

2022 Business Plan

The City's business in 2022 will be guided by Four Key Themes

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



Equity, Diversity
and Inclusion



Reconciliation



Pandemic
Recovery



Sustainability,
Growth and
Livability



Coquitlam

2022 Business Plan

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

Mission

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

Vision for 2032

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



Sustainability, Growth and Livability



Equity, Diversity and Inclusion



Reconciliation



Pandemic Recovery

LEGEND

Priorities:

- A Priority:** Initiatives that are most strongly supported as top priorities for the current year because they meet the majority of the following criteria:
 - > considerable budget impact;
 - > human resource effort;
 - > significant Council or community interest;
 - > dependence on external partners;
 - > mandatory or legislated.
- B Priority:** Initiatives that are supported as priorities because they meet some of the above criteria, however, they may be deferred if circumstances throughout the year dictate.
- C Priority:** Initiatives that are important but may be deferred if time and resources are not available.

Departments by Colour:

- City Manager/Deputy City Manager (includes Fire/Rescue)
- Corporate Services
- Engineering and Public Works
- Finance, Lands and Police Services
- Parks, Recreation, Culture and Facilities
- Planning and Development

Safe and Complete Neighbourhoods



- A** Burke Mountain Village Development Planning
- B** Housing Affordability Initiatives
 - RCMP Integrated Mental Health Response
 - səmiqwəʔelə Comprehensive Planning Process
 - Southwest Housing Review
 - Hazel/Coy Neighbourhood Plan
 - Community Wildfire Preparedness
 - Regional Policing Initiatives
- C** Upper Pipeline and Quarry Road Corridors Planning Overview
 - Heritage Management Strategy Implementation
 - RCMP Strategic Plan Renewal
 - Metro Vancouver 2050 Regional Growth Strategy Response

Local Economy and Local Jobs



- B** Cedar Drive Utility and Road Planning
 - Economic Development Strategy
- C** Strategic Transportation Plan Update
 - City-wide Parking Review
 - Rail Crossing Grade Separation Projects
 - Fremont Connector Planning
 - Streetscape Enhancement Program
 - Innovation Centre Renovations

Healthy Community and Active Citizens



- A** North East Community Centre Design
 - Major Recreation and Cultural Facilities Roadmap
 - Spani Pool Design and Construction
- B** Place Maillardville Construction
 - Blue Mountain Park Master Plan
 - Library Services and Spaces Study
- C** Town Centre Park Improvements
 - Glen Park Phase 3 Planning
 - Coquitlam River Park Master Plan
 - Urban Forest Management Plan
 - Town Centre Park Gateway Planning
 - Sheffield Park Construction
 - Coquitlam Crunch South Extension Planning

Sustainable Services, Environment and Infrastructure



- A** Climate Action Plan
 - YMCA Construction
 - Austin Works Yard Renewal
- B** E-Mobility Strategy
 - Water and Sewer Rate Implementation
 - Coquitlam Metro Vancouver Water Projects
 - Burke Mountain Joint School/ Park Site Planning
- C** Brunette Interchange Planning

Excellence in City Governance



- A** Equity, Diversity and Inclusion
 - Reconciliation
 - Pandemic Recovery
 - Development Application Process Review
 - Integrated Development Financial Review
 - Development Application Financial Review
 - DCC Bylaw Update
 - General Local Election
- B** Child Care Partnership Strategy Implementation
 - Business Improvement Initiatives
 - Collective Bargaining
 - Hazard, Risk and Vulnerability Analysis Update
- C** Community Engagement Framework
 - Bylaw Enforcement Review
 - City Lands Management Strategy

Safe *and* Complete Neighbourhoods



A PRIORITIES

Burke Mountain Village Development Planning

Continuation of the development planning for Burke Mountain Village, the residential, commercial, and recreation urban centre in Northeast Coquitlam, including a strategy on the disposition of the lands for future development.

- > PRIMARY ACCOUNTABILITY
 - Finance, Lands and Police
- > SECONDARY ACCOUNTABILITY
 - All Departments

B PRIORITIES

RCMP Integrated Mental Health Response

- > PRIMARY ACCOUNTABILITY
 - Finance, Lands and Police
- > SECONDARY ACCOUNTABILITY
 - Planning and Development
 - Deputy City Manager

Housing Affordability Initiatives

- > PRIMARY ACCOUNTABILITY
 - Planning and Development
- > SECONDARY ACCOUNTABILITY
 - Finance, Lands and Police

səmīqwəʔelə Comprehensive Planning Process

- > PRIMARY ACCOUNTABILITY
 - Planning and Development
- > SECONDARY ACCOUNTABILITY
 - All Departments

Southwest Housing Review

- > PRIMARY ACCOUNTABILITY
 - Planning and Development
- > SECONDARY ACCOUNTABILITY
 - All Departments

C PRIORITIES

Upper Pipeline and Quarry Road Corridors Planning Overview

- > PRIMARY ACCOUNTABILITY
 - Planning and Development
- > SECONDARY ACCOUNTABILITY
 - Parks, Recreation, Culture and Facilities
 - Engineering and Public Works

Heritage Management Strategy Implementation

- > PRIMARY ACCOUNTABILITY
 - Planning and Development
- > SECONDARY ACCOUNTABILITY
 - Parks, Recreation, Culture and Facilities
 - Engineering and Public Works



Hazel/Coy Neighbourhood Plan

- > PRIMARY ACCOUNTABILITY
 - Planning and Development
- > SECONDARY ACCOUNTABILITY
 - Parks, Recreation, Culture and Facilities
 - Engineering and Public Works

Community Wildfire Preparedness

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

Regional Policing Initiatives

- > PRIMARY ACCOUNTABILITY
 - Finance, Lands and Police

RCMP Strategic Plan Renewal

- > PRIMARY ACCOUNTABILITY
 - Finance, Lands and Police

Metro Vancouver 2050 Regional Growth Strategy Response

- > PRIMARY ACCOUNTABILITY
 - Planning and Development
- > SECONDARY ACCOUNTABILITY
 - Engineering and Public Works
 - Deputy City Manager

Local Economy and Local Jobs



B PRIORITIES

Cedar Drive Utility and Road Planning

- > PRIMARY ACCOUNTABILITY
 - Engineering and Public Works
- > SECONDARY ACCOUNTABILITY
 - Planning and Development

C PRIORITIES

Strategic Transportation Plan Update

- > PRIMARY ACCOUNTABILITY
 - Engineering and Public Works
- > SECONDARY ACCOUNTABILITY
 - Parks, Recreation, Culture and Facilities
 - Planning and Development
 - Corporate Services

City-wide Parking Review

- > PRIMARY ACCOUNTABILITY
 - Engineering and Public Works
- > SECONDARY ACCOUNTABILITY
 - Parks, Recreation, Culture and Facilities
 - Planning and Development
 - Deputy City Manager

Rail Crossing Grade Separation Projects

- > PRIMARY ACCOUNTABILITY
 - Engineering and Public Works
- > SECONDARY ACCOUNTABILITY
 - Parks, Recreation, Culture and Facilities
 - Planning and Development



Economic Development Strategy

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

Fremont Connector Planning

- > PRIMARY ACCOUNTABILITY
 - Engineering and Public Works
- > SECONDARY ACCOUNTABILITY
 - Planning and Development

Innovation Centre Renovations

- > PRIMARY ACCOUNTABILITY
 - Parks, Recreation, Culture and Facilities

Streetscape Enhancement Program

- > PRIMARY ACCOUNTABILITY
 - Engineering and Public Works
- > SECONDARY ACCOUNTABILITY
 - Finance, Lands and Police
 - Parks, Recreation, Culture and Facilities
 - Planning and Development

Healthy Community and Active Citizens



A PRIORITIES

North East Community Centre Design

Procure integrated design process consulting team and initiate and complete conceptual design phase followed by detailed design phase for this new community centre. The goal is to share both conceptual and proposed final design with Council in 2022.

- > PRIMARY ACCOUNTABILITY
 - Parks, Recreation, Culture and Facilities
- > SECONDARY ACCOUNTABILITY
 - Engineering and Public Works
 - Finance, Lands and Police
 - Deputy City Manager
 - Planning and Development

Major Recreation and Cultural Facilities Roadmap

Deliver final document to Council and set the course for the next 15 years of new and renewed facility development, including capital and operating budget implications.

- > PRIMARY ACCOUNTABILITY
 - Parks, Recreation, Culture and Facilities
- > SECONDARY ACCOUNTABILITY
 - Finance, Lands and Police
 - Deputy City Manager

Spani Pool Design and Construction

Finalize the renewed design of the Spani Outdoor Pool and begin the construction planning process.

- > PRIMARY ACCOUNTABILITY
 - Parks, Recreation, Culture and Facilities

B PRIORITIES

Place Maillardville Construction

- > PRIMARY ACCOUNTABILITY
 - Parks, Recreation, Culture and Facilities

Blue Mountain Park Master Plan

- > PRIMARY ACCOUNTABILITY
 - Parks, Recreation, Culture and Facilities
- > SECONDARY ACCOUNTABILITY
 - Engineering and Public Works
 - Planning and Development

C PRIORITIES

Town Centre Park Improvements

- > PRIMARY ACCOUNTABILITY
 - Parks, Recreation, Culture and Facilities

Glen Park Phase 3 Planning

- > PRIMARY ACCOUNTABILITY
 - Parks, Recreation, Culture and Facilities

Coquitlam River Park Master Plan

- > PRIMARY ACCOUNTABILITY
 - Parks, Recreation, Culture and Facilities
- > SECONDARY ACCOUNTABILITY
 - Engineering and Public Works
 - Planning and Development

Coquitlam Crunch South Extension Planning

- > PRIMARY ACCOUNTABILITY
 - Parks, Recreation, Culture and Facilities
- > SECONDARY ACCOUNTABILITY
 - Engineering and Public Works



Library Services and Spaces Study

- > PRIMARY ACCOUNTABILITY
 - Parks, Recreation, Culture and Facilities in conjunction with Coquitlam Public Library
- > SECONDARY ACCOUNTABILITY
 - Engineering and Public Works
 - Planning and Development

Urban Forest Management Plan

- > PRIMARY ACCOUNTABILITY
 - Parks, Recreation, Culture and Facilities
- > SECONDARY ACCOUNTABILITY
 - Engineering and Public Works
 - Planning and Development

Town Centre Park Gateway Planning

- > PRIMARY ACCOUNTABILITY
 - Parks, Recreation, Culture and Facilities
- > SECONDARY ACCOUNTABILITY
 - Engineering and Public Works
 - Planning and Development

Sheffield Park Construction

- > PRIMARY ACCOUNTABILITY
 - Parks, Recreation, Culture and Facilities

Sustainable Services, Environment & Infrastructure



A PRIORITIES

Climate Action Plan

Develop and implement a Plan that incorporates emerging best practices and innovative technology, and prioritizes actions to achieve the City's community and corporate climate change targets as outlined in the Environmental Sustainability Plan.

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

YMCA Construction

Construction of a new YMCA that includes a Community Police Office and Park & Ride Facilities. Works include associated frontage improvements along with the creation of a new Burquitlam Park.

- > PRIMARY ACCOUNTABILITY
 - Parks, Recreation, Culture and Facilities
- > SECONDARY ACCOUNTABILITY
 - All Departments

Austin Works Yard Renewal

Construction of a new Fleet Maintenance and Workshop Building, yard storage areas, administrative facilities, and abatement and demolition of the existing Fleet Maintenance Building and Auxiliary Building.

- > PRIMARY ACCOUNTABILITY
 - Parks, Recreation, Culture and Facilities
- > SECONDARY ACCOUNTABILITY
 - All Departments

B PRIORITIES

E-Mobility Strategy

- > PRIMARY ACCOUNTABILITY
 - Engineering and Public Works
- > SECONDARY ACCOUNTABILITY
 - Finance, Lands and Police
 - Corporate Services
 - Planning and Development
 - Parks, Recreation, Culture and Facilities

Water and Sewer Rate Implementation

- > PRIMARY ACCOUNTABILITY
 - Engineering and Public Works
- > SECONDARY ACCOUNTABILITY
 - Finance, Lands and Police
 - Corporate Services
 - Deputy City Manager

C PRIORITIES

Brunette Interchange Planning

- > PRIMARY ACCOUNTABILITY
 - Engineering and Public Works
- > SECONDARY ACCOUNTABILITY
 - Finance, Lands and Police
 - Planning and Development



Coquitlam Metro Vancouver Water Projects

- > PRIMARY ACCOUNTABILITY
 - Engineering and Public Works

Burke Mountain Joint School/Park Site Planning

- > PRIMARY ACCOUNTABILITY
 - Parks, Recreation, Culture and Facilities

Excellence *in* City Governance



A PRIORITIES

Equity, Diversity and Inclusion

Continue to work on Equity, Diversity and Inclusion to enhance the experiences of those we serve.

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

Reconciliation

Establishing processes and undertaking specific actions, including at the government to government level, to initiate, foster, and support the creation of the reconciliation framework necessary to develop a mutually respectful relationship between indigenous and non-indigenous peoples.

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

Pandemic Recovery

Continued coordination of the City's community and corporate services to support recovery from the COVID-19 pandemic including: governance and public engagement framework updates; refreshed occupational health and safety, incident response, and business continuity plans; workforce management and related remote work and space planning initiatives; participation in regional and provincial monitoring and preparedness activities.

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

Development Application Process Review

Continuous improvement program focused on streamlining the development review and approvals process through enhanced customer service, increased automation and operational efficiencies.

- > PRIMARY ACCOUNTABILITY
 - Planning and Development
- > SECONDARY ACCOUNTABILITY
 - All Departments

Integrated Development Financial Review

Review the overall system of growth-related revenues in order to address community needs and long-term financial planning through improved policies and tools.

- > PRIMARY ACCOUNTABILITY
 - Planning and Development
- > SECONDARY ACCOUNTABILITY
 - All Departments

General Local Election

Planning and activities necessary to successfully hold the General Local Election.

- > PRIMARY ACCOUNTABILITY
 - City Manager
- > SECONDARY ACCOUNTABILITY
 - Engineering and Public Works
 - Corporate Services
 - Parks, Recreation, Culture and Facilities
 - Finance, Lands and Police

B PRIORITIES

Child Care Partnership Strategy Implementation

- > PRIMARY ACCOUNTABILITY
 - Planning and Development
- > SECONDARY ACCOUNTABILITY
 - Parks, Recreation, Culture and Facilities

Business Improvement Initiatives

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

C PRIORITIES

Community Engagement Framework

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

City Lands Management Strategy

- > PRIMARY ACCOUNTABILITY
 - Finance, Lands and Police
- > SECONDARY ACCOUNTABILITY
 - All Departments



Collective Bargaining

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

Hazard, Risk and Vulnerability Analysis Update

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

Bylaw Enforcement Review

- > PRIMARY ACCOUNTABILITY
 - Deputy City Manager
- > SECONDARY ACCOUNTABILITY
 - Engineering and Public Works
 - Corporate Services
 - Parks, Recreation, Culture and Facilities
 - Planning and Development