

2020

# Business Plan



DECEMBER 2019

## Coquitlam's integrated planning framework includes separate but complementary planning processes.

These processes result in a set of integrated plans that support the overall vision and values 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 City of Coquitlam's business plan lays out the organization's highest priorities, to be initiated and/or completed in 2020. This plan is one of the key tools used by the City to ensure Council priorities are delivered in an effective and efficient manner.



Coquitlam



## CITY OF COQUITLAM

# 2020 Business Plan

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

### Vision for 2032

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

### Mission

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

## Safe & Complete Neighbourhoods



### Neighbourhood Planning

- A** Four Corners Master Plan
  - Housing Affordability Initiatives
  - Burke Mountain Neighbourhood Village
- B** City Centre Area Plan
  - Burke Mountain Land Sales and Marketing
  - Partington Creek Neighbourhood Plan Density Review
  - Hazel/Coy Neighbourhood Plan
- C** Burke Mountain Discovery Centre
  - Southwest Housing Review
    - Corridor Development Strategy
    - Housing Choices Expansion and Single-Family Review
    - Whiting Way/Appian Way Future Planning Area
  - Place Maillardville Seniors' Housing Feasibility
  - Heritage Management Strategy

### Protective Services

- B** Enhanced Road Safety Initiatives
  - Community Mental Health Response
- C** RCMP Strategic Plan Renewal
  - RCMP Safe Place Initiative

## Local Economy & Local Jobs



### Transportation Improvements, Initiatives & Issues

- A** Fortis BC Pipeline Impact Management
  - Trans Mountain Pipeline Impact Management
  - City-Wide Parking Review
- B** Cedar Drive Utility and Road Planning
  - Pitt River & Colony Farm Roads Grade Separation Impact Management
  - Pipeline Road Improvements
  - Local Road and Lane Paving Strategy
- C** Ride-Hailing Implementation
  - Municipal Boundary Road Initiatives

### Business Development & Attraction

- A** Property Tax Initiatives
  - Small Business Taxes
  - Payment Options
  - Online Homeowner Grant
- B** Economic Development Strategies
- C** Commercial Zones Review

## Healthy Community & Active Citizens



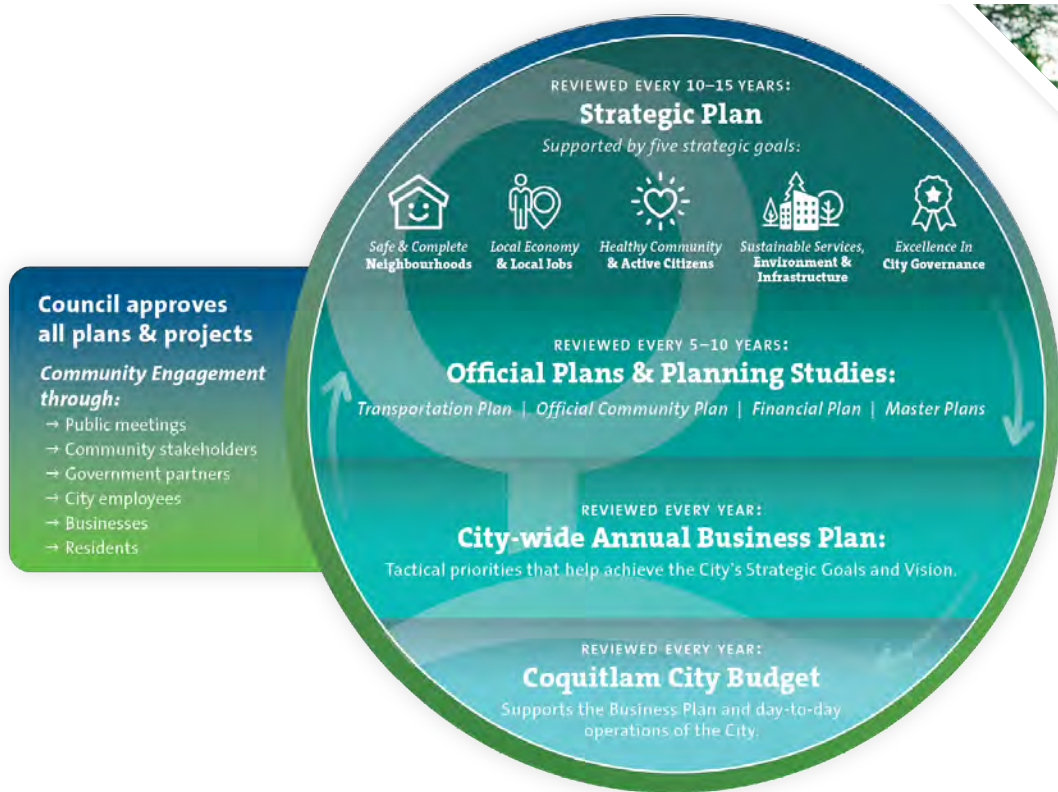
### Community Amenities

- A** Northeast Recreation Centre Planning
  - Place Maillardville Construction
  - Southwest Arts & Heritage Centre Planning
  - Arena Services Strategy Initiatives
- B** Major Recreation & Cultural Facilities Strategy
  - Public Safety Building and Buchanan Square Upgrades
- C** CCAC Fitness Centre Expansion and Upgrade
  - PSLC Arena Three Expansion
  - Spani Pool Renewal Study
  - Sydney Avenue Development Site (Burquitlam Lions)
  - Sports Field Strategy Update

### Parks, Trails & Green Space Planning & Construction

- B** Blue Mountain Park
  - Sheffield Park
  - Town Centre Park Improvements
  - Cottonwood Park
- C** Coquitlam Crunch Trail Improvements
  - Glen Park Phase Three





## Sustainable Services, Environment & Infrastructure

- Environmental Sustainability**
- A** Environmental Sustainability Plan
  - Water Conservation Strategy
- Service Improvements & Partnerships**
- A** YMCA Facility
  - Coquitlam Metro Vancouver Water Main #4
  - B** Burke Mountain Joint School /Park Site Planning
  - Centennial Turf Field
  - C** Coquitlam Diking District
  - Brunette Interchange
- City Assets & Infrastructure**
- A** Austin Works Yard Renewal
  - B** Neighbourhood Enhancement Projects
    - Parks Revitalization
    - Public Works
  - C** Innovation Centre Usage Study
  - City Radio System

## Excellence in City Governance

- Customer Service Initiatives**
- A** Development Application Process Review
  - Corporate Website Update
  - PRC Management System Replacement
  - B** HR2020 Initiatives
  - Business Improvement Committee Work Plan
- Policy Updates & Regulatory Reviews**
- B** Civic Lands Portfolio Strategy
  - Community Social Development Initiatives
    - Childcare Strategy
    - Supportive Housing
    - Multiculturalism
  - Collective Bargaining
  - Development Application Financial Contribution Review
  - C** Wood Frame Building Regulations
  - Finance Review—Operating Tied to Growth
  - Cannabis Regulatory Framework
  - Public Works Service Level Review
  - Community Engagement Strategy

## LEGEND

### Priorities:

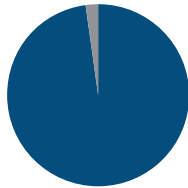
- A Priority:** Initiatives that are most strongly supported as top priorities for the current year because they meet the majority of the following criteria:
  - considerable budget impact;
  - human resource effort;
  - significant Council or community interest;
  - dependence on external partners;
  - 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

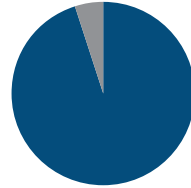
- CITY MANAGER/DEPUTY CITY MANAGER & INCLUDES FIRE/RESCUE
- ENGINEERING & PUBLIC WORKS
- FINANCE, TECHNOLOGY & POLICE SERVICES
- PARKS, RECREATION & CULTURE
- PLANNING & DEVELOPMENT
- CIVIC LANDS & FACILITIES

# CITY OF COQUITLAM

## 2019 CITIZEN SATISFACTION SURVEY



**98%** of residents ranked their quality of life as “good” or “very good”.

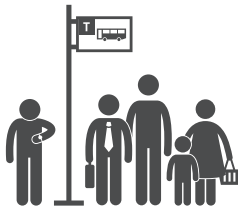


**96%** residents say they are **very satisfied** with the level and quality of City services.



### TRANSPORTATION

#### Transportation is important to our residents!



Transportation is the most important issue for 34% of Coquitlam residents.



Quality/level of public transportation and traffic congestion are the most frequently mentioned transportation issues.

### COMMUNICATION + COMMUNITY ENGAGEMENT

**40%**

of residents prefer to hear from the City via **email**.



**78%**

of residents prefer to contact the City by **phone**.



**73%**

like to participate in consultation through the **website**.

**74%**

say **electronic input** methods are important.

Residents are most interested in learning about infrastructure (improvements/updates) and City spending/budgets