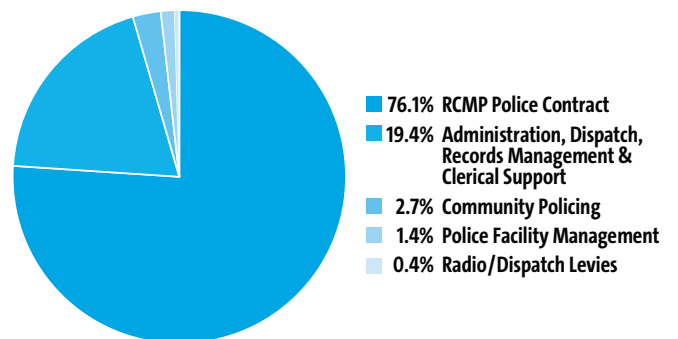
Police Services

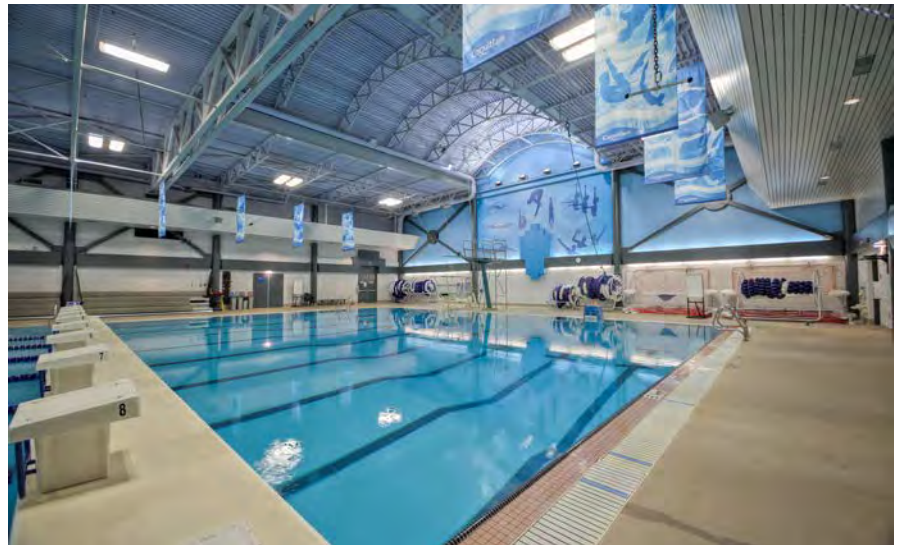
Expenditures by Type

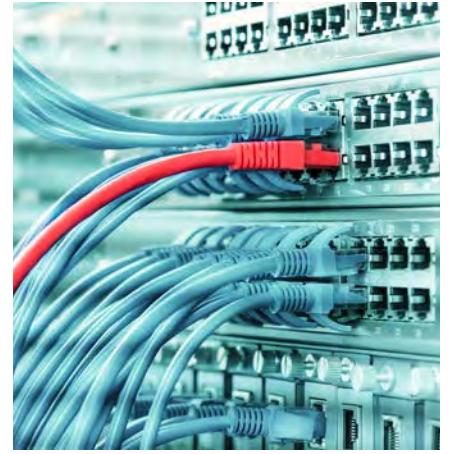


Police Services

Expenditures by Function







Finance & Technology

The Finance & Technology Department is responsible for providing leadership and support to promote the financial well-being of the City and systems to support the information and communications technology needs.

The primary goal of the department is to ensure fiscal responsibility and good stewardship of the City's assets. This is accomplished by providing long-term financial planning, annual budget development, property tax and utility calculation and collection, treasury and cash management, information systems services and support, purchasing expertise and administration as well as statutory financial reporting.

The department is made up of the following:

Accounting and Financial Reporting Division, responsible for the statutory reporting requirements of the City. This includes responsibility for the systems of transaction reporting that enables the preparation of the City's year-end Financial Statements and published Annual Report; trimester reports to Council, as well as the internal financial reporting system used for management purposes. This division also oversees the Accounts Payable and Accounts Receivable functions for the organization.

Budgets Division, responsible for Financial Planning for the City. This includes the preparation of the City's annual *Five-Year Financial Plan*, which includes the City's Operating, Utility and Capital budgets. This division also provides the financial analysis required to support corporate-wide initiatives such as business planning and other strategic initiatives.

Payroll Division, responsible for the accurate and timely preparation of employee pay in accordance with Federal and Provincial legislation, various collective agreements and City policies. This division is also responsible for the remittance and reporting of statutory deductions, preparation of T4s and Records of Employment, as well as remittance and

reporting of other non-statutory deductions including pension and union dues.

Purchasing Division, responsible for the procurement of all goods and services required by the City. This includes contracts for construction, consulting services and all non-inventory items. This division is also responsible for the Stores section, which manages the City's inventory requirements to support the City's Parks and Public Works programs and services.

Revenue Services Division, responsible for the collection and management of all City revenues. This includes property taxes billing and collection; annual residential utility (water, sewer, garbage/green waste) charges and metered utility billings; grants-in-lieu of taxes; provincial homeowner grants; local improvement charges; and the payment of taxes collected for other taxing authorities, such as School Taxes, BC Assessment, Municipal Finance Authority, Translink (transit) and Metro Vancouver.

The Revenue Services Division is also responsible for the Treasury function, which manages City investments to achieve a competitive rate of return on investments while minimizing risk and ensuring adequate cash flow is available to meet the needs of the City's annual work plans.

Information and Communications Technology Division, responsible for supporting all of the City's integrated software applications and coordinate telecommunications requirements such as phones and mobile devices. This includes the long-term capital and strategic planning for hardware and software acquisitions for the City of Coquitlam and technical support to the City's Internet and Intranet applications. The Manager, ICT also supports QNet, a municipal corporation owned by the City of Coquitlam, which enables community access to fibre optics and competitive telecommunications services.

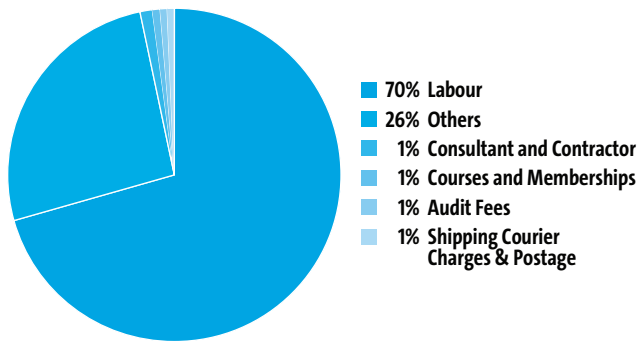
Key Performance Measures:

Financial Services	2012	2013	2014	2015	2016
Total Tax Folios	41,914	42,800	44,601	45,538	46,608
% Home Owners Grant Claimed Online	42%	46%	48%	55%	58%
Inventory Turn Over Rates	4.47	4.82	4.61	4.91	5.48
No. of Purchase Orders issued	5,750	5,858	6,449	7,498	7,754
No. of Invoices processed	14,752	14,220	14,835	16,048	16,999
QNet Fibre Utilization ¹	56,605	58,341	62,149	69,337	77,257

¹ Cumulative metres of fibre.

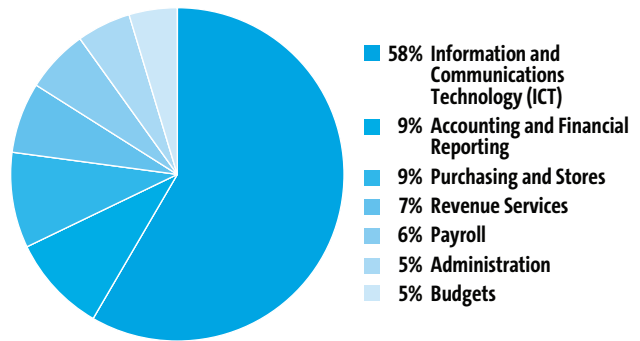
Finance & Technology

Expenditures by Type



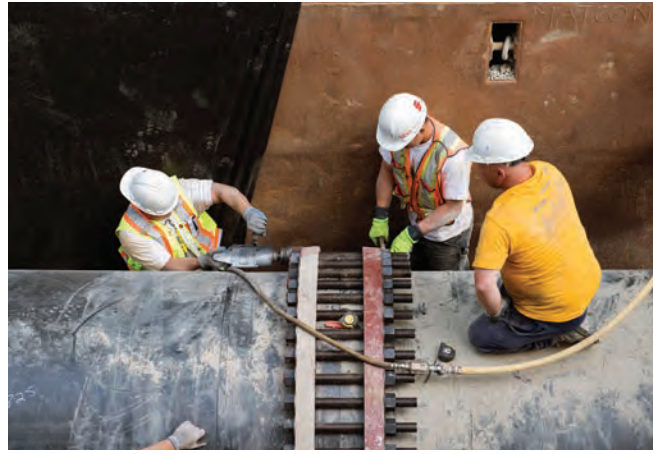
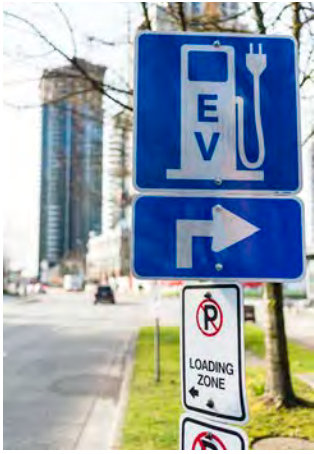
Finance & Technology

Expenditures by Function



2017 City of Coquitlam Budget

General Operating Financial Services	2016 Actual	2016 Budget	2017 Budget	2018 Budget	2019 Budget	2020 Budget	2021 Budget
Expenditures							
Division: (240) Information and Communications Technology							
Information and Communications Technology							
Administration	287,667	247,019	241,662	242,336	242,336	243,010	242,336
Technical Services	2,153,818	2,150,883	2,246,564	2,354,721	2,372,901	2,395,733	2,411,026
Application Services	2,281,152	2,407,814	2,504,792	2,585,388	2,636,482	2,696,183	2,750,993
Telecom Services	108,825	100,413	163,642	169,026	173,589	174,700	173,801
Total Division: (240) Information and Communications Technology	4,831,462	4,906,129	5,156,660	5,351,471	5,425,308	5,509,626	5,578,156
Division: (270) Financial Services							
Payroll	591,749	520,332	539,550	541,484	541,484	543,346	541,484
Financial Services Administration	460,288	656,967	462,496	463,630	463,630	464,764	463,630
Accounting	828,315	837,843	833,910	836,737	836,737	839,564	836,737
Revenue Services	586,605	615,586	604,828	611,956	614,463	616,071	614,463
Budgeting	329,344	416,579	412,322	420,443	424,012	429,254	431,288
Purchasing	545,215	535,490	532,032	534,040	534,040	536,049	534,040
Stores	276,334	288,376	285,687	286,619	286,619	287,552	286,619
Total Division: (270) Financial Services	3,617,850	3,871,173	3,670,825	3,694,909	3,700,985	3,716,600	3,708,261
Total Expenditures	8,449,312	8,777,302	8,827,485	9,046,380	9,126,293	9,226,226	9,286,417
Revenues							
Division: (240) Information and Communications Technology							
Telecom Services	(229,327)	(220,019)	(238,811)	(238,811)	(238,811)	(238,811)	(238,811)
Total Division: (240) Information and Communications Technology	(229,327)	(220,019)	(238,811)	(238,811)	(238,811)	(238,811)	(238,811)
Division: (270) Financial Services							
Payroll	(1,500)	(1,125)	(1,125)	(1,125)	(1,125)	(1,125)	(1,125)
Financial Services Administration	(46,976)	(50,750)	(50,750)	(50,750)	(50,750)	(50,750)	(50,750)
Accounting	(34,012)	(27,500)	(27,500)	(27,500)	(27,500)	(27,500)	(27,500)
Revenue Services	(133,323,944)	(138,058,864)	(143,135,586)	(148,068,781)	(152,520,800)	(157,246,644)	(161,669,662)
Purchasing	(68,083)	0	0	0	0	0	0
Total Division: (270) Financial Services	(133,474,516)	(138,138,239)	(143,214,961)	(148,148,156)	(152,600,175)	(157,326,019)	(161,749,037)
Total Revenues	(133,703,843)	(138,358,258)	(143,453,772)	(148,386,967)	(152,838,986)	(157,564,830)	(161,987,848)
Net Expenditure (Contribution):	(125,254,531)	(129,580,956)	(134,626,287)	(139,340,587)	(143,712,693)	(148,338,604)	(152,701,431)



Engineering & Public Works

The Engineering & Public Works Department plans, designs, constructs, operates and maintains the core service systems that supply water for drinking and firefighting, collects and disposes of sanitary sewage and drainage, manages the solid waste collection contract, as well as provides multi-modal transportation facilities, including roads, bridges, walkways, street lighting and traffic signal systems. The Department also maintains the corporate fleet which includes passenger vehicles, trucks, construction equipment, and small operating equipment.

The Engineering & Public Works Department is comprised of the following divisions:

- Design and Construction
- Environmental Services
- Infrastructure Planning
- Public Works
- Transportation

Engineering & Public Works conducts studies and plans, coordinates and implements the capital works program as it relates to the provision of transportation, drainage, water and sewer systems. The Department also maintains record drawings and high quality maps of the City. The Coquitlam Engineering & Public Works Department was the first agency in Canada accredited by the American Public Works Association in 1998. Building on the same principles the Department continually improves its asset management plans and practices to expand the lifecycle of the engineering and public works assets.

Engineering & Public Works also integrates responsibility for the City's environmental services, including: energy management and climate action; development and implementation of environmental programs, policies and objectives; City-wide waste reduction and collection; water conservation; and environmental protection.

Key Performance Measures:

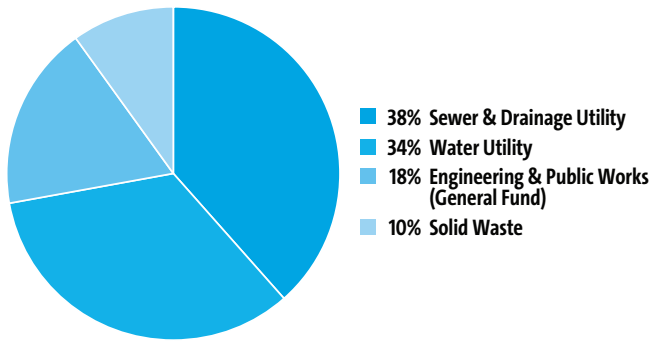
Engineering & Public Works	2012	2013	2014	2015	2016
Customer Service Requests	4,545	4,319	4,221 ¹	4,721	3,302
# Sewer Sanitary Backups	38	37	69	53	46
# Low Water Pressure Complaints	58	25	83	65	53
Citizen Satisfaction with:					
Public Works	98%	98%	N/A ²	98%	98%
Recycling & Garbage	88%	92%	N/A ²	88%	91%
Road Maintenance	76%	83%	N/A ²	80%	81%
Inspection Fee Revenues	\$805,000	\$504,000	\$571,712	\$762,696	\$751,911

1 In 2014, EPW launched a new service request system. 4,221 is a comparative number to previous years of work-order related calls.

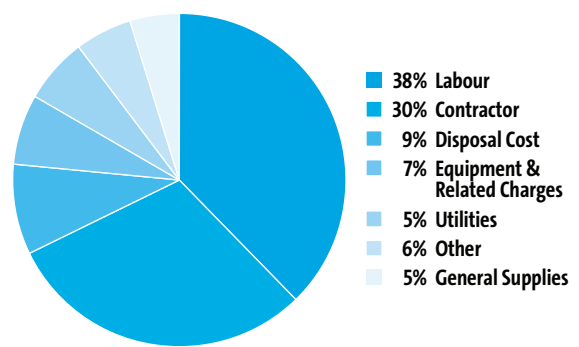
2 Statistics not available as the City did not conduct the Citizen Satisfaction Survey in 2014.



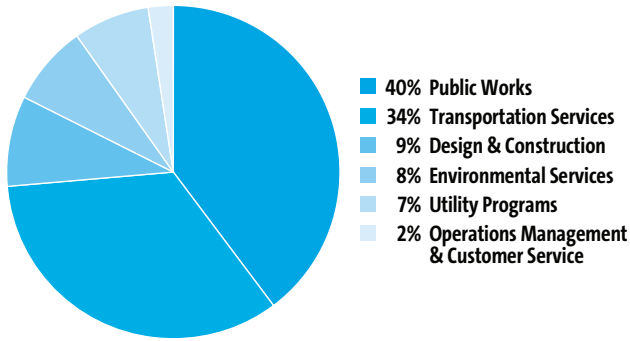
Engineering & Public Works
Expenditures by Fund



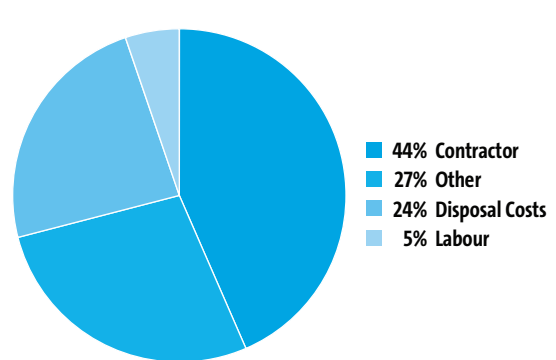
Engineering & Public Works
Expenditures by Type



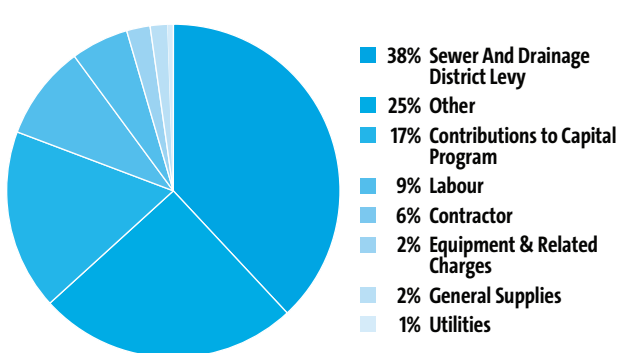
Engineering & Public Works
Expenditures by Function



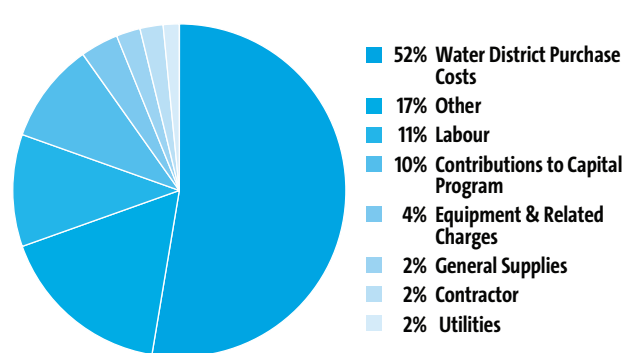
Solid Waste
Expenditures by Type



Sewer & Drainage Utility
Expenditures by Type



Water Utility
Expenditures by Type



2017 City of Coquitlam Budget

General Operating Engineering & Public Works	2016 Actual	2016 Budget	2017 Budget	2018 Budget	2019 Budget	2020 Budget	2021 Budget
Expenditures							
Division: (410) Engineering Management							
Operations General Management Administration							
	343,669	353,099	350,597	351,809	351,809	353,020	351,809
Total Division: (410) Engineering Management	343,669	353,099	350,597	351,809	351,809	353,020	351,809
Division: (420) Design and Construction							
Customer Service							
	278,572	261,865	273,372	276,660	279,143	282,755	284,302
Administrative Support							
	203,202	219,879	217,873	221,096	223,656	227,087	226,702
Infrastructure Inspections							
	611,941	668,579	676,895	686,014	686,981	689,522	686,981
Project Management							
	(9,692)	87,053	100,462	108,137	110,347	113,069	110,347
Total Division: (420) Design and Construction	1,084,022	1,237,376	1,268,602	1,291,907	1,300,127	1,312,433	1,308,332
Division: (450) Public Works							
Public Works Administration							
	433,111	454,217	452,218	453,640	453,640	455,063	453,640
Communication							
	15,845	6,671	6,734	6,734	6,734	6,734	6,734
Service Centre Administration							
	100,235	39,596	72,212	72,391	72,574	72,761	72,951
Fleet							
	18,515	0	0	0	0	0	0
Work Control							
	238,529	247,972	248,671	249,567	249,567	250,463	249,567
Roads							
	5,144,387	5,133,635	4,877,147	4,884,058	4,902,182	4,929,809	4,939,524
Methane Recovery System							
	100,638	99,840	100,650	100,650	100,650	100,650	100,650
Total Division: (450) Public Works	6,051,260	5,981,931	5,757,632	5,767,040	5,785,347	5,815,480	5,823,066
Division: (460) Transportation Services							
Traffic Operations							
	3,285,530	3,769,083	3,618,885	3,665,049	3,709,610	3,753,212	3,794,429
Parking Management							
	-	0	356,293	334,794	336,327	336,967	336,327
Transportation Planning							
	795,400	780,026	932,448	951,329	961,703	965,208	961,703
Total Division: (460) Transportation Services	4,080,931	4,549,109	4,907,626	4,951,172	5,007,640	5,055,387	5,092,459
Division: (490) Infrastructure Planning							
Survey							
	184,001	354,662	338,868	349,279	354,576	358,692	359,430
Mapping							
	587,549	570,406	572,290	578,018	578,018	580,546	578,018
Utility Programming							
	200,454	157,539	159,191	159,770	159,770	160,349	159,770
Total Division: (490) Infrastructure Planning	972,003	1,082,607	1,070,349	1,087,067	1,092,364	1,099,587	1,097,218
Division: (160) Environmental Services							
Environmental Services							
	1,117,724	1,135,127	1,128,361	1,022,633	1,022,633	1,025,558	1,022,633
Waste Management							
	7,186,663	7,615,069	8,045,280	8,492,166	8,956,480	9,467,370	9,998,040
Total Division: (160) Environmental Services	8,304,386	8,750,196	9,173,641	9,514,799	9,979,113	10,492,928	11,020,673
Total Expenditures	20,836,271	21,954,318	22,528,447	22,963,794	23,516,400	24,128,835	24,693,557

2017 City of Coquitlam Budget

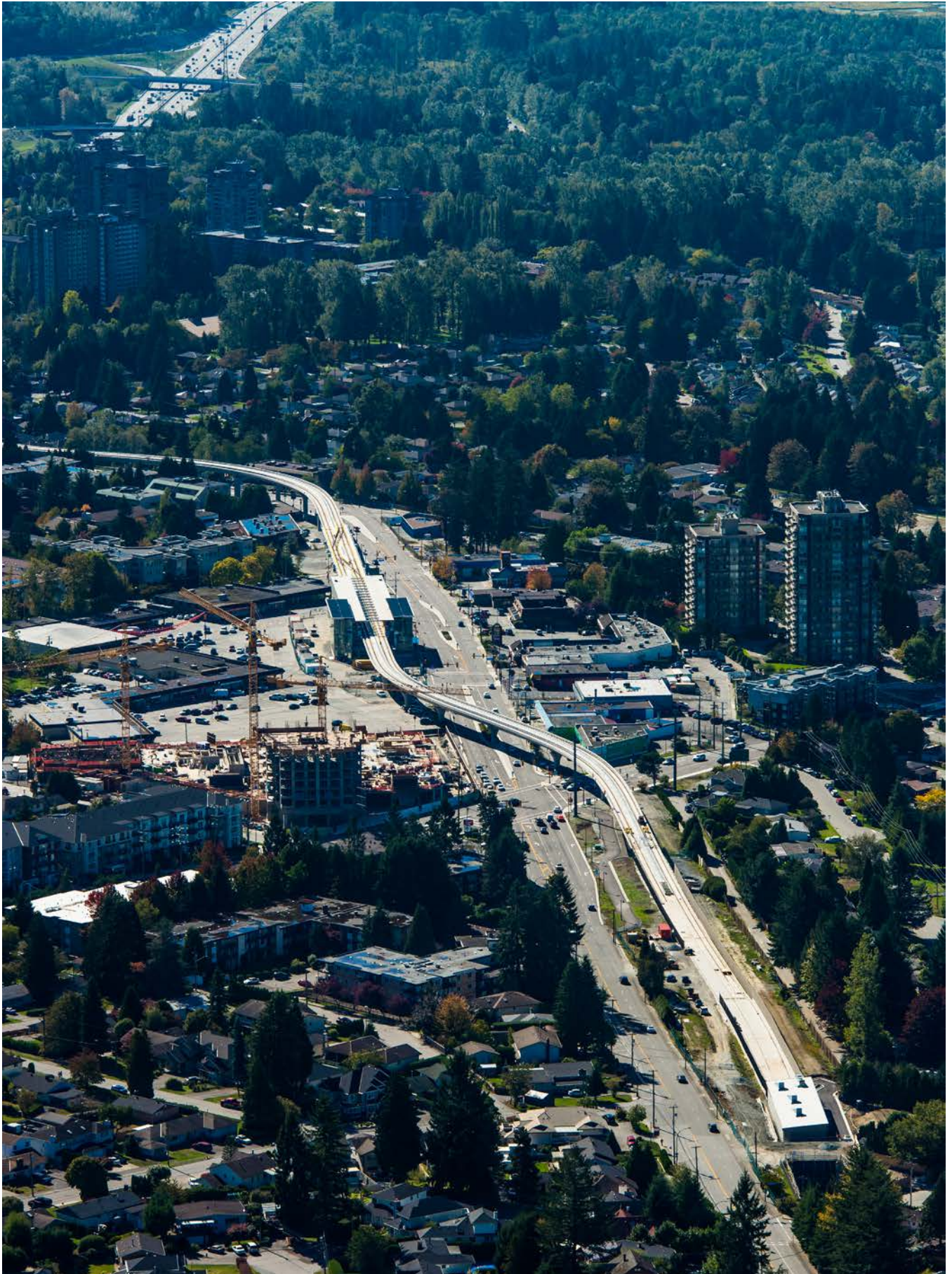
General Operating Engineering & Public Works	2016 Actual	2016 Budget	2017 Budget	2018 Budget	2019 Budget	2020 Budget	2021 Budget
Revenues							
Division: (420) Design and Construction							
Customer Service	(13,267)	(8,000)	(8,000)	(8,000)	(8,000)	(8,000)	(8,000)
Infrastructure Inspections	(762,696)	(709,549)	(709,549)	(709,549)	(709,549)	(709,549)	(709,549)
Project Management	(194,493)	(145,500)	(145,500)	(145,500)	(145,500)	(145,500)	(145,500)
Total Division: (420) Design and Construction	(970,456)	(863,049)	(863,049)	(863,049)	(863,049)	(863,049)	(863,049)
Division: (450) Public Works							
Service Centre							
Administration	(708)	0	0	0	0	0	0
Fleet	(17,529)	0	0	0	0	0	0
Work Control	(399)	0	(1,000)	(1,000)	(1,000)	(1,000)	(1,000)
Roads	(940,386)	(988,080)	(1,008,420)	(1,026,188)	(1,044,312)	(1,062,798)	(1,081,654)
Methane Recovery System	(100,638)	(99,840)	(100,650)	(100,650)	(100,650)	(100,650)	(100,650)
Total Division: (450) Public Works	(1,059,660)	(1,087,920)	(1,110,070)	(1,127,838)	(1,145,962)	(1,164,448)	(1,183,304)
Division: (460) Transportation Services							
Traffic Operations	(1,400,842)	(1,354,680)	(1,062,340)	(1,076,559)	(1,091,062)	(1,105,855)	(1,122,944)
Parking Management	-	0	(372,800)	(372,800)	(372,800)	(372,800)	(372,800)
Total Division: (460) Transportation Services	(1,400,842)	(1,354,680)	(1,435,140)	(1,449,359)	(1,463,862)	(1,478,655)	(1,495,744)
Division: (490) Infrastructure Planning							
Mapping	(21,399)	(22,000)	(22,000)	(22,000)	(22,000)	(22,000)	(22,000)
Total Division: (490) Infrastructure Planning	(21,399)	(22,000)	(22,000)	(22,000)	(22,000)	(22,000)	(22,000)
Division: (160) Environmental Services							
Environmental Services	(209,449)	(76,000)	(76,000)	(76,000)	(76,000)	(76,000)	(76,000)
Waste Management	(7,186,663)	(7,615,070)	(8,045,280)	(8,492,166)	(8,956,480)	(9,467,370)	(9,998,040)
Total Division: (160) Environmental Services	(7,396,112)	(7,691,070)	(8,121,280)	(8,568,166)	(9,032,480)	(9,543,370)	(10,074,040)
Total Revenues	(10,848,469)	(11,018,719)	(11,551,539)	(12,030,412)	(12,527,353)	(13,071,522)	(13,638,137)
Net Expenditure (Contribution):	9,987,801	10,935,599	10,976,908	10,933,382	10,989,047	11,057,313	11,055,420

2017 City of Coquitlam Budget

Sewer & Drainage Operating Engineering & Public Works	2016 Actual	2016 Budget	2017 Budget	2018 Budget	2019 Budget	2020 Budget	2021 Budget
Expenditures							
Division: (450) Public Works							
Storm Sewerage	3,746,501	3,894,353	4,018,875	4,116,974	4,161,090	4,213,749	4,260,115
Sanitary Sewerage	3,074,402	2,936,881	2,830,191	2,858,764	2,862,112	2,870,317	2,869,035
Total Division: (450) Public Works	6,820,903	6,831,234	6,849,066	6,975,738	7,023,202	7,084,066	7,129,150
Division: (490) Infrastructure Planning							
Sewer Infrastructure Management	20,853,326	21,781,523	24,104,906	26,299,323	28,881,939	31,463,928	34,241,060
Total Division: (490) Infrastructure Planning	20,853,326	21,781,523	24,104,906	26,299,323	28,881,939	31,463,928	34,241,060
Division: (160) Environmental Services							
Environmental Services	98,022	137,172	138,882	139,258	139,258	139,634	139,258
Total Division: (160) Environmental Services	98,022	137,172	138,882	139,258	139,258	139,634	139,258
Total Expenditures	27,772,251	28,749,929	31,092,854	33,414,319	36,044,399	38,687,628	41,509,468
Revenues							
Division: (450) Public Works							
Storm Sewerage	(5,127,013)	(5,102,153)	(5,422,273)	(5,791,980)	(6,187,305)	(6,610,273)	(7,062,513)
Sanitary Sewerage	(540,576)	(350,000)	(352,000)	(352,000)	(352,000)	(352,000)	(352,000)
Total Division: (450) Public Works	(5,667,589)	(5,452,153)	(5,774,273)	(6,143,980)	(6,539,305)	(6,962,273)	(7,414,513)
Division: (490) Infrastructure Planning							
Sewer Infrastructure Management	(22,387,507)	(23,297,776)	(25,318,581)	(27,270,339)	(29,505,094)	(31,725,356)	(34,094,957)
Total Division: (490) Infrastructure Planning	(22,387,507)	(23,297,776)	(25,318,581)	(27,270,339)	(29,505,094)	(31,725,356)	(34,094,957)
Total Revenues	(28,055,096)	(28,749,929)	(31,092,854)	(33,414,319)	(36,044,399)	(38,687,629)	(41,509,470)
Net Expenditure (Contribution):	(282,845)	0	0	0	0	(1)	(2)

2017 City of Coquitlam Budget

Water Operating Engineering & Public Works	2016 Actual	2016 Budget	2017 Budget	2018 Budget	2019 Budget	2020 Budget	2021 Budget
Expenditures							
Division: (450) Public Works							
Water Infrastructure Maintenance	15,477,477	18,177,254	19,028,242	19,739,262	20,460,962	21,228,061	22,028,491
Total Division: (450) Public Works	15,477,477	18,177,254	19,028,242	19,739,262	20,460,962	21,228,061	22,028,491
Division: (490) Infrastructure Planning							
Water Infrastructure Management	10,204,708	7,892,047	7,966,016	7,290,010	7,133,942	7,327,573	7,363,598
Total Division: (490) Infrastructure Planning	10,204,708	7,892,047	7,966,016	7,290,010	7,133,942	7,327,573	7,363,598
Division: (160) Environmental Services							
Environmental Services	163,780	221,273	220,229	223,217	225,672	227,824	228,605
Total Division: (160) Environmental Services	163,780	221,273	220,229	223,217	225,672	227,824	228,605
Total Expenditures	25,845,964	26,290,574	27,214,487	27,252,489	27,820,576	28,783,458	29,620,694
Revenues							
Division: (450) Public Works							
Water Infrastructure Maintenance	(439,804)	(377,000)	(377,000)	(377,000)	(377,000)	(377,000)	(376,997)
Total Division: (450) Public Works	(439,804)	(377,000)	(377,000)	(377,000)	(377,000)	(377,000)	(376,997)
Division: (490) Infrastructure Planning							
Water Infrastructure Management	(28,011,505)	(25,913,574)	(26,837,487)	(26,875,489)	(27,443,576)	(28,406,458)	(29,243,697)
Total Division: (490) Infrastructure Planning	(28,011,505)	(25,913,574)	(26,837,487)	(26,875,489)	(27,443,576)	(28,406,458)	(29,243,697)
Division: (160) Environmental Services							
Environmental Services	(11,627)	0	0	0	0	0	0
Total Division: (160) Environmental Services	(11,627)	0	0	0	0	0	0
Total Revenues	(28,462,936)	(26,290,574)	(27,214,487)	(27,252,489)	(27,820,576)	(28,783,458)	(29,620,694)
Net Expenditure (Contribution):	(2,616,971)	0	0	0	0	0	0





Planning & Development

The Planning & Development Department is responsible for developing a wide range of land use plans and strategies and for processing applications for land use changes, subdivisions, site preparation and development and building permits.

Guided by Council's vision, staff works with the public, the private sector and other levels of government to ensure that the City's planning and development reflect the community's needs and is consistent with local, regional, provincial and federal plans and policies.

Planning for the future needs of the community includes the preparation of plans and policies for shaping urban development and growth. Plans for guiding the growth of Coquitlam incorporate land use concepts and policies, transportation systems, environmental considerations, infrastructure requirements, business and service opportunities, heritage planning and neighbourhood characteristics and amenities. Planning of this scope requires extensive consultation and research.

The City of Coquitlam has a *Citywide Official Community Plan* that includes policies and plans at a general level for the whole city, as well as individual Area and Neighbourhood Plans. By following these plans and policies, Coquitlam can manage growth and change appropriately, so residents and businesses will have the amenities and infrastructure necessary for a safe and desirable community life.

Using these policies and plans as a guide, the Planning & Development Department reviews proposed development applications and advises Council on how and where development projects should proceed along with specific considerations, such as urban design, heritage and environmental protection, and servicing requirements. On subdivision, plumbing and building matters, department staff are responsible for approving applications as well as conducting inspections on new buildings and construction to ensure public safety and consistency and conformance with legislation, City Bylaws and Council policies.

Key Performance Measures

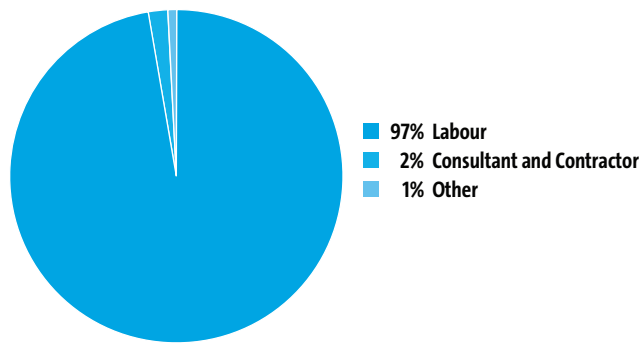
Planning and Development	2012	2013	2014	2015	2016
Total Building Permits Issued	968	888	885	915	1,069
Total Inspections Performed	19,629	17,926	18,760	19,040	20,650
Total Development Applications	447	373	345	398	356
Citizen Satisfaction with Neighbourhood Planning	78%	80%	NA ¹	77%	79%

1 Statistics not available for 2014 as the City did not conduct the Citizen Satisfaction Survey in 2014.

General Operating Planning & Development	2016 Actual	2016 Budget	2017 Budget	2018 Budget	2019 Budget	2020 Budget	2021 Budget
Expenditures							
Division: (510) Planning and Development Administration							
Planning & Development Administration	587,931	563,660	559,679	561,324	561,324	562,970	561,324
Total Division: (510) Planning and Development Administration	587,931	563,660	559,679	561,324	561,324	562,970	561,324
Division: (520) Community Planning							
Community Planning	1,132,222	1,338,777	1,402,283	1,431,959	1,452,545	1,472,396	1,480,377
Total Division: (520) Community Planning	1,132,222	1,338,777	1,402,283	1,431,959	1,452,545	1,472,396	1,480,377
Division: (530) Development Services							
Development Services Administration	160,182	210,779	224,352	225,081	225,081	225,810	225,081
Development Planning	1,247,331	1,467,313	1,424,487	1,472,998	1,507,312	1,541,641	1,560,312
Development Servicing	406,065	674,717	780,903	795,568	807,848	818,038	820,966
Total Division: (530) Development Services	1,813,578	2,352,809	2,429,742	2,493,647	2,540,241	2,585,489	2,606,359
Division: (540) Building Permits							
Inspections	1,293,469	1,420,132	1,545,737	1,556,163	1,559,312	1,568,078	1,566,125
Permits	1,814,974	1,811,229	1,837,970	1,864,624	1,884,754	1,911,666	1,918,152
Total Division: (540) Building Permits	3,108,443	3,231,361	3,383,707	3,420,787	3,444,066	3,479,744	3,484,277
Total Expenditures	6,642,174	7,486,607	7,775,411	7,907,717	7,998,176	8,100,599	8,132,337
Revenues							
Division: (510) Planning and Development Administration							
Planning & Development Administration	(9,219)	0	0	0	0	0	0
Total Division: (510) Planning and Development Administration	(9,219)	0	0	0	0	0	0

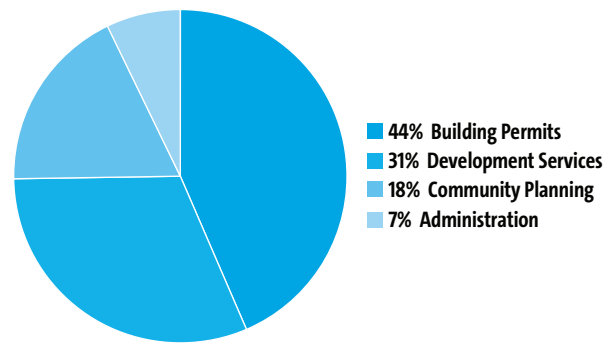
Planning & Development

Expenditures by Type



Planning & Development

Expenditures by Function



General Operating Planning & Development	2016 Actual	2016 Budget	2017 Budget	2018 Budget	2019 Budget	2020 Budget	2021 Budget
Division: (530) Development Services							
Development Services							
Administration	(8,511)	(15,344)	(15,344)	(15,344)	(15,344)	(15,344)	(15,344)
Development Planning	(615,962)	(535,480)	(581,860)	(581,860)	(581,860)	(581,860)	(581,860)
Development Servicing	(2,475)	(5,518)	(5,518)	(5,518)	(5,518)	(5,518)	(5,518)
Total Division: (530) Development Services	(626,948)	(556,342)	(602,722)	(602,722)	(602,722)	(602,722)	(602,722)
Division: (540) Building Permits							
Inspections	242	0	0	0	0	0	0
Permits	(3,835,653)	(4,559,837)	(4,759,770)	(4,759,770)	(4,759,770)	(4,759,770)	(4,759,770)
Total Division: (540) Building Permits	(3,835,411)	(4,559,837)	(4,759,770)	(4,759,770)	(4,759,770)	(4,759,770)	(4,759,770)
Total Revenues	(4,471,578)	(5,116,179)	(5,362,492)	(5,362,492)	(5,362,492)	(5,362,492)	(5,362,492)
Net Expenditure (Contribution):	2,170,596	2,370,428	2,412,919	2,545,225	2,635,684	2,738,107	2,769,845



Parks, Recreation & Culture

Parks, Recreation & Culture Services' vision is to create exceptional experiences for everyone in Coquitlam by creating parks, recreation, and cultural experiences that are innovative, balanced and accessible to all while supporting healthy lifestyles and social connections. Key goals for the Department are encouraging physical activity, volunteerism, the development of new skills, fostering an appreciation of nature, protecting parks and cultural assets for future generations and contributing to the economic vibrancy of the City.

City parks and facilities are designed and maintained to create a positive experience whether for organized groups or casual activity. The City's recreation and culture centres encourage active participation for all ages and ability levels in friendly, welcoming environments. There is always something new to learn or a new friend to meet through Coquitlam's recreation and cultural opportunities, whether interests are in lifelong learning, health and fitness, sports, performing arts, swimming, skating, arts and crafts, day camps and more.

The Department also liaises with community organizations including cultural groups who utilize civic facilities and services to deliver a wide range of programs and events such as the Coquitlam Public Library, Place des Arts, Evergreen Cultural Centre, Mackin House and Place Maillardville.

Parks, Recreation and Cultural assets, programs and services are among the most treasured of the City's services and are comprised of the following service areas:

Recreation Services and Facilities, including:

- Aquatics
- Arena Sports
- Community Centres
- Indoor Sports and Physical Activity
- Racquet Sports
- Sport Hosting Events
- Volunteering

Parks Services and Amenities, including:

- Cemetery
- Community Beautification
- Developed Parks
- Natural Green Spaces
- Outdoor Recreation
- Sports Fields

Culture Services and Facilities, including:

- Community Heritage
- Festivals & Events
- Literacy and Learning
- Performing Arts
- Public Art
- Visual Arts

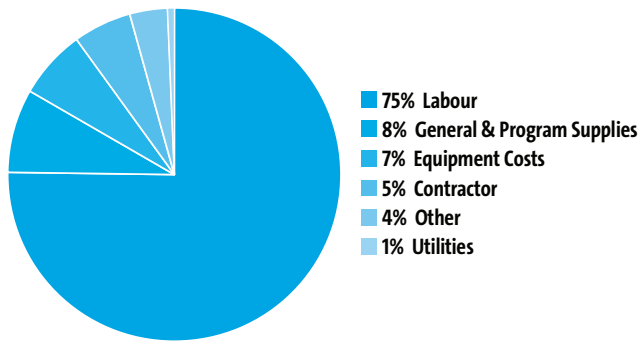
Key Performance Measures:

Parks, Recreation & Culture	2012	2013	2014	2015	2016
Total Recreation Admissions	802,950	818,092	791,751 ¹	825,318	831,203
Number of Low/No Cost Program Participants	14,593	15,444	11,740 ²	14,469	16,169
% Sportsfield Use	86%	84%	N/A ³	83%	83%
Online Registrations	29%	30%	37%	39%	41%
Citizen Satisfaction with:					
Parks, trails, green space	96%	97%	N/A ³	97%	96%
Recreational and cultural opportunities	92%	93%	N/A ³	93%	94%
Sports fields	92%	94%	N/A ³	93%	93%

- 1 The slightly decreased number of total admissions is due to the counter at the CCAC being non-functional due to repair in the fall of 2014.
- 2 The decrease in the number of registered low and no cost programs for 2014 reflects that the majority of low- and no-cost programs were moved from registered to drop-in programs, such as the Westminster Savings free swim and toonie skates.
- 3 Statistics not available as the City did not conduct the Citizen Satisfaction Survey in 2014.

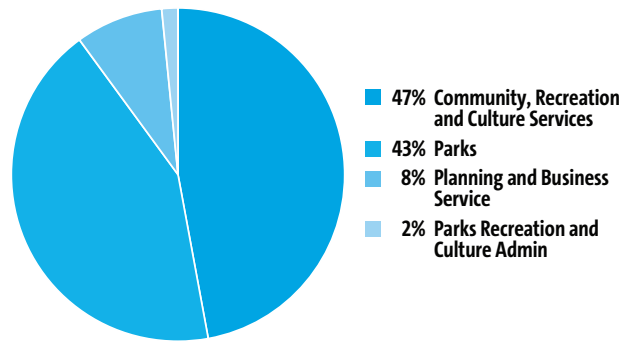
Parks, Recreation and Culture Services

Expenditures by Type



Parks, Recreation and Culture Services

Expenditures by Function



2017 City of Coquitlam Budget

General Operating Parks, Recreation & Culture	2016 Actual	2016 Budget	2017 Budget	2018 Budget	2019 Budget	2020 Budget	2021 Budget
Expenditures							
Division: (310) Parks, Recreation and Culture Services Admin							
Parks, Recreation and Culture Administration	382,527	390,802	387,546	388,721	388,721	389,897	388,721
Total Division: (310) Parks, Recreation and Culture Services Admin	382,527	390,802	387,546	388,721	388,721	389,897	388,721
Division: (320) Planning and Business Services							
Admin Services	230,516	250,587	233,701	235,980	235,980	236,709	235,980
Bookings	198,732	216,677	212,250	213,443	213,443	213,903	213,443
Performance Analysis	85,226	85,141	84,827	85,153	85,153	85,479	85,153
Business Services Admin	295,375	295,342	293,268	293,829	293,829	294,390	293,829
Planning and Business Services Admin	229,382	187,053	184,486	185,181	185,181	185,875	185,181
Partnerships & Policy	297,467	362,777	404,232	367,730	369,991	373,807	373,421
Park Planning & Design	612,399	650,575	685,278	700,271	712,160	719,562	720,581
Total Division: (320) Planning and Business Services	1,949,096	2,048,152	2,098,042	2,081,587	2,095,737	2,109,725	2,107,588
Division: (330) Parks							
Parks Admin	319,740	203,570	201,196	201,838	201,838	202,480	201,838
Cemetery Services	606,160	434,683	446,779	458,167	460,109	464,436	466,454
Urban Parks Operations	422,828	511,385	521,654	523,386	523,609	523,845	524,095
Westwood Plateau Specified Area Maintenance	74,229	98,761	98,850	98,850	98,850	98,850	98,850
Pacific Reach Specified Area Maintenance	110,444	110,000	111,000	111,000	111,000	111,000	111,000

2017 City of Coquitlam Budget

General Operating Parks, Recreation & Culture	2016 Actual	2016 Budget	2017 Budget	2018 Budget	2019 Budget	2020 Budget	2021 Budget
Parks Services Community Programs and Events	95,218	68,611	81,312	81,643	81,643	81,974	81,643
Landscape Services	2,701,654	2,903,992	2,838,346	2,851,437	2,856,643	2,862,431	2,857,183
Sport Services	1,895,023	2,155,717	2,167,100	2,176,458	2,178,633	2,185,595	2,183,120
Infrastructure Maintenance	1,850,781	2,105,575	2,173,209	2,185,717	2,188,044	2,193,527	2,189,032
Urban Forestry Operations	1,775,477	1,624,366	1,952,783	1,915,600	1,919,124	1,926,373	1,926,712
Total Division: (330) Parks	9,851,554	10,216,660	10,592,229	10,604,096	10,619,493	10,650,511	10,639,927
Division: (390) Community Rec and Culture Services							
Community Rec - Aquatics Arenas & Fitness Admin	148,701	149,817	147,743	148,304	148,304	148,865	148,304
Community Rec - Programs Health & Wellness Admin	158,469	182,377	180,374	180,935	180,935	181,496	180,935
PSLC-Arenas	378,134	359,744	309,106	309,394	309,394	309,682	309,394
Poirier Community Centre	513,876	489,564	487,847	490,279	490,279	490,812	490,279
Dogwood Pavilion	715,610	713,684	712,908	714,316	714,316	715,725	714,316
Planet Ice	788,741	811,295	835,634	835,634	835,634	835,634	835,634
Scout Hall	224	0	0	0	0	0	0
Centennial Activity Centre	217,020	184,950	185,288	185,288	185,288	185,288	185,288
PSLC-Aquatics	2,162,157	2,144,897	2,252,838	2,257,708	2,257,708	2,260,423	2,257,708
Outdoor Pools	276,169	310,864	316,587	316,587	316,587	316,587	316,587
Cultural Services	944,535	1,427,364	1,074,882	887,120	887,120	888,508	887,120
Community Recreation & Culture Admin	223,160	169,324	166,950	167,592	167,592	168,234	167,592
City Centre Aquatics Complex	2,420,822	2,407,145	2,383,141	2,387,714	2,390,974	2,393,038	2,391,550
Pinetree Community Centre	1,194,791	1,267,443	1,247,068	1,256,836	1,263,383	1,268,296	1,266,883
Victoria Community Hall	34,785	55,065	55,161	55,161	55,161	55,161	55,161
Summit Community Centre	70,662	68,621	68,768	68,768	68,768	68,768	68,768
Glen Pine Pavilion	737,989	756,580	765,757	770,245	771,144	772,553	771,144
Community Services	257,407	312,818	290,117	290,988	290,988	291,859	290,988
Neighbourhood and Outdoor Recreation	157,783	136,244	156,066	156,354	156,354	156,642	156,354
Poirier Forum	10,842	4,188	4,188	4,188	4,188	4,188	4,188
Total Division: (390) Community Rec and Culture Services	11,411,877	11,951,984	11,640,423	11,483,411	11,494,117	11,511,759	11,498,193
Total Expenditures	23,595,053	24,607,598	24,718,240	24,557,815	24,598,068	24,661,892	24,634,429

2017 City of Coquitlam Budget

General Operating Parks, Recreation & Culture	2016 Actual	2016 Budget	2017 Budget	2018 Budget	2019 Budget	2020 Budget	2021 Budget
Revenues							
Division: (310) Parks, Recreation and Culture Services Admin							
Parks, Recreation and Culture Administration	(17,571)	0	0	0	0	0	0
Total Division: (310) Parks, Recreation and Culture Services Admin	(17,571)	0	0	0	0	0	0
Division: (320) Planning and Business Services							
Business Services Admin	(61,435)	(61,831)	(61,831)	(61,831)	(61,831)	(61,831)	(61,831)
Planning and Business Services Admin	(621)	0	0	0	0	0	0
Partnerships & Policy	(8,130)	0	(40,123)	0	0	0	0
Total Division: (320) Planning and Business Services	(70,186)	(61,831)	(101,954)	(61,831)	(61,831)	(61,831)	(61,831)
Division: (330) Parks							
Parks Admin	(42,500)	(9,000)	(9,000)	(9,000)	(9,000)	(9,000)	(9,000)
Cemetery Services	(606,160)	(434,683)	(446,779)	(458,167)	(460,109)	(464,436)	(466,454)
Urban Parks Operations	(76,368)	(12,166)	(12,166)	(12,166)	(12,166)	(12,166)	(12,166)
Westwood Plateau Specified Area Maintenance	(74,228)	(98,761)	(98,850)	(98,850)	(98,850)	(98,850)	(98,850)
Pacific Reach Specified Area Maintenance	(110,444)	(110,000)	(111,000)	(111,000)	(111,000)	(111,000)	(111,000)
Parks Services Community Programs and Events	(10,400)	0	0	0	0	0	0
Landscape Services	(104,438)	0	(3,000)	(3,000)	(3,000)	(3,000)	(3,000)
Sport Services	(164,538)	(177,573)	(171,283)	(172,573)	(172,573)	(172,573)	(172,573)
Infrastructure Maintenance	(1,509)	0	0	0	0	0	0
Urban Forestry Operations	(77,273)	(4,000)	(8,000)	(8,000)	(8,000)	(8,000)	(8,000)
Total Division: (330) Parks	(1,267,859)	(846,183)	(860,078)	(872,756)	(874,698)	(879,025)	(881,043)
Division: (390) Community Rec and Culture Services							
Community Rec - Aquatics Arenas & Fitness Admin	(5,879)	(26,000)	(6,000)	(6,000)	(6,000)	(6,000)	(6,000)
Community Rec - Programs Health & Wellness Admin	(38,700)	(88,700)	(38,700)	(38,700)	(38,700)	(38,700)	(38,700)
PSLC-Arenas	(1,045,027)	(1,028,676)	(1,036,185)	(1,035,386)	(1,035,386)	(1,035,386)	(1,035,386)
Poirier Community Centre	(323,711)	(261,737)	(261,887)	(262,037)	(262,037)	(262,037)	(262,037)
Dogwood Pavilion	(346,451)	(342,193)	(342,733)	(343,293)	(343,293)	(343,293)	(343,293)
Planet Ice	(312,084)	(291,930)	(297,130)	(300,080)	(300,080)	(300,080)	(300,080)
Scout Hall	(6,582)	(12,150)	(12,150)	(12,150)	(12,150)	(12,150)	(12,150)
Centennial Activity Centre	(187,633)	(135,000)	(135,000)	(135,000)	(135,000)	(135,000)	(135,000)
PSLC-Aquatics	(1,885,289)	(1,842,387)	(1,862,632)	(1,872,537)	(1,872,537)	(1,872,537)	(1,872,537)
Outdoor Pools	(202,063)	(148,843)	(160,093)	(160,093)	(160,093)	(160,093)	(160,093)
Cultural Services	(474,881)	(827,225)	(247,800)	(72,000)	(72,000)	(72,000)	(72,000)

2017 City of Coquitlam Budget

General Operating Parks, Recreation & Culture	2016 Actual	2016 Budget	2017 Budget	2018 Budget	2019 Budget	2020 Budget	2021 Budget
City Centre Aquatics Complex	(2,152,490)	(2,065,110)	(2,134,469)	(2,143,810)	(2,143,810)	(2,143,810)	(2,143,810)
Pinetree Community Centre	(767,060)	(635,970)	(707,340)	(708,560)	(708,560)	(708,560)	(708,560)
Victoria Community Hall	(34,206)	(52,267)	(52,357)	(52,617)	(52,617)	(52,617)	(52,617)
Summit Community Centre	(62,530)	(50,110)	(50,110)	(50,110)	(50,110)	(50,110)	(50,110)
Glen Pine Pavilion	(344,240)	(361,406)	(366,481)	(366,706)	(366,706)	(366,706)	(366,706)
Community Services	-	(2,000)	(2,000)	(2,000)	(2,000)	(2,000)	(2,000)
Neighbourhood and Outdoor Recreation	(73,424)	(48,800)	(68,800)	(68,800)	(68,800)	(68,800)	(68,800)
Poirier Forum	(70,018)	(65,636)	(65,938)	(66,836)	(66,836)	(66,836)	(66,836)
Total Division: (390) Community Rec and Culture Services	(8,332,268)	(8,286,140)	(7,847,805)	(7,696,715)	(7,696,715)	(7,696,715)	(7,696,715)
Total Revenues	(9,687,884)	(9,194,154)	(8,809,837)	(8,631,302)	(8,633,244)	(8,637,571)	(8,639,589)
Net Expenditure (Contribution):	13,907,169	15,413,444	15,908,403	15,926,513	15,964,824	16,024,321	15,994,840





Strategic Initiatives

The Strategic Initiatives Department is responsible for providing vision, leadership and strategic direction in managing the City's land portfolio, facilities and projects of cross-departmental and corporate interest. Given the broad scope and complexity of corporate strategic projects, a number of other areas of the City such as planning and development services, transportation planning and construction, and parks planning are involved and consulted.

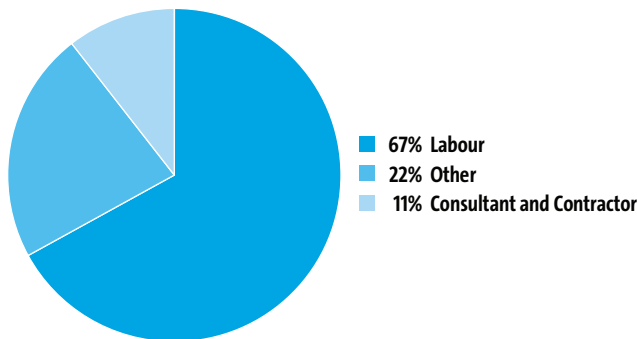
The Strategic Initiatives Department is also a centralized project management hub for facilities construction projects enabling the City's skills and expertise to be captured while ensuring the oversight of major projects is properly coordinated.



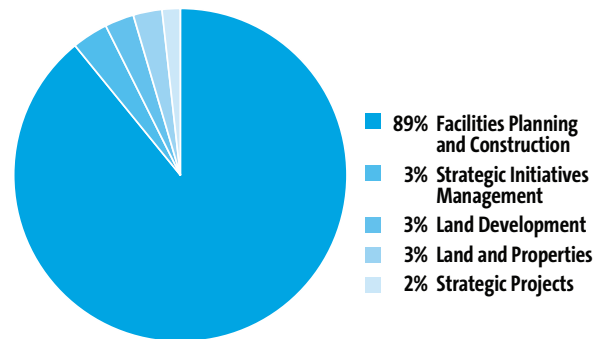
Key Performance Measures:

Strategic Initiatives	2012	2013	2014	2015	2016
Land Sale Revenues (\$ in millions)	\$15.7	\$1.3	\$15.4	0	\$57.7

Strategic Initiatives
Expenditures by Type



Strategic Initiatives
Expenditures by Function



General Operating Strategic Initiatives	2016 Actual	2016 Budget	2017 Budget	2018 Budget	2019 Budget	2020 Budget	2021 Budget
Expenditures							
Division: (190) Real Estate							
Real Estate Management	232,175	470,602	293,605	298,725	300,297	301,325	300,297
Total Division: (190) Real Estate	232,175	470,602	293,605	298,725	300,297	301,325	300,297
Division: (710) Strategic Initiatives Management							
Strategic Initiatives Administration	478,753	601,985	367,253	318,406	318,406	319,560	318,406
Total Division: (710) Strategic Initiatives Management	478,753	601,985	367,253	318,406	318,406	319,560	318,406
Division: (720) Facilities							
Facilities Operation, Maintenance & Security	971,495	1,162,199	1,243,647	1,255,139	1,257,434	1,261,605	1,261,223
Facilities Planning & Development	62	0	0	0	0	0	0

General Operating Strategic Initiatives	2016 Actual	2016 Budget	2017 Budget	2018 Budget	2019 Budget	2020 Budget	2021 Budget
Facilities Management & Construction	154,350	0	0	0	0	0	0
Building Services	2,249,238	2,145,066	2,292,794	2,213,534	2,219,234	2,229,389	2,226,352
Facility Maintenance	5,157,439	5,486,569	5,485,601	5,565,023	5,631,529	5,701,942	5,755,103
Facility Planning and Construction	502,696	0	0	0	0	0	0
Capital Construction	227,307	342,177	340,452	349,043	349,043	351,291	349,043
Total Division: (720) Facilities	9,262,586	9,136,011	9,362,494	9,382,739	9,457,240	9,544,227	9,591,721
Division: (740) Land Development							
City Lands	-	0	295,996	297,134	297,134	298,273	297,134
Total Division: (740) Land Development	-	0	295,996	297,134	297,134	298,273	297,134
Division: (750) Strategic Projects							
Strategic Projects Admin	-	0	184,785	194,437	197,060	198,570	197,060
Total Division: (750) Strategic Projects	-	0	184,785	194,437	197,060	198,570	197,060
Total Expenditures	9,973,515	10,208,598	10,504,133	10,491,441	10,570,137	10,661,955	10,704,618
Revenues							
Division: (190) Real Estate							
Real Estate Management	(82,664)	(345,438)	(101,878)	(101,878)	(101,878)	(101,878)	(101,878)
Total Division: (190) Real Estate	(82,664)	(345,438)	(101,878)	(101,878)	(101,878)	(101,878)	(101,878)
Division: (710) Strategic Initiatives Management							
Strategic Initiatives Administration	(162,861)	(90,000)	(50,000)	0	0	0	0
Total Division: (710) Strategic Initiatives Management	(162,861)	(90,000)	(50,000)	0	0	0	0
Division: (720) Facilities							
Facilities Operation, Maintenance & Security	(870,225)	(758,000)	(943,924)	(943,924)	(943,924)	(943,924)	(943,924)
Building Services	-	0	(90,000)	0	0	0	0
Facility Maintenance	(20,296)	0	0	0	0	0	0
Facility Planning and Construction	(117,577)	0	0	0	0	0	0
Total Division: (720) Facilities	(1,008,098)	(758,000)	(1,033,924)	(943,924)	(943,924)	(943,924)	(943,924)
Division: (740) Land Development							
City Lands	-	0	(295,996)	(295,996)	(295,996)	(295,996)	(295,996)
Total Division: (740) Land Development	-	0	(295,996)	(295,996)	(295,996)	(295,996)	(295,996)
Total Revenues	(1,253,624)	(1,193,438)	(1,481,798)	(1,341,798)	(1,341,798)	(1,341,798)	(1,341,798)
Net Expenditure (Contribution):	8,719,891	9,015,160	9,022,335	9,149,643	9,228,339	9,320,157	9,362,820

Chapter 7

Five-Year Capital Plan Overview

Sustainability Challenges For Infrastructure

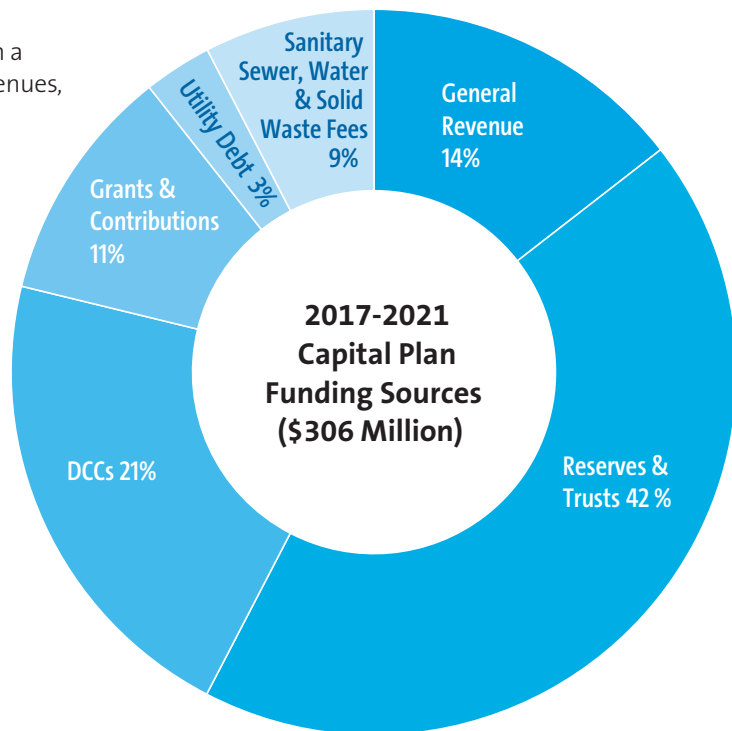
The City owns infrastructure including land with a historic value of \$1.8 billion. Over time, this infrastructure will need to be replaced at a significantly higher value and additional infrastructure will be required to support a growing community. Although the community's needs are large, it is estimated that with effective corporate planning and financial policies and direction, the City will continue to operate successfully in a complex and changing world.

Tangible Capital Assets

The City of Coquitlam, like all other local governments, was required to meet new financial reporting standards with respect to our Tangible Capital Assets on January 1, 2009. The new standard requires that all physical assets that support municipal services be inventoried and depreciated to reflect the annual cost of asset-use to decision makers and residents. The City embarked on a multi-year project of collecting and reporting the required information to meet the reporting standard and facilitate improved asset management.

Funding Sources

Funding for capital expenditures comes from a number of sources including general tax revenues, reserves, trust funds, grants, contributions from developers, businesses or partners and borrowed funds. The capital portion of the 2017-2021 Financial Plan is funded from the following sources in this adjacent graphic:



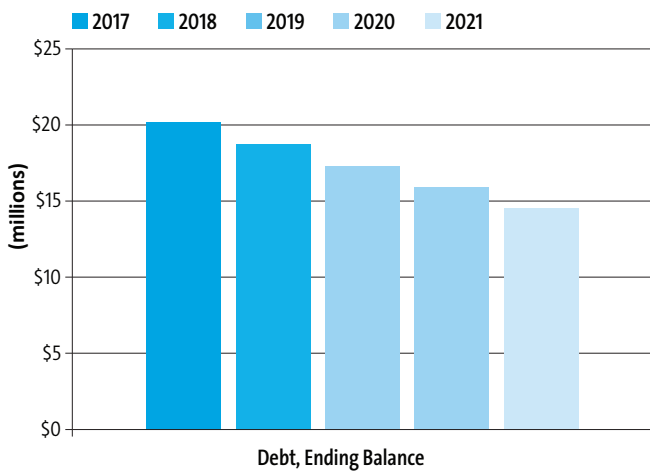
Debt Borrowing

The 2017-2021 Capital Plan includes \$9.3 million in projected borrowings. The use of long-term debt is challenging for the City because it requires an elector approval process. In the past, the City 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. Currently, the City has approximately \$20 million of long-term debt outstanding 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. While the City has significant unused debt capacity, the limiting factor on greater debt usage is the DCC cash flow needed to support long-term annual debt payments. Outstanding long-term debt at the end of 2016 was \$20 million or \$144 per capita. The City's debt level is estimated at \$19 million at the end of 2017.

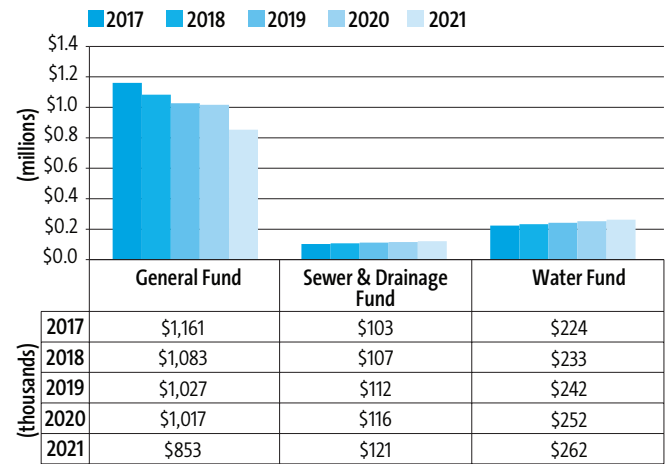


Capital Expenditure Program 2017 – 2021

Projected Debt Levels 2017 – 2021

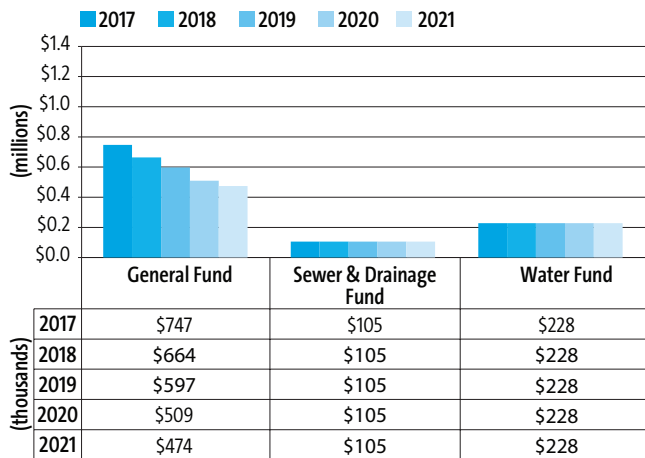


Projected Debt Principal Payments 2017 – 2021

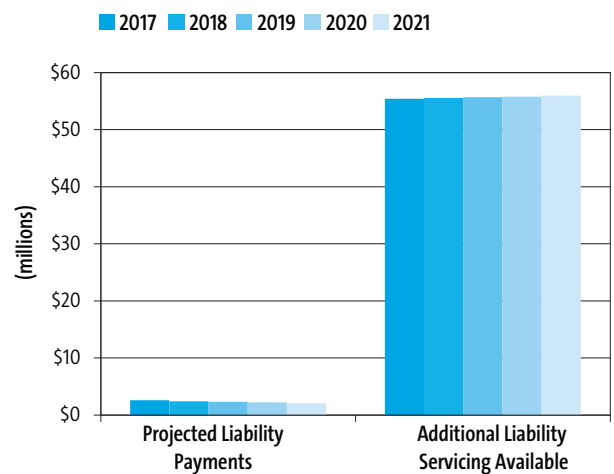




Projected Debt Interest Payments 2017 – 2021



Liability Servicing Limits 2017 – 2021



The liability servicing limit is set by the *Community Charter* and is defined as 25% of a municipality’s controllable and sustainable revenues for the previous year. For the City of Coquitlam, this liability servicing limit was \$58 million in 2015. The budgeted cost of principal and interest debt payments range from \$2 to \$3 million in the 2017-2021 financial planning period, which is below the allowable limit.

Reserve Funding

The 2017-2021 Capital Plan includes the Facility Upgrade Program, road rehabilitation, replacement of vehicles and the acquisition and development of parkland for a growing community. Some of these are ongoing projects that will continue into the 2018 to 2022 budget period. Many of these projects are funded from reserves that will result in a drawdown of the fund balances from 2017 to 2021. The following reserve balances will experience significant changes as a result of project expenditures that meet the criteria for which the reserve was intended:



- ▶ **City Centre Bonus Density Reserve** – funding for Town Centre Park improvements as well as the remainder of the Evergreen Line streetscape enhancement.
- ▶ **Community Amenity Contribution Reserve** – funding the YMCA.
- ▶ **DCC Reserves** – funding growth-related DCC-eligible projects throughout the city, including parkland acquisition, park development as well as transportation and utilities projects.
- ▶ **Land Sale Reserve** – funding technical work related to City-owned land.
- ▶ **Land Sale Reserve Investment Fund** – funding a portion of annual asset replacement needs.
- ▶ **LED Reserve** – funding the LED traffic signal replacement.
- ▶ **Lougheed Burquitlam Bonus Density Reserve** – additional funding for YMCA parking and the YMCA Community Police Station.
- ▶ **Periodic Component Replacement** – funding facility component replacements.
- ▶ **Vehicle Replacement Reserve** – funding the ongoing vehicle replacement.
- ▶ **Waste Utility Operating Reserve** – funding the City’s contribution for a new waste transfer station in 2019.

The following is the Schedule of Reserve Projections for 2017 – 2021.

City of Coquitlam	2017	2018	2019	2020	2021
CAPITAL RESERVES					
Capital Projects General Fund Reserve	13,669,373	4,265,038	2,132,519	1,066,260	533,130
Additions	-	-	-	-	-
Withdrawals	9,404,334	2,132,519	1,066,260	533,130	266,565
Balance @ December 31	4,265,038	2,132,519	1,066,260	533,130	266,565
Pavement Cut Restoration Reserve	806,066	657,423	521,848	386,561	251,569
Additions	1,357	14,425	14,713	15,008	15,308
Withdrawals	150,000	150,000	150,000	150,000	150,000
Balance @ December 31	657,423	521,848	386,561	251,569	116,877
Infrastructure Reserve	12,477,162	4,858,485	3,958,484	4,458,484	4,958,484
Additions	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000
Withdrawals	8,618,677	1,900,001	500,000	500,000	500,000
Balance @ December 31	4,858,485	3,958,484	4,458,484	4,958,484	5,458,484
Computer Infrastructure Reserve	742,421	34,636	34,636	34,636	34,636
Additions	450,000	450,000	450,000	450,000	450,000
Withdrawals	1,157,786	450,000	450,000	450,000	450,000
Balance @ December 31	34,636	34,636	34,636	34,636	34,636

City of Coquitlam	2017	2018	2019	2020	2021
Telecommunications Infrastructure Reserve	265,567	9,851	9,851	9,851	9,851
Additions	300,000	300,000	300,000	300,000	300,000
Withdrawals	555,716	300,000	300,000	300,000	300,000
Balance @ December 31	9,851	9,851	9,851	9,851	9,851
Information Technology Maintenance Reserve	666,872	11,986	11,986	11,986	11,986
Additions	-	-	-	-	-
Withdrawals	654,886	-	-	-	-
Balance @ December 31	11,986	11,986	11,986	11,986	11,986
Printing Equipment Replacement Reserve	959,399	394,750	549,750	704,750	859,750
Additions	180,000	180,000	180,000	180,000	180,000
Withdrawals	744,649	25,000	25,000	25,000	25,000
Balance @ December 31	394,750	549,750	704,750	859,750	1,014,750
Periodic Component Replacement Reserve	5,675,956	6,321,366	9,005,866	10,467,366	13,318,866
Additions	4,184,500	4,184,500	4,184,500	4,184,500	4,184,500
Withdrawals	3,539,090	1,500,000	2,723,000	1,333,000	1,333,000
Balance @ December 31	6,321,366	9,005,866	10,467,366	13,318,866	16,170,366
New Vehicle Reserve	41,978	41,978	40,989	40,989	40,989
Additions	190,000	190,000	190,000	190,000	190,000
Withdrawals	190,989	190,000	190,000	190,000	190,000
Balance @ December 31	40,989	41,978	40,989	40,989	40,989
Multi Sport Facility Reserve	215,963	215,963	215,963	215,963	215,963
Additions	-	-	-	-	-
Withdrawals	-	-	-	-	-
Balance @ December 31	215,963	215,963	215,963	215,963	215,963
Parking Facilities Reserve	33,955	955	5,955	10,955	15,955
Additions	17,000	5,000	5,000	5,000	5,000
Withdrawals	50,000	-	-	-	-
Balance @ December 31	955	5,955	10,955	15,955	20,955
Fitness Equipment Reserve	23,404	-	-	-	-
Additions	103,000	103,000	103,000	103,000	103,000
Withdrawals	126,404	103,000	103,000	103,000	103,000
Balance @ December 31	-	-	-	-	-
LED Reserve	407,707	472,707	237,707	2,707	67,707
Additions	65,000	65,000	65,000	65,000	65,000
Withdrawals	-	300,000	300,000	-	-
Balance @ December 31	472,707	237,707	2,707	67,707	132,707

City of Coquitlam	2017	2018	2019	2020	2021
Gas Tax Reserve	447,193	124,523	142,018	159,513	177,008
Additions	417,495	417,495	417,495	417,495	417,495
Withdrawals	740,165	400,000	400,000	400,000	400,000
Balance @ December 31	124,523	142,018	159,513	177,008	194,502
Restricted Debt General Fund Reserve	1,514,722	1,514,722	1,514,722	1,514,722	1,514,722
Additions	-	-	-	-	-
Withdrawals	-	-	-	-	-
Balance @ December 31	1,514,722	1,514,722	1,514,722	1,514,722	1,514,722
Local Area Service Reserve	2,235,208	983,311	983,311	983,311	983,311
Additions	300,000	500,000	500,000	500,000	500,000
Withdrawals	1,551,897	500,000	500,000	500,000	500,000
Balance @ December 31	983,311	983,311	983,311	983,311	983,311
Casino Municipal Reserve	7,215,163	6,493,878	12,081,378	17,668,878	23,256,378
Additions	5,800,000	6,737,500	6,737,500	6,737,500	6,737,500
Withdrawals	6,521,284	1,150,000	1,150,000	1,150,000	1,150,000
Balance @ December 31	6,493,878	12,081,378	17,668,878	23,256,378	28,843,878
Casino Community Reserve	109,065	14,321	151,821	339,321	426,821
Additions	825,000	962,500	962,500	962,500	962,500
Withdrawals	919,744	825,000	775,000	875,000	825,000
Balance @ December 31	14,321	151,821	339,321	426,821	564,321
Internal Financing - Reserve	564,157	564,157	564,157	564,157	564,157
Additions	-	-	-	-	-
Withdrawals	-	-	-	-	-
Balance @ December 31	564,157	564,157	564,157	564,157	564,157
Affordable Housing Reserve	9,471,219	9,563,295	10,233,295	10,903,295	11,573,295
Additions	670,000	670,000	670,000	670,000	670,000
Withdrawals	577,923	-	-	-	-
Balance @ December 31	9,563,295	10,233,295	10,903,295	11,573,295	12,243,295
City Centre Bonus Density Reserve	7,485,922	7,330,133	11,130,133	14,930,133	18,730,133
Additions	3,800,000	3,800,000	3,800,000	3,800,000	3,800,000
Withdrawals	3,955,789	-	-	-	-
Balance @ December 31	7,330,133	11,130,133	14,930,133	18,730,133	22,530,133
Density Bonus Austin Heights Reserve	593,545	693,545	693,545	793,545	893,545
Additions	100,000	100,000	100,000	100,000	100,000
Withdrawals	-	-	-	-	-
Balance @ December 31	693,545	793,545	793,545	893,545	993,545
Lougheed Burquitlam Bonus Density Reserve	6,433,858	1,720,542	3,220,542	4,720,542	6,220,542
Additions	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000
Withdrawals	6,213,317	-	-	-	-
Balance @ December 31	1,720,542	3,220,542	4,720,542	6,220,542	7,720,542

City of Coquitlam	2017	2018	2019	2020	2021
Community Amenity (CAC Citywide) Reserve	9,304	603,395	1,203,395	1,803,395	2,403,395
Additions	600,000	600,000	600,000	600,000	600,000
Withdrawals	5,909	-	-	-	-
Balance @ December 31	603,395	1,203,395	1,803,395	2,403,395	3,003,395
Community Amenity (Burquitlam/Lougheed) Reserve	2,229,524	529,524	529,524	529,524	529,524
Additions	-	-	-	-	-
Withdrawals	1,700,000	-	-	-	-
Balance @ December 31	529,524	529,524	529,524	529,524	529,524
Waste Utility Capital Reserve	479,653	271,979	271,979	271,979	271,979
Additions	-	-	-	-	-
Withdrawals	207,674	-	-	-	-
Balance @ December 31	271,979	271,979	271,979	271,979	271,979
Legacy Building Replacement Fund Reserve	28,426,694	20,071,219	22,582,474	25,279,258	28,265,192
Additions	3,616,354	3,811,255	3,996,784	4,285,934	4,526,955
Withdrawals	11,971,828	1,300,000	1,300,000	1,300,000	1,300,000
Balance @ December 31	20,071,219	22,582,474	25,279,258	28,265,192	31,492,147
Legacy Road Replacement Fund Reserve	10,998,721	11,499,746	11,598,596	12,763,670	13,994,968
Additions	1,252,626	1,318,850	1,385,074	1,451,298	1,517,522
Withdrawals	751,602	1,220,000	220,000	220,000	220,000
Balance @ December 31	11,499,746	11,598,596	12,763,670	13,994,968	15,292,490
DCC Matching Reserve	8,001,323	5,418,805	5,913,987	7,915,188	8,728,680
Additions	3,149,165	3,369,157	3,570,241	3,667,758	3,831,557
Withdrawals	5,731,683	2,873,975	1,569,040	2,854,266	1,652,502
Balance @ December 31	5,418,805	5,913,987	7,915,188	8,728,680	10,907,735
Land Sale Reserve Investment Fund	3,946,647	4,008,627	8,008,627	10,108,627	11,708,627
Additions	3,061,980	5,000,000	3,100,000	2,600,000	2,350,000
Withdrawals	3,000,000	1,000,000	1,000,000	1,000,000	1,000,000
Balance @ December 31	4,008,627	8,008,627	10,108,627	11,708,627	13,058,627
Waste Bins Replacement Reserve	850,843	1,184,176	1,517,509	1,850,842	2,184,175
Additions	333,333	333,333	333,333	333,333	333,333
Withdrawals	-	-	-	-	-
Balance @ December 31	1,184,176	1,517,509	1,850,842	2,184,175	2,517,508
TransLink Road Rehabilitation Reserve	1,961,288	114,812	146,632	178,908	211,290
Additions	1,591,812	1,622,820	1,655,276	1,688,382	1,722,150
Withdrawals	3,438,288	1,591,000	1,623,000	1,656,000	1,726,000
Balance @ December 31	114,812	146,632	178,908	211,290	207,440
TransLink Road Rehabilitation Non-Pavement Reserve	1,874,799	158,268	151,515	149,027	150,889
Additions	628,402	640,560	653,371	666,439	679,767
Withdrawals	2,344,933	647,313	655,859	664,577	673,468
Balance @ December 31	158,268	151,515	149,027	150,889	157,188

City of Coquitlam	2017	2018	2019	2020	2021
OPERATING RESERVES					
Insurance Reserve	11,595,868	11,595,868	11,595,868	11,595,868	11,595,868
Additions	-	-	-	-	-
Withdrawals	-	-	-	-	-
Balance @ December 31	11,595,868	11,595,868	11,595,868	11,595,868	11,595,868
Waste Utility Operating Reserve	2,725,436	3,725,436	4,725,436	2,725,436	3,725,436
Additions	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000
Withdrawals	-	-	3,000,000	-	-
Balance @ December 31	3,725,436	4,725,436	2,725,436	3,725,436	4,725,436
Soil Removal Reserve	555,373	570,806	358,806	496,806	634,806
Additions	160,000	160,000	160,000	160,000	160,000
Withdrawals	144,567	372,000	22,000	22,000	22,000
Balance @ December 31	570,806	358,806	496,806	634,806	772,806
Work in progress Reserve	416,132	395,193	395,193	395,193	395,193
Additions	-	-	-	-	-
Withdrawals	20,939	-	-	-	-
Balance @ December 31	395,193	395,193	395,193	395,193	395,193
RCMP Leased Accommodation (ATTF) Reserve	304,783	304,783	304,783	304,783	304,783
Additions	-	-	-	-	-
Withdrawals	-	-	-	-	-
Balance @ December 31	304,783	304,783	304,783	304,783	304,783
Public Safety Building Preventative Maintenance Reserve	338,603	412,128	509,511	606,894	704,277
Additions	97,383	97,383	97,383	97,383	97,383
Withdrawals	23,858	-	-	-	-
Balance @ December 31	412,128	509,511	606,894	704,277	801,660
Traffic Fines Reserve	524,158	524,158	524,158	524,158	524,158
Additions	-	-	-	-	-
Withdrawals	-	-	-	-	-
Balance @ December 31	524,158	524,158	524,158	524,158	524,158
Tax Appeal Reserve	1,194,254	1,194,254	1,194,254	1,194,254	1,194,254
Additions	-	-	-	-	-
Withdrawals	-	-	-	-	-
Balance @ December 31	1,194,254	1,194,254	1,194,254	1,194,254	1,194,254
Building Maintenance General Fund Reserve	1,000,002	1,206,778	1,413,554	1,620,330	1,827,106
Additions	1,006,776	1,006,776	1,006,776	1,006,776	1,006,776
Withdrawals	800,000	800,000	800,000	800,000	800,000
Balance @ December 31	1,206,778	1,413,554	1,620,330	1,827,106	2,033,882

City of Coquitlam	2017	2018	2019	2020	2021
Commodity Tax Payable Reserve	500,000	645,024	790,024	935,024	1,080,024
Additions	145,024	145,000	145,000	145,000	145,000
Withdrawals	-	-	-	-	-
Balance @ December 31	645,024	790,024	935,024	1,080,024	1,225,024
Cemetery Open/Close Reserve	232,185	232,185	232,185	232,185	232,185
Additions	-	-	-	-	-
Withdrawals	-	-	-	-	-
Balance @ December 31	232,185	232,185	232,185	232,185	232,185
EAP Program CUPE Reserve	115,936	124,686	133,436	142,186	150,936
Additions	48,750	48,750	48,750	48,750	48,751
Withdrawals	40,000	40,000	40,000	40,000	40,001
Balance @ December 31	124,686	133,436	142,186	150,936	159,686
EAP Program Excluded Reserve	12,875	13,875	14,875	15,875	16,875
Additions	6,000	6,000	6,000	6,000	6,000
Withdrawals	5,000	5,000	5,000	5,000	5,000
Balance @ December 31	13,875	14,875	15,875	16,875	17,875
Methane System Pacific Reach Reserve	427,568	484,791	542,013	599,236	656,458
Additions	97,222	97,222	97,222	97,222	97,222
Withdrawals	40,000	40,000	40,000	40,000	40,000
Balance @ December 31	484,791	542,013	599,236	656,458	713,681
Carbon Offsets Reserve	550,483	582,368	614,253	646,138	678,023
Additions	121,885	121,885	121,885	121,885	121,885
Withdrawals	90,000	90,000	90,000	90,000	90,000
Balance @ December 31	582,368	614,253	646,138	678,023	709,908
Tourism Reserve	81,287	81,287	81,287	81,287	81,287
Additions	-	-	-	-	-
Withdrawals	-	-	-	-	-
Balance @ December 31	81,287	81,287	81,287	81,287	81,287
Animal Shelter Reserve	65,019	75,048	75,048	75,048	75,048
Additions	10,028	-	-	-	-
Withdrawals	-	-	-	-	-
Balance @ December 31	75,048	75,048	75,048	75,048	75,048
WCB Reserve	272,879	326,199	380,719	435,239	489,759
Additions	160,000	160,000	160,000	160,000	160,000
Withdrawals	106,680	105,480	105,480	105,480	105,480
Balance @ December 31	326,199	380,719	435,239	489,759	544,279
Specified Area Reserve	993,077	993,077	993,077	993,077	993,077
Additions	-	-	-	-	-
Withdrawals	-	-	-	-	-
Balance @ December 31	993,077	993,077	993,077	993,077	993,077

City of Coquitlam	2017	2018	2019	2020	2021
Election Reserve	500,000	438,333	246,666	384,999	323,332
Additions	138,333	138,333	138,333	138,333	138,334
Withdrawals	200,000	330,000	-	200,000	-
Balance @ December 31	438,333	246,666	384,999	323,332	461,666
Extreme Weather Reserve	1,916,577	1,250,000	1,250,000	1,250,000	1,250,000
Additions	-	-	-	-	-
Withdrawals	666,577	-	-	-	-
Balance @ December 3	1,250,000	1,250,000	1,250,000	1,250,000	1,250,000
STATUTORY RESERVES					
Land Sales - Reserve	92,059,522	126,470,058	159,450,051	152,324,785	152,695,730
Additions	87,964,138	48,289,803	3,105,456	3,478,153	5,592,868
Withdrawals	51,994,703	18,623,713	13,430,787	6,438,003	6,445,362
Balance @ December 31	126,470,058	159,450,051	152,324,785	152,695,730	153,311,971
Vehicle Replacement Reserve	14,540,810	7,611,480	7,825,907	6,348,954	6,322,681
Additions	2,901,031	2,900,000	2,900,000	2,900,000	2,900,000
Withdrawals	9,830,361	2,685,573	4,376,953	2,926,273	2,181,139
Balance @ December 31	7,611,480	7,825,907	6,348,954	6,322,681	7,041,542
Parkland Acquisition 5% Cash In Lieu Reserve	8,536,282	2,365,195	2,293,850	2,243,850	2,193,850
Additions	157,500	300,000	300,000	300,000	300,000
Withdrawals	6,328,588	371,345	350,000	350,000	350,000
Balance @ December 31	2,365,195	2,293,850	2,243,850	2,193,850	2,143,850
DCC Parkland Acquisition Reserve	5,685,889	4,625,889	5,125,889	795,889	1,295,889
Additions	1,500,000	3,000,000	3,000,000	3,000,000	3,000,000
Withdrawals	2,560,000	2,500,000	7,330,000	2,500,000	3,970,000
Balance @ December 31	4,625,889	5,125,889	795,889	1,295,889	325,889
DCC Parkland Interest Reserve	2,203,769	2,203,769	2,203,769	2,203,769	2,203,769
Additions	-	-	-	-	-
Withdrawals	-	-	-	-	-
Balance @ December 31	2,203,769	2,203,769	2,203,769	2,203,769	2,203,769
DCC Parkland Development Reserve	2,898,265	3,244,190	36,665	118,664	124,539
Additions	2,150,000	2,000,000	2,000,000	2,000,000	2,000,000
Withdrawals	1,804,075	5,207,525	1,918,001	1,994,125	2,000,000
Balance @ December 31	3,244,190	36,665	118,664	124,539	124,539
DCC Sewer Reserve	420,370	902,699	1,303,628	1,704,557	2,061,486
Additions	800,000	800,000	800,000	800,000	1,400,000
Withdrawals	317,671	399,071	399,071	443,071	3,388,321
Balance @ December 31	902,699	1,303,628	1,704,557	2,061,486	73,165

City of Coquitlam	2017	2018	2019	2020	2021
DCC Drainage Reserve	4,601,738	3,503,738	2,237,238	2,505,238	1,501,338
Additions	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000
Withdrawals	3,098,000	3,266,500	1,732,000	3,003,900	830,000
Balance @ December 31	3,503,738	2,237,238	2,505,238	1,501,338	2,671,338
DCC Drainage Area 2 - Reserve	11,752	11,752	11,752	11,752	11,752
Additions	-	-	-	-	-
Withdrawals	-	-	-	-	-
Balance @ December 31	11,752	11,752	11,752	11,752	11,752
DCC Water Reserve	1,780,185	2,192,964	2,441,694	3,230,424	2,918,423
Additions	1,900,000	1,250,000	1,250,000	1,250,000	1,250,000
Withdrawals	1,487,220	1,001,270	461,270	1,562,001	461,270
Balance @ December 31	2,192,964	2,441,694	3,230,424	2,918,423	3,707,153
DCC Transportation Reserve	5,403,140	4,280,263	3,055,506	3,223,767	3,353,190
Additions	4,700,000	3,700,000	3,700,000	3,700,000	3,700,000
Withdrawals	5,822,877	4,924,757	3,531,739	3,570,577	4,277,577
Balance @ December 31	4,280,263	3,055,506	3,223,767	3,353,190	2,775,613
UTILITIES RESERVES					
Capital Projects Water Fund Reserve	908,847	256,128	256,128	256,128	256,128
Additions	-	-	-	-	-
Withdrawals	652,719	-	-	-	-
Balance @ December 31	256,128	256,128	256,128	256,128	256,128
Water Debt Reserve	3,510,394	3,510,394	3,510,394	3,510,394	3,510,394
Additions	-	-	-	-	-
Withdrawals	-	-	-	-	-
Balance @ December 31	3,510,394	3,510,394	3,510,394	3,510,394	3,510,394
Water Restricted Debt Reserve	249,017	249,017	249,017	249,017	249,017
Additions	-	-	-	-	-
Withdrawals	-	-	-	-	-
Balance @ December 31	249,017	249,017	249,017	249,017	249,017
Sewer Asset Replacement Reserve	8,119,066	7,628,488	7,628,488	7,628,488	7,628,488
Additions	-	-	-	-	-
Withdrawals	490,578	-	-	-	-
Balance @ December 31	7,628,488	7,628,488	7,628,488	7,628,488	7,628,488
Capital Projects Sewer Fund Reserve	6,124,878	906,572	906,572	906,572	906,572
Additions	2,723,000	2,723,000	2,723,000	2,723,000	2,723,000
Withdrawals	7,941,307	2,723,000	2,723,000	2,723,000	2,723,000
Balance @ December 31	906,572	906,572	906,572	906,572	906,572

City of Coquitlam	2017	2018	2019	2020	2021
Sewer Debt Reserve	129,007	129,007	129,007	129,007	129,007
Additions	-	-	-	-	-
Withdrawals	-	-	-	-	-
Balance @ December 31	129,007	129,007	129,007	129,007	129,007
Sewer Restricted Debt Reserve	295,409	295,409	295,409	295,409	295,409
Additions	-	-	-	-	-
Withdrawals	-	-	-	-	-
Balance @ December 31	295,409	295,409	295,409	295,409	295,409
General Debt Reserve	196,264	196,264	196,264	196,264	196,264
Additions	-	-	-	-	-
Withdrawals	-	-	-	-	-
Balance @ December 31	196,264	196,264	196,264	196,264	196,264
Building Maintenance Sewer Reserve	509,112	536,796	564,480	592,164	619,848
Additions	27,684	27,684	27,684	27,684	27,684
Withdrawals	-	-	-	-	-
Balance @ December 31	536,796	564,480	592,164	619,848	647,532
Building Maintenance Water Reserve	45,950	48,608	51,266	53,924	56,582
Additions	2,658	2,658	2,658	2,658	2,658
Withdrawals	-	-	-	-	-
Balance @ December 31	48,608	51,266	53,924	56,582	59,240



Capital Process

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 five-year cycle with annual reviews and updates. The *Five-Year Capital Plan* presented to Council includes projects that are consistent with corporate objectives and long-range plans.

The City of Coquitlam emphasizes a city-wide perspective in developing the *2017-2021 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 (OCP)* and approved Master Plans. Within this context, teams consisting of staff from one or more departments submit a prioritized list of projects within the available funding envelope to the Finance & Technology Department who coordinates the submissions. The summarized project list is then presented to the Executive Team who evaluates and prioritizes the capital projects for the *2017-2021 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:

- Strengthen Neighbourhoods,
- Grow Local Jobs, Local Prosperity,
- Increase Active Participation and Creativity,
- Enhance Sustainability of City Services and Infrastructure, and
- Achieve Excellence in Governance.

The finalized plan is presented to Council for review and approval.

Operating Cost Impact of Capital Projects

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 operation and maintenance. Projects that replace or rehabilitate existing infrastructure will typically reduce operating costs; however, this does not generally result in an overall reduction of operating costs as other aging City infrastructure not replaced are progressively more expensive to operate and maintain. An additional \$715,000 is required for the maintenance of new infrastructure, completed in 2016 and was included in the *2017-2021 Financial Plan*.

Based on standard unit costs for maintenance for the City’s existing infrastructure extrapolated for the new incentives volume, the following capital projects have an operating cost impact in 2017.

2017 Operating Costs for New Capital Projects (000s)

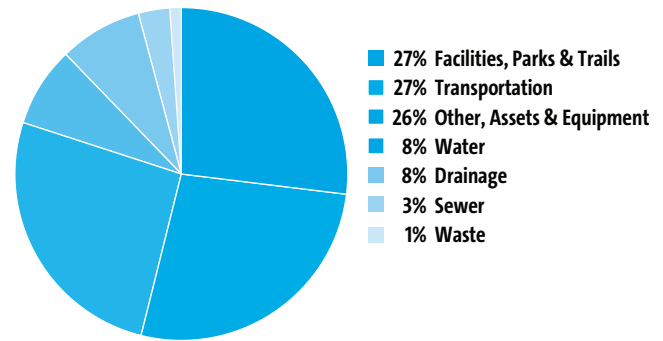
Maintenance of New Parks and Streetscapes	307
Maintenance for Evergreen Line Corridor Enhancements	115
Maintenance for New Hardware and Software	122
Maintenance for New Street Lights, Traffic Signals and Road Inventory	61
Maintenance for New City Facilities*	<u>152</u>
	<u>757</u>
Maintenance for New Utility Infrastructure	<u>97</u>
TOTAL	<u>854</u>

* In 2016 Council approved the acquisition of the Burquitlam Lions Care Society, which resulted in an additional operating cost of \$102,350. Also includes additional operating cost for the new Mundy Park Field House.

2017 – 2021 Capital Plan

The 2017 – 2021 Capital Expenditure Program adopted by Council includes approximately \$306 million to be expended on a number of projects.

Capital Expenditure Program 2017 to 2021 (\$306 million)



Capital Expenditure Program 2017 – 2021 (\$000s)

	2017	2018	2019	2020	2021	Total
Civic Facilities	12,583	2,075	4,133	2,083	2,083	22,957
Sportsfields Design/Development	775	775	775	5,775	775	8,875
Parkland Acquisition	8,525	2,875	7,753	2,875	4,360	26,388
Sports & Park Infrastructure Design Development	2,490	480	480	480	480	4,410
Trail & Pathway Design/Development	400	0	0	0	0	400
Parks Facilities Design/Development	3,410	8,205	2,655	2,752	2,798	19,820
PRC – Other	225	225	225	225	225	1,125
Facilities, Parks & Trails	28,408	14,635	16,021	14,190	10,720	83,975
Roads – Rehabilitation	6,811	6,850	6,891	6,933	7,011	34,496
Roads – Expansion	8,553	8,166	6,329	7,608	6,619	37,274
Roads – Infrastructure Management	2,497	2,162	1,840	1,509	1,388	9,396
Transportation	17,861	17,178	15,060	16,049	15,018	81,166
Waste	0	0	3,000	0	0	3,000
Waste	0	0	3,000	0	0	3,000
Drainage – Rehabilitation	2,060	4,435	4,540	1,260	1,610	13,905
Drainage – Expansion	2,150	2,550	1,000	4,810	0	10,510
Drainage – Infrastructure Management	195	125	125	125	130	700
Drainage	4,405	7,110	5,665	6,195	1,740	25,115
Sewer – Rehabilitation	599	100	176	100	100	1,075
Sewer – Expansion	305	300	300	400	3,375	4,680
Sewer – Infrastructure Management	680	510	610	510	510	2,820
Sewer	1,584	910	1,086	1,010	3,985	8,575
Water – Rehabilitation	2,010	2,220	2,140	2,210	2,280	10,860
Water – Expansion	6,350	540	0	7,979	0	14,869
Water – Infrastructure Management	80	10	10	10	10	120
Water	8,440	2,770	2,150	10,199	2,290	25,849
Land Management	13,840	13,200	8,500	6,200	1,000	42,740
Deputy City Manager	2,040	1,490	1,490	1,490	1,490	8,000
Fleet	4,680	2,686	4,377	2,926	2,181	16,850
Environmental Services	25	25	25	25	25	125
Planning	232	232	232	232	232	1,160
Others	1,908	2,553	1,753	1,753	1,753	9,720
Other, Assets & Equipment	22,725	20,186	16,377	12,626	6,681	78,595
Total Capital Expenditure	83,423	62,788	59,359	60,270	40,435	306,275

2017 Capital Projects

GROUPS	AMOUNT	DESCRIPTION
Civic & Sports Facilities	12.6M	<ul style="list-style-type: none"> Community Centre and Community Police Station in Southwest Coquitlam as well as for Facility Upgrade and Expansion Program
Sports Fields	0.8M	<ul style="list-style-type: none"> Ongoing Strategy Programs that help with maintenance of fields and ball diamonds used by sport groups and residents throughout the City
Park Purchase, and Park Infrastructure and Facilities Development	15.0M	<ul style="list-style-type: none"> Purchase of parkland for current and future community needs within Coquitlam, as approved by Council Arena infrastructure design development Park facilities design/development for: <ul style="list-style-type: none"> Cottonwood Park Riley Park Collins Park Smiling Creek Joint Elementary School / Park
Roads – Facility Rehabilitation	6.8M	<ul style="list-style-type: none"> Pavement Rehabilitation for Major Road Network, Local Road Network and Community Collector Road Network in the following areas: <ul style="list-style-type: none"> Austin Avenue, North Road to Guilby Street and Blue Mountain Street to Gatensbury Street Spuraway Avenue, Mariner Way to Ranch Park Way Linton Street, Foster Avenue to Como Lake Avenue
Roads – Facility Expansion	8.6M	<ul style="list-style-type: none"> Ongoing Sidewalk Improvement Program Major arterial road improvements and road expansion for: <ul style="list-style-type: none"> David Avenue, Mitchell to Burke Village Promenade Victoria Drive Phase 1 – Toronto Street to Holtby Street Cottonwood Park Greenway – Dogwood/Fairview, Morrison Avenue to Austin Avenue
Roads – Infrastructure Management	2.5M	<ul style="list-style-type: none"> Frontage Work Program including Northeast Coquitlam Local Area Service Program Area and Neighbourhood Plans – transportation update Transportation Structures Assessment Study Major Road & Arterial Network expansion – planning and design
Drainage – Facility Rehabilitation and Expansion	4.4M	<ul style="list-style-type: none"> David Avenue baseflow facility Northeast storm water management facilities Culvert Upgrade Program Storm Sewer Structural Rehabilitation, Upgrade and Extension Programs Erosion Control Program particularly for Scott Creek and Hoy Creek
Sewer – Facility Rehabilitation and Expansion	1.6M	<ul style="list-style-type: none"> Inflow and Infiltration Program Sanitary sewer structural rehabilitation Wet well rehabilitation for Mayfair Grinder Stations Lower Lougheed sewer diversion
Water – Facility Rehabilitation and Expansion	8.4M	<ul style="list-style-type: none"> Plateau Pump Station and Supply Main expansion Watermain Replacement Program Road Program water repairs

2017 Capital Projects (continued)

GROUPS	AMOUNT	DESCRIPTION
Other	22.7M	<ul style="list-style-type: none"> • Ongoing program to replace outdated or aged equipment and fleet to ensure functionality and dependability • Ongoing program to upgrade and maintain current hardware, software and application requirements • Neighbourhood Planning Program to assist in planning for growth anticipated over the next 15 years • Purchase of small assets and other equipment • Northeast Smiling Creek and Partington Creek land development
TOTAL	83.4M	



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.

APPROPRIATION: The act of setting aside funds for a specific purpose. Appropriation enables the City to make spending commitments for a specific program.

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*. Other adjustments to the capital plan may be made according to the guidelines outlined in the City's Purchasing Policy. This Policy states that a change, in excess of \$100,000, must be reported to and approved by Council prior to implementation of the requested amendment. Changes to departmental operating budgets are at the discretion of the General Manager, provided these changes occur within the approved departmental budget.

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

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.

CBRNE: Chemical, Biological, Radiation, Nuclear Explosive

CFR: Coquitlam Fire / Rescue

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 goals that relate to the cornerstones of its vision: Coquitlam in 2021 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

HEROS: Home Emergency Response Organization System

HRA: Heritage Revitalization Agreements

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. Coquitlam's mission is to sustain Coquitlam's high quality of life for current and future generations, we serve the public interest through leadership, innovation and a focus on community priorities and strength.

MLS: Multiple Listing Services provided by realtors from across Canada through the Canadian Real Estate Association.

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 15 corporate objectives, and each department has a work plan that supports these corporate objectives.

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

RFP: Request for Proposal

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

- (i) 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;
- (ii) have useful economic lives extending beyond an accounting period;
- (iii) are to be used on a continuing basis; and
- (iv) 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. 4706, 2016

A Bylaw to adopt the 2017 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. Council for the City of Coquitlam (the “City”) has complied with section 166 of the *Community Charter*, S.B.C. 2003, c.26;

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

1. 2017 Five-Year Financial Plan Bylaw No. 4706, 2016

This Bylaw may be cited for all purposes as “2017 Five-Year Financial Plan Bylaw No. 4706, 2016”.

2. Adoption of Financial Plan

In accordance with the requirements of section 165 of the *Community Charter*, S.B.C. 2003, c.26, the Financial Plan attached as Schedule “A” to this Bylaw is hereby adopted as the Financial Plan for the City for the period commencing January 1, 2017 and ending December 31, 2021.

In accordance with *Circular No. 07:14 – Amendments to Municipal Financial Plans*, the Financial Plan attached as Schedule “B” to this Bylaw shows the proportion of total revenue that comes from different funding sources, the distribution of property taxes among the property classes and the use of permissive tax exemptions.

3. Full Force & Effect

This Bylaw has full force and effect from January 1, 2017 until amended, repealed or replaced.

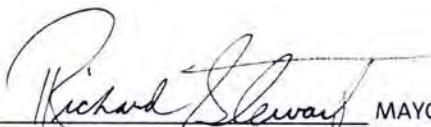
READ A FIRST TIME this 5th day of December, 2016.

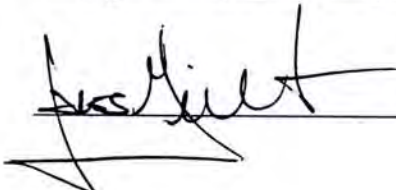
READ A SECOND TIME this 5th day of December, 2016.

READ A THIRD TIME this 5th day of December, 2016.

GIVEN FOURTH AND FINAL READING and the Seal of the Corporation affixed this 12th day of December, 2016.

I hereby certify the foregoing Bylaw
to be a True and Correct copy of
~~2017 Five Year Financial Plan~~.....
Bylaw No. ~~4706~~...2016 as adopted by
the Council for the City of Coquitlam
In accordance with the applicable
legislation on the ~~12th~~ day of ~~December~~
~~2016~~.....
Date of Certification
.....
City Clerk, City of Coquitlam

 MAYOR

 CLERK

City of Coquitlam
2017 Five-Year Financial Plan Bylaw No. 4706, 2016
Consolidated Summary of Revenues & Expenditures

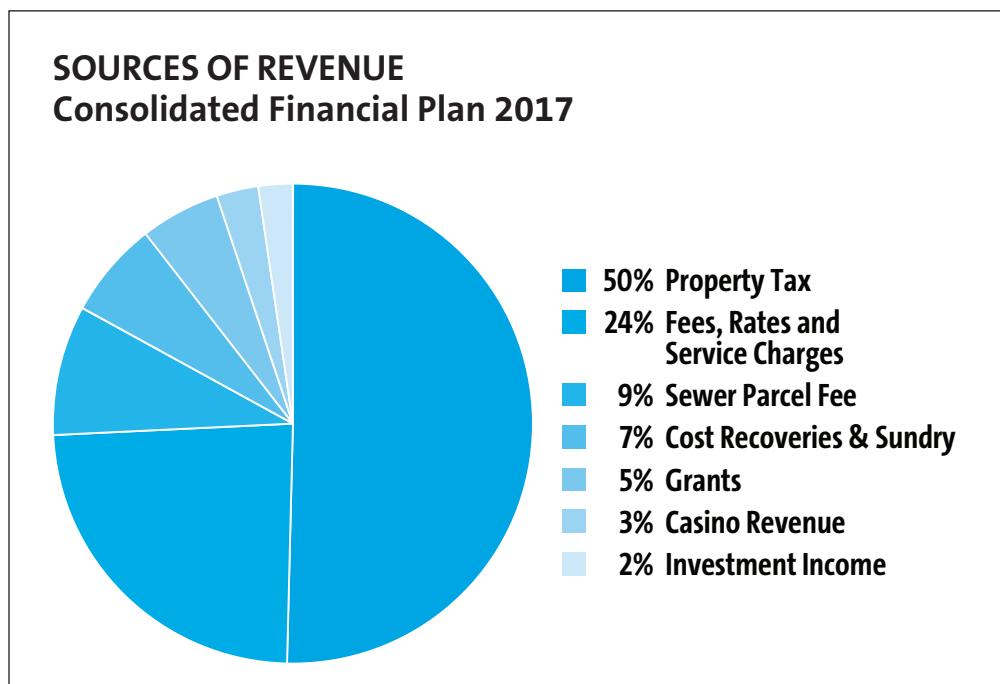
	2017	2018	2019	2020	2021
Revenues:					
Taxation, net	(157,594,056)	(164,266,265)	(170,592,640)	(177,337,256)	(183,932,569)
Grants & Contributions from Others	(15,255,286)	(13,835,452)	(13,926,625)	(15,316,622)	(9,891,458)
Fees and Service Charges	(72,346,832)	(73,761,591)	(75,166,328)	(77,209,495)	(79,297,987)
Other	(6,201,712)	(6,378,774)	(6,719,292)	(6,927,905)	(7,044,043)
Transfers:					
Collections for Other Governments	(85,979,187)	(85,983,273)	(85,987,481)	(85,991,815)	(85,991,815)
Transfer from Reserves	(50,644,513)	(30,458,102)	(28,336,548)	(20,940,364)	(13,530,353)
Transfer from DCC's	(15,033,273)	(17,299,123)	(15,381,399)	(12,992,684)	(14,946,178)
	(403,054,859)	(391,982,580)	(396,110,313)	(406,016,140)	(394,634,403)
Expenditures:					
Other Municipal Purposes	255,333,859	265,409,188	273,315,035	281,993,627	290,272,685
Debt Payments	3,139,019	2,990,337	2,882,706	2,793,801	2,594,270
Capital Expenditures (Note 1)	83,422,932	62,788,308	59,358,965	60,269,972	40,435,009
Transfers:					
Transfer to Other Governments	85,979,187	85,983,273	85,987,481	86,136,296	86,136,296
Transfer to Statutory Reserve	1,406,500	1,246,500	1,246,500	1,246,500	1,246,500
Transfer to Land Sale Reserve	2,455,219	2,465,712	2,467,527	2,470,954	2,473,609
Transfer to DCC Matching Fund	3,149,165	3,369,157	3,570,241	3,667,758	3,831,557
Transfer to Coquitlam Legacy Fund	3,568,978	3,830,105	4,081,858	4,437,232	4,744,477
Non-Cash Expenditure of Depreciation	(35,400,000)	(36,100,000)	(36,800,000)	(37,000,000)	(37,100,000)
	403,054,859	391,982,580	396,110,313	406,016,140	394,634,403

Note 1: Excludes work-in-progress expenditures approved in previous budgets estimated at \$100M

**2017 Five-Year Financial Plan Bylaw No. 4706, 2016
Revenue Plan Objectives and Policies**

Sources of Revenue

The pie chart below depicts the proportionate share of revenue received from the various funding sources in 2017.



Financial Planning Principles, as they relate to Revenue:

Growth Pays for Itself - New development should substantially pay for the increased infrastructure required to service it.

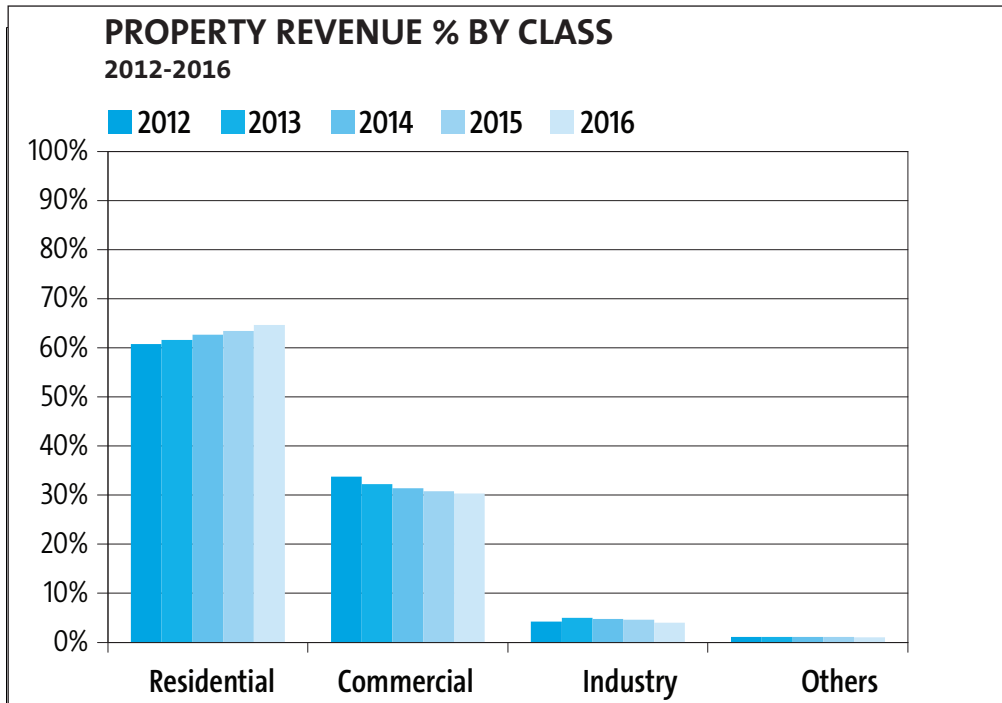
User Pay - It is preferable to charge a user fee for services that are identifiable to specific users instead of levying a general tax to all property owners.

Equity - Property owners in Coquitlam should be treated in a fair and consistent manner. The tax calculation methodology must be consistent, transparent, understandable and comparable to neighbouring jurisdictions.

File #: 09-3900-20/4706/1 Doc #: 2468056.v1

Schedule “B”

Property Tax Revenue % by Class



In an effort to maintain or strengthen the financial health of the City, it is desirable to attract residential, commercial and industrial development to ensure the City of Coquitlam’s economic and employment base can keep pace with population growth. The financial plan includes a strategy to facilitate commercial and industrial development in conjunction with residential growth.

Coquitlam residents have historically benefited from low-to-mid level residential property taxes in comparison to our neighbours in the lower mainland, while our business-class rates have been among the highest. In an effort to address this historical inequity in tax distribution between residential and business classes, Coquitlam Council has been attempting to lessen the impact of tax increases on business classes by shifting the tax burden each year to other classes, primarily residential. In 2016, Coquitlam continued the 1.0% to further support business in Coquitlam.

The impact of this policy in 2017 is a reduced increase to the business tax rate from the average of 2.13% to 1.48% and an increased rate for residential property uses of 2.48%. This policy has been in place for the past 21 years with a cumulative impact of a 21% shift in the tax burden from business properties to residential properties. This can be seen in the graph

Schedule “B”

File #: 09-3900-20/4706/1 Doc #: 2468056.v1

which shows a gradual increase in percentage of the property tax revenue coming from the residential property uses and a decreasing percentage coming from commercial property uses.

City of Coquitlam Permissive Property Taxation Exemption Policy

Council for the City of Coquitlam has passed a Five- Year Permissive Property Tax Exemption Bylaw for certain categories of land or improvements that were permitted by the enabling legislation, and which were understood to provide some general public benefit or good. Some issues that Council has considered in relation to applications for permissive exemptions in the past have included:

- Type of benefit (programs and services) the organization provides to the community
- Ensuring exemptions are only provided to non-profit or charitable organizations (i.e. not providing benefit to businesses)
- Impact of the exemption on the City’s tax revenue and resulting ability to provide services to Coquitlam residents
- Whether associations benefit primarily Coquitlam residents
- Whether associations programs are readily accessible to residents
- Whether applicants are operating consistently with City policies and bylaws

File #: 09-3900-20/4706/1 Doc #: 2468056.v1



Coquitlam

City of Coquitlam Finance & Technology Department

3000 Guildford Way
Coquitlam, B.C. V3B 7N2

📞 604-927-3030

📠 604-927-3035

coquitlam.ca/financialplan