

# Coquitlam Corporate Dashboard

Coquitlam's Corporate Dashboard provides a visual summary of the items on the *2024 Business Plan* – the City's action plan for the year that focuses on what matters most, particularly items with high budget impact, strong Council or community interest, external partner dependencies, or mandated requirements.

Coquitlam's integrated planning framework comprises separate but complementary planning processes that enable us to align activities and resources to achieve the strategic priorities in the Council-adopted *2024-2027 Strategic Plan* as well as the annual *Business Plan* priorities set by Council. These processes result in a set of integrated plans that include the *Strategic Plan*, *Business Plan* and *Financial Plan*.

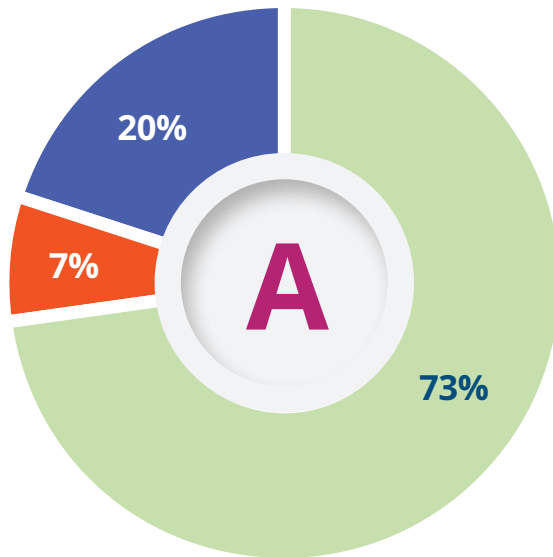
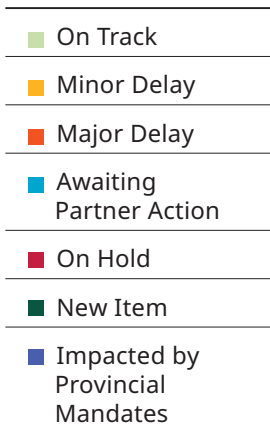
We monitor our progress on the *Business Plan* through reports to Council every four months. Coquitlam's Corporate Dashboard provides a visual summary of these trimester reports and the items on the *2024 Business Plan*.

The final trimester dashboard also includes annual achievements and a review of key performance indicators from the *2024-2027 Strategic Plan*.

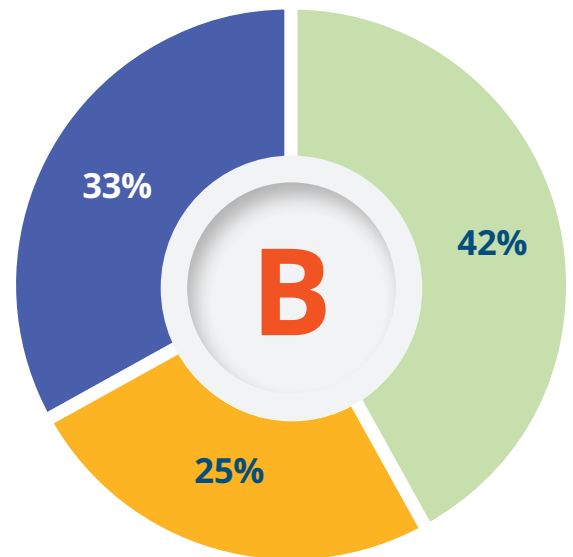


# Coquitlam Corporate Dashboard

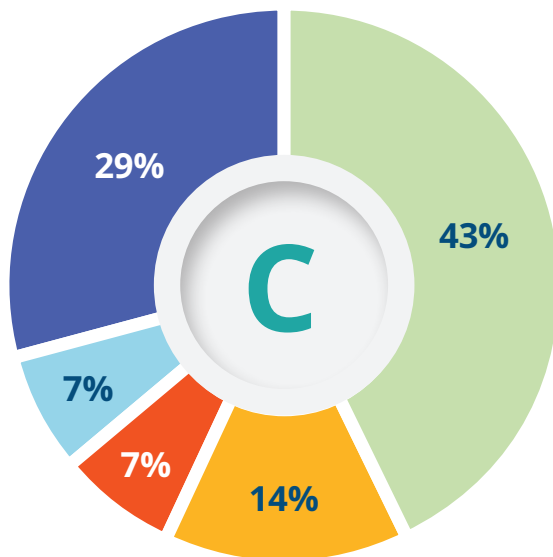
## Status by Business Priority



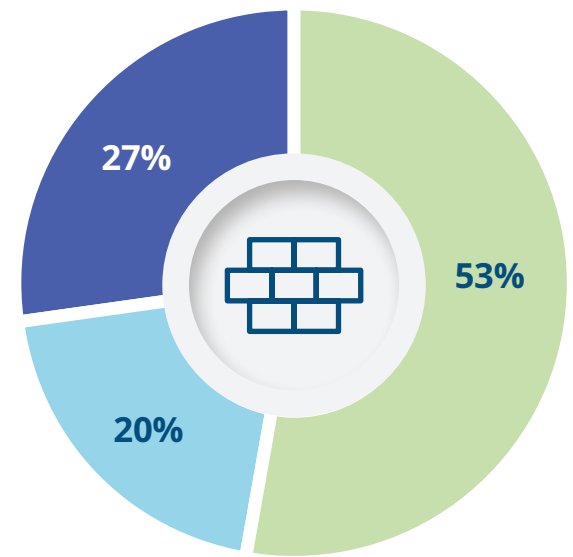
A Priorities



B Priorities



C Priorities



Foundational Work

# "A" Priority Items

Business Plan Item	Status	2024 Second Trimester Update	2024 Final Trimester Update and Future Considerations
Accessibility Plan Initiation	On Track	<ul style="list-style-type: none"><li>Project team planning for public engagement to take place in T3, 2024 / T1, 2025.</li></ul>	<ul style="list-style-type: none"><li>Council to be updated in T1, 2025. Final completion anticipated by T1, 2026.</li></ul>
Burke Mountain Joint School/Park Site Planning	On Track	<ul style="list-style-type: none"><li>Civil/earthworks ongoing. Update to Council with conceptual park design expected in T3, 2024 and final park design approval anticipated in T1, 2025 with construction still expected to start T2, 2025.</li></ul>	<ul style="list-style-type: none"><li>Civil/earthworks completed. Final park design approval scheduled for Council in T1, 2025 followed by construction scheduled to start T2, 2025.</li></ul>
Climate Action Plan	Impacted by Provincial Mandates	<ul style="list-style-type: none"><li>Minor delay due to previous reallocation of organizational capacity towards the implementation of provincial mandates. Engagement and technical modeling are being incorporated into the draft Plan, which will be presented to Council in T3 2024, including proposed actions and costing.</li></ul>	<ul style="list-style-type: none"><li>Council updated in T3, 2024. Feedback will be incorporated for a future update to Council.</li></ul>
Community Wildfire Preparedness	On Track	<ul style="list-style-type: none"><li>Fuel prescriptions have been completed in partnership with kwikwə́łəm. Work beginning on the 2025 Community Resiliency Investment Funding Application with fuel treatments, in response to the fuel prescriptions, as the focus of the application.</li></ul>	<ul style="list-style-type: none"><li>Final invoicing for the prescriptions has been provided to the Province. Preparation of the application for further grant funding to conduct fuel treatments is underway.</li></ul>
Corporate Strategy to Respond to Provincial Legislation	On Track	<ul style="list-style-type: none"><li>The implications of extensive Provincial government legislative mandates on City business are extensive and far-reaching. Council received an overview of the impact of provincial housing mandates on City business in T2, 2024. This included the approval of six temporary resources to address the provincial government changes, and resulted in 16 items on the 2024 Business Plan being put on hold as a result of the mandates. Council received an update in T3, 2024 on the status on the on hold priorities for the remainder of the year.</li></ul>	<ul style="list-style-type: none"><li>The City continues to respond to the extensive provincial government legislative mandates. Council received an update in T3, 2024 on the status of the on hold priorities and the impact on the formulation of the 2025 Business Plan.</li></ul>
DCC Bylaw and Development Financing Update	On Track	<ul style="list-style-type: none"><li>Staff will bring forth draft DCC Program and rates and a preliminary ACC Program and rates in T1, 2025.</li></ul>	<ul style="list-style-type: none"><li>Work is under way with reports on DCC and ACC Programs scheduled for T1, 2025.</li></ul>
Development Application Program (DAPR) Core Review	On Track	<ul style="list-style-type: none"><li>Continued progress with various initiatives such as digital reviews and online payments for plumbing permits, delegation of authority for minor development variance permits, and the Housing Accelerator Fund data tracking portal. Further work on the building permit application intake and review process to be done for the 2025 development of the online portal.</li></ul>	<ul style="list-style-type: none"><li>Council approved the delegation of authority for minor development variance permits. Background work on the building permit application intake portal and review process (which is a Housing Accelerator Fund Action Plan item) will begin in T1, 2025 and Council will receive an update in 2025.</li></ul>
Government-to-Government Reconciliation Partnership Building	On Track	<ul style="list-style-type: none"><li>Staff are continuing to work closely with kwikwə́łəm staff on a number of aspects related to reconciliation and will be developing staff to staff committees on shared priorities. An announcement of the federal funding for the joint City/ kwikwə́łəm flood mitigation project was held in T2, 2024. Staff are enhancing staff programs and learning opportunities with a focus on the week leading up to September 30th, National Day for Truth and Reconciliation.</li></ul>	<ul style="list-style-type: none"><li>Staff advanced government-to-government partnership with kwikwə́łəm First Nation through various Council and staff meetings and participation in events. City staff attended various Reconciliation Learning Framework sessions, including sessions supporting the National Day for Truth and Reconciliation. Staff will be planning reconciliation activities for 2025, and next steps in the City's government-to-government relationship with kwikwə́łəm.</li></ul>
Northeast Community Centre (NECC) and Park Design	On Track	<ul style="list-style-type: none"><li>Updates to Council expected in T3, 2024/T1, 2025. Architecture and landscape architecture consultants hired and under contract.</li></ul>	<ul style="list-style-type: none"><li>Council updated in T3, 2024; further update to Council expected T2, 2025. Schematic Design is underway with expected design completion in T2 2025.</li></ul>

# "A" Priority Items

Business Plan Item	Status	2024 Second Trimester Update	2024 Final Trimester Update and Future Considerations
Regional and Provincial Housing Leadership	On Track	<ul style="list-style-type: none"><li>Staff continue to work with provincial government counterparts on the implementation of extensive legislative changes regarding housing. All departments and senior staff have been involved to advocate for the City's position and seek clarity on the far-reaching impacts of the provincial mandates. Staff do not anticipate further information to be forthcoming until the provincial election is completed in T3, 2024.</li></ul>	<ul style="list-style-type: none"><li>Council has received numerous updates throughout 2025 on the impacts of the far-reaching provincial mandates and their impacts on City business in 2025. The City and Council continue to advocate for Coquitlam's interests with provincial counterparts, and this work has informed the development of the 2025 Business Plan.</li></ul>
Southwest Housing Review	Impacted by Provincial Mandates	<ul style="list-style-type: none"><li>Work is underway as part of the Transit-Oriented Areas mandated by the provincial government and aligns with the new provincial legislation and Housing Accelerator Fund commitments.</li></ul>	<ul style="list-style-type: none"><li>Work continues on all the components of the Southwest Housing Review, which includes the TOA's, shoulders and corridors, and small scale multi-unit housing. This work incorporates the City's previously planned projects and Housing Accelerator Fund commitments, along with the Provincially Legislated requirements.</li></ul>
Spani Pool Renewal and Expansion Construction	Major Delay	<ul style="list-style-type: none"><li>Construction impacted by equipment delivery, labour shortage and unforeseen issues; expected completion T3, 2024.</li></ul>	<ul style="list-style-type: none"><li>Ongoing effects of equipment delivery and labour shortage impacts continue to be experienced; expected completion T2, 2025.</li></ul>
Strategic Transportation Plan Update	Impacted by Provincial Mandates	<ul style="list-style-type: none"><li>Update to Council scheduled for T3, 2024. Public engagement activities scheduled following Council update.</li></ul>	<ul style="list-style-type: none"><li>Update to Council was deferred to bring forward information on Active Transportation Network, planned for T1, 2025. Draft Transportation Plan and Implementation Program T3, 2025. Final Plan T1, 2026</li></ul>
Technology Modernization Strategy	On Track	<ul style="list-style-type: none"><li>Update to Council scheduled for T3, 2024.</li></ul>	<ul style="list-style-type: none"><li>Council updated in T3, 2024. Update to Council expected in T2 2025.</li></ul>
Town Centre Park Community Centre Renovation	On Track	<ul style="list-style-type: none"><li>Community Center opened in T2, 2024. Concession space under construction with expected completion T3, 2024.</li></ul>	<ul style="list-style-type: none"><li>Community Centre officially opened in T3, 2024 – project complete.</li></ul>

# “B” Priority Items

Business Plan Item	Status	2024 Second Trimester Update	2024 Final Trimester Update and Future Considerations
Blue Mountain Park Master Plan	Impacted by Provincial Mandates	<ul style="list-style-type: none"><li>Due to changes from provincial mandates, the funding for future improvements needs to be reassessed resulting in delays to the original timeline.</li></ul>	<ul style="list-style-type: none"><li>Due to changes from provincial mandates, the funding for future improvements needs to be reassessed resulting in delays to the original timeline and deferral to the 2025 Business Plan.</li></ul>
Burke Mountain Village Development Planning	Impacted by Provincial Mandates	<ul style="list-style-type: none"><li>Staff are re-examining this project following uncertainty with its advancement due to provincial legislative changes.</li></ul>	<ul style="list-style-type: none"><li>Staff continue to re-examine this project in alignment with the impacts of the provincial legislative changes and anticipate reinitiating a focused scope of work in T1, 2025.</li></ul>
Construction Site Impact Mitigation Initiatives	On Track	<ul style="list-style-type: none"><li>Continued progress in enhancing staff coordination for enforcement actions, proactively engaging with developers, and increasing patrols in high-activity neighborhoods. Review/revision of street parking restrictions underway to further support neighborhoods undergoing redevelopment. Staff amplified community messaging, ensuring broader outreach. Bylaws and policies continue to be refined. Update to Council and Street and Traffic Bylaw Amendment expected in T3, 2024.</li></ul>	<ul style="list-style-type: none"><li>Council updated in T3, 2024 outlining actions taken to enhance coordination and enforcement. Operational work has been embedded across the organization, fostering cross-departmental collaboration. Upcoming improvements to the Construction Management Plan will be implemented and Bylaw amendments are under development for Council’s consideration in 2025.</li></ul>
Economic Development Competitiveness Study	Impacted by Provincial Mandates	<ul style="list-style-type: none"><li>Staff advanced development of a scope for the Commercial Demand Study. Awaiting updated population projections from Metro Vancouver based on Transit-Oriented Areas that will also inform the Commercial Demand Study.</li></ul>	<ul style="list-style-type: none"><li>RFP for Commercial Demand Study drafted with expected release in T1, 2025. First draft planned for T2, 2025.</li></ul>
Festival and Events Strategy	Minor Delay	<ul style="list-style-type: none"><li>The Signature Events Grants Funding will be incorporated into the budget process and policy development will be aligned in 2025. Staff have begun to build out the scope of the Festivals and Events Strategy; RFP expected to be issued in T3, 2024.</li></ul>	<ul style="list-style-type: none"><li>Council approved 2025 Signature Events’ funding as part of the 2025 Financial Plan. Festivals and Events Strategy RFP drafted and with an update to Council on scope and process expected in T1, 2025.</li></ul>
Hazard, Risk and Vulnerability Analysis Update	On Track	<ul style="list-style-type: none"><li>Final stakeholder consultation session in progress. Analysis validation underway with project support team. Final reporting to be completed in T3, 2024.</li></ul>	<ul style="list-style-type: none"><li>Final validation, reporting and project close out underway. Results to be reported to Council in T2, 2025.</li></ul>
Hazel/Coy Neighbourhood Plan	Impacted by Provincial Mandates	<ul style="list-style-type: none"><li>This project was put on hold in T2, 2024 in response to the provincial housing mandates.</li></ul>	<ul style="list-style-type: none"><li>This project continues to be on hold and was removed from the 2025 Business Plan while the City works through the Provincial Legislative changes and how growth is managed under a new development finance framework.</li></ul>
Library Services and Spaces Study	On Track	<ul style="list-style-type: none"><li>Draft strategy to be presented to Council and Library Board in T3, 2024.</li></ul>	<ul style="list-style-type: none"><li>Strategy endorsed by Council and Library Board and adopted by Council in T3, 2024.</li></ul>
Planet Ice Future Planning	Minor Delay	<ul style="list-style-type: none"><li>Update to Council and community consultation expected in T3, 2024.</li></ul>	<ul style="list-style-type: none"><li>Update to Council planned for T1, 2025. Community consultation expected in T2, 2025.</li></ul>
Sport Field Strategy	Minor Delay	<ul style="list-style-type: none"><li>Council updated in T2, 2024; following community consultation, draft strategy to be presented to Council in T3, 2024.</li></ul>	<ul style="list-style-type: none"><li>Draft strategy to be presented to Council in T1, 2025.</li></ul>
Talent and Retention Strategy	On Track	<ul style="list-style-type: none"><li>Council updated in T2, 2024; update to Council expected in T1, 2025.</li></ul>	<ul style="list-style-type: none"><li>Update to Council expected by the end of T2, 2025.</li></ul>
Town Centre Park Master Plan Update	On Track	<ul style="list-style-type: none"><li>Update to Council scheduled in T3, 2024.</li></ul>	<ul style="list-style-type: none"><li>Council updated in T3, 2024 with follow-up report scheduled for late T1, 2025.</li></ul>

# "C" Priority Items

Business Plan Item	Status	2024 Second Trimester Update	2024 Final Trimester Update and Future Considerations
Access to Recreation	On Track	<ul style="list-style-type: none"><li>Requests will be put forward for Council consideration through the 2025 Budget Process.</li></ul>	<ul style="list-style-type: none"><li>The approved 2025 Financial Plan includes expanded access to recreation opportunities, such as expanding the Summer Child and Youth Pass to a School's Out Pass, which includes all non-registered drop-in programming for children and youth during the winter, spring and summer school breaks, and lowering the age for Super Seniors from 85 to 80 years.</li></ul>
Art in Public Spaces Program	Impacted by Provincial Mandates	<ul style="list-style-type: none"><li>Deferred to the 2025 Business Plan to reallocate organizational capacity towards the implementation of provincial mandates.</li></ul>	<ul style="list-style-type: none"><li>Deferred to the 2025 Business Plan to reallocate organizational capacity towards the implementation of provincial mandates.</li></ul>
Building Safer Communities Program	On Track	<ul style="list-style-type: none"><li>Child and Family at Risk Table (CFAST) fully operationalized. End Gang Life school and parent/caregiver presentations targeted for T3, 2024.</li></ul>	<ul style="list-style-type: none"><li>End Gang Life school and parent/caregiver presentations have been provided. Programs including Child and Family at Risk Table (CFAST) to continue throughout 2025.</li></ul>
Cedar Drive Utility and Road Implementation	On Track	<ul style="list-style-type: none"><li>Construction of the drainage/environmental channel underway; preparing tender for 2025 construction on Cedar Drive for utilities and roadworks.</li></ul>	<ul style="list-style-type: none"><li>Construction of the drainage channel complete. Tender for construction on Cedar Drive for utilities and roadworks to be issued T1, 2025.</li></ul>
Community Police Office Strategy	On Track	<ul style="list-style-type: none"><li>Council updated in T2, 2024; strategy finalized and underway.</li></ul>	<ul style="list-style-type: none"><li>Item completed in T3, 2024.</li></ul>
Corporate Partners and Sponsorship Program Review	Minor Delay	<ul style="list-style-type: none"><li>Update to Council expected in T3, 2024, which will include a review of the 2024 program and an update on staff's approach to initiating a review of this program. Staff will be seeking external support in T1, 2025.</li></ul>	<ul style="list-style-type: none"><li>Update to Council planned for T1, 2025 to initiate a review of the sponsorship program.</li></ul>
First Responder Pre-Hospital Care	Awaiting Partner Action	<ul style="list-style-type: none"><li>Internal governance review complete. Addressing governance review recommendations in 2025 business plan. Still waiting on Ministry of Health for service agreement action.</li></ul>	<ul style="list-style-type: none"><li>The City continues to wait for action from the provincial Ministry of Health.</li></ul>
Fraser Mills Community Centre and Park Planning	On Track	<ul style="list-style-type: none"><li>Update to Council scheduled in T3, 2024.</li></ul>	<ul style="list-style-type: none"><li>Park construction began T2, 2024 and expected to be completed by T3, 2027. Community Center update to Council scheduled in T1, 2025.</li></ul>
Glen Park Phase 3 Planning	Impacted by Provincial Mandates	<ul style="list-style-type: none"><li>Due to changes from provincial mandates, the funding for future improvements needs to be reassessed resulting in delays to the original timeline.</li></ul>	<ul style="list-style-type: none"><li>Due to changes from provincial mandates, the funding for future improvements needs to be reassessed resulting in delays to the original timeline and deferral to the 2025 Business Plan.</li></ul>
Heritage Management Strategy	Impacted by Provincial Mandates	<ul style="list-style-type: none"><li>This project was put on hold in T2, 2024 in response to the provincial housing mandates.</li></ul>	<ul style="list-style-type: none"><li>This project continues to be on hold and has been removed from the 2025 Business Plan.</li></ul>
Major Recreation and Cultural Facilities Roadmap	On Track	<ul style="list-style-type: none"><li>Update to Council scheduled for T3, 2024.</li></ul>	<ul style="list-style-type: none"><li>Council updated in T3, 2024; update to Council scheduled in T1, 2025.</li></ul>

# "C" Priority Items

Business Plan Item	Status	2024 Second Trimester Update	2024 Final Trimester Update and Future Considerations
Micromobility Capital Projects	Minor Delay	<ul style="list-style-type: none"><li>Smith Regan Project engagement planned for T1, 2025. New Pipeline/City Centre Road project engagement planned for T3, 2024. Council update on Active Transportation Projects planned for T1, 2025.</li></ul>	<ul style="list-style-type: none"><li>Project timelines/priorities to be confirmed through Council engagement. Pipeline Road South engagement completed in T3, 2024. Guildford Way, Phase 2 construction progressed, to be completed T1, 2025.</li></ul>
Road Safety Strategy	Major Delay	<ul style="list-style-type: none"><li>Update to Council scheduled for T3, 2024.</li></ul>	<ul style="list-style-type: none"><li>Update to Council was deferred to align with Community Safety Strategy; internal review and coordination expected through 2025. Approved road safety improvements completed in 2024 with new actions/improvements planned for 2025.</li></ul>
Urban Forest Management Strategy	Impacted by Provincial Mandates	<ul style="list-style-type: none"><li>Key findings report and update to Council expected in T3, 2024.</li></ul>	<ul style="list-style-type: none"><li>Update to Council scheduled for T1, 2025. Delayed due shift in organizational priorities related to Provincial Mandates.</li></ul>

# “Foundational Work that Supports the Business Plan and Organizational Effectiveness” Items

Business Plan Item	Status	2024 Second Trimester Update	2024 Final Trimester Update and Future Considerations
Business Improvement Initiatives	Impacted by Provincial Mandates	<ul style="list-style-type: none"><li>Work initiatives delayed due to staff capacity as a result of provincial mandates. Staff are evaluating the work of the committee and will provide an update to Council in T1, 2025.</li></ul>	<ul style="list-style-type: none"><li>Work initiatives delayed due to staff capacity as a result of provincial mandates. Update to Council expected in T1, 2025 with staff’s evaluation of the work of the committee.</li></ul>
Child Care Partnership Implementation	On Track	<ul style="list-style-type: none"><li>Staff continue to implement the current child care incentives with active development applications. Further updates to the child care incentive program are on hold until the new Development Finance Framework has been established in alignment with Provincial Legislation.</li></ul>	<ul style="list-style-type: none"><li>Staff continue to implement the current child care incentives with active development applications. Further updates to the child care incentive program will be undertaken once the new Development Finance Framework has been established.</li></ul>
Collective Bargaining	On Track	<ul style="list-style-type: none"><li>Collective bargaining completed.</li></ul>	<ul style="list-style-type: none"><li>Preparations to begin in 2025 related to renewal of Collective agreements which expire at the end of T3, 2025.</li></ul>
Fees, Rates and Charges Reviews	Impacted by Provincial Mandates	<ul style="list-style-type: none"><li>Minor updates will be completed as part of the 2025 budget process. Major reviews to be led by individual departments with specific timelines to be determined.</li></ul>	<ul style="list-style-type: none"><li>Various updates implemented as part of the 2025 Fees and Charges Bylaw. Major reviews are on hold due to other priorities arising from recent changes in Provincial legislation.</li></ul>
Financial Systems Modernization	Impacted by Provincial Mandates	<ul style="list-style-type: none"><li>Project was delayed due to staff capacity following provincial mandates; expected to be restarted in T3, 2024.</li></ul>	<ul style="list-style-type: none"><li>The first phase of the project launched in T3, 2024, focusing on defining the scope for a modernized financial system, conducting a market scan, and gathering high-level cost and effort estimates. A consultant has been secured, and the project team is in place. An update to Council will be provided in 2025.</li></ul>
Hybrid Work	On Track	<ul style="list-style-type: none"><li>Program operating well and continues to be tracked and monitored.</li></ul>	<ul style="list-style-type: none"><li>Program operating well and continues to be tracked and monitored.</li></ul>
ICT Infrastructure Upgrades	On Track	<ul style="list-style-type: none"><li>Council updated in T2, 2024. Ongoing annual ICT Capital Update to be provided to Council on an ongoing basis, beginning in 2025.</li></ul>	<ul style="list-style-type: none"><li>Update to Council expected in T2, 2025.</li></ul>
Land Management Activities	On Track	<ul style="list-style-type: none"><li>Staff continue to advance key land management activities, including the acquisition of 1013 and 1025 Brunette Avenue. Staff are monitoring the real estate market in light of provincial housing changes. Staff to report on strategic matters as they arise.</li></ul>	<ul style="list-style-type: none"><li>Key land management activities continue to move forward and staff are monitoring and assessing the real estate impact in relation to the provincial housing changes. Staff to report to Council on strategic matters as they arise.</li></ul>
Metro Vancouver Projects	Awaiting Partner Action	<ul style="list-style-type: none"><li>Metro Vancouver Water Main #4 (Guildford and David) expected completion by end of T3, 2024. David to Robson ongoing. Metro Vancouver delegation to Council regarding future construction on Dewdney scheduled for T3, 2024.</li></ul>	<ul style="list-style-type: none"><li>Metro Vancouver Water Main #4 (Guildford to David) delayed until end of T2, 2025. Metro Vancouver delegation to Council regarding construction on Dewdney expected in T2, 2025.</li><li>Port Moody Main #3 (Dewdney – Pier Drive to Lougheed) and Metro Vancouver Water Main #4 Cape Horn Section (Dewdney, Lougheed) – construction expected to begin in T3, 2025.</li></ul>
Official Community Plan (OCP) Review	On Track	<ul style="list-style-type: none"><li>This work has been re-framed as a streamlining exercise and will include the required updates to align with the new legislation. Staff intend to report out on progress in early 2025. The full update will occur after the provincial legislation implementation has been completed.</li></ul>	<ul style="list-style-type: none"><li>Staff analyzed, categorized, and streamlined OCP policies during T3, 2024. Update to Council expected in T1, 2025.</li></ul>

# “Foundational Work that Supports the Business Plan and Organizational Effectiveness” Items

Business Plan Item	Status	2024 Second Trimester Update	2024 Final Trimester Update and Future Considerations
Police Model Review	Awaiting Partner Action	<ul style="list-style-type: none"><li>Information requests are waiting for approval from RCMP E-Division; information analysis scheduled for T3, 2024.</li></ul>	<ul style="list-style-type: none"><li>Data analytics review and release by RCMP E-Division continue to delay the project; report completion timelines extended to T2, 2025.</li></ul>
Regional Transportation Initiatives	Awaiting Partner Action	<ul style="list-style-type: none"><li>Council prepared to meet with Minister of Transportation on Brunette and Pitt River Interchanges at UBCM in T3, 2024. Key Staff meeting with New Westminster being scheduled for Brunette Interchange.</li></ul>	<ul style="list-style-type: none"><li>Council meeting held with Minister of Transportation on Brunette Interchange T3, 2024. Meetings on Brunette Interchange and Pitt River Interchange, and with New Westminster Council on Brunette interchange, in T1, 2025.</li></ul>
Space Planning Strategy	Impacted by Provincial Mandates	<ul style="list-style-type: none"><li>Deferred from the 2024 Business Plan to reallocate organizational capacity towards the implementation of provincial mandates.</li></ul>	<ul style="list-style-type: none"><li>Deferred from the 2024 Business Plan to reallocate organizational capacity towards the implementation of provincial mandates.</li></ul>
Strategic Plan Renewal	On Track	<ul style="list-style-type: none"><li>Council adopted the 2024-2027 Strategic Plan in T2, 2024.</li></ul>	<ul style="list-style-type: none"><li>Council adopted the 2024-2027 Strategic Plan in T2, 2024.</li></ul>
Streetscape Enhancements	On Track	<ul style="list-style-type: none"><li>Council updated in T2, 2024. Enhancements, such as the murals, artful furniture and lighting, will be proceeding through procurement, design and installation in T3, 2024. Update to Council expected in T3, 2024 or T1, 2025.</li></ul>	<ul style="list-style-type: none"><li>Update to Council scheduled for T1, 2025. Will continue to proceed with enhancements through design and installation. Report outlining the future of the Streetscape Enhancement program scheduled for T3, 2025.</li></ul>



# Community Safety

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



## RCMP calls for service

2023: **23,777** 2024: **23,627**

## Fire incident responses

2023: **8,325** 2024: **9,165**



## Community Satisfaction

(2023 Ipsos Community Satisfaction Survey)

Police: **86%** Fire: **90%**

## Fire inspections

2023: **4,951** 2024: **5,196**



# Community Safety



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

What We Set Out to Achieve	What We Achieved
Support a multi-disciplinary and inclusive approach to public safety.	<ul style="list-style-type: none"><li>• Issued 17,569 bylaw enforcement notices and responded to 5,448 bylaw enforcements calls for service.</li><li>• Delivered public education initiatives on fire prevention to 5,634 residents.</li><li>• In alignment with the Community Wildfire Resiliency Plan, offered free wood chipping services to reduce the risk of wildfires in areas of greatest wildfire risk.</li><li>• Opened daytime warming centers during periods of below-average frigid temperatures to keep vulnerable residents warm and safe.</li><li>• Opened cooling centres to keep vulnerable residents safe during the summer heat warning.</li><li>• Completed development of a Community Police Office Strategy.</li></ul>
Make the City’s road network safer for all types of users including drivers, pedestrians, and cyclists, and people living with disabilities.	<ul style="list-style-type: none"><li>• Engaged the public to share information and receive feedback on the active transportation and road safety improvements for Pipeline Road.</li><li>• Engaged the public to share information and receive feedback on the proposed improvements to Nelson Street that will enhance it as an important corridor for the safe and accessible use of active and micromobility transportation.</li><li>• Advanced the construction of micromobility projects, including phase 2 of the Guildford Greenway project.</li><li>• Received Hub Cycling’s Infrastructure Improvement Award for the first City-built protected bike lane delivered through phase 1 of the Guildford Greenway project.</li></ul>



# Housing

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



**Community perception of quality of life: 94%**

*(2023 Ipsos Community Satisfaction Survey)*

**Number of childcare spaces approved**

203

2023



515

2024

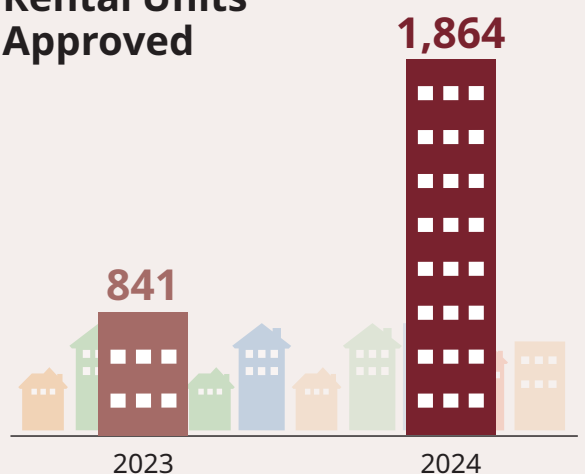
**Funding committed by Council towards housing affordability**



**\$5,800,000**

2024

**Rental Units Approved**



# Housing



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

What We Set Out to Achieve	What We Achieved
Encourage a mix of new housing supply to develop complete neighborhoods that improve affordability, livability, and sustainability.	<ul style="list-style-type: none"><li>Implemented actions to reduce noise, disruption, and safety concerns of construction on residents and the environment, including a zero-tolerance enforcement approach, proactive monitoring and enforcement, and increased reporting.</li><li>Approved drafting of a Tenant Protection Bylaw to protect tenants impacted by redevelopment by strengthening the City's ability to enforce compliance or seek remedies.</li><li>Advanced review and analysis of the Official Community Plan (OCP) to develop updates in alignment with sweeping mandates from provincial legislation and to streamline and modernize its implementation.</li><li>Advanced review and development of new DCC (Development Cost Charges) and ACC (Amenity Cost Charges) programs in response to sweeping provincial mandates that upended the City's approach to development financing.</li><li>Issued 53% of housing building permits within 800m of a Frequent Transit Network (FTN).</li></ul>
Lead collaborative action and innovative partnerships with the provincial and federal governments and third parties to maximize use of external resources to deliver affordable housing.	<ul style="list-style-type: none"><li>With federal funding from the Canada Mortgage and Housing Corporation (CMHC), launched the Housing Accelerator Fund Action Plan to address the community's diverse housing needs and advance the speed and efficiency of home construction.</li><li>Approved bylaws to designate areas within 800 metres of SkyTrain stations as Transit-Oriented Areas and remove residential parking requirements, as mandated by the provincial government's Bill 47.</li><li>Hosted public information sessions on provincial housing legislation changes, so that residents could learn about the changes, the City's implementation approach, and their implications.</li><li>Received an extension from the provincial government to implement its Small-Scale Multi-Unit Housing mandate, providing time to update bylaws in a way that supports housing growth without compromising community infrastructure.</li></ul>



# Environmental Sustainability

*Coquitlam is taking action to address environmental and climate sustainability.*



## Community Satisfaction with Parks Trails and Greenspace: **92%**

(2023 Ipsos Community Satisfaction Survey)



**22% Resident Trips  
Non-vehicular/  
Sustainable Mode Share**

## Water Consumption

(litres per capita, per day)

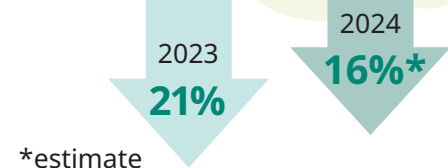
### Total

2023: **354 litres** | 2024: **300 litres**

### Residential Only

2023: **244 litres** | 2024: **201 litres**

## Corporate Reduction in GHGs since 2007



## Public Electric Vehicle Charging Usage



### Charging ports

2023: **31** | 2024: **31**



### Charging sessions

2023: **34,064** | 2024: **41,239**



### Charging minutes

2023: **3,486,022** | 2024: **4,535,976**

# Environmental Sustainability



*Coquitlam is taking action to address environmental and climate sustainability.*

What We Set Out to Achieve	What We Achieved
Demonstrate responsible stewardship through leadership in environmental sustainability strategies and resilient practices.	<ul style="list-style-type: none"><li>• To promote greener travel, extended the City's participation in the provincial electric scooter pilot to 2028.</li><li>• Received recognition for Coquitlam's creative, accessible, and innovative approach to park design through Sheffield Park being awarded with the 2024 Canadian Society of Landscape Architect (CSLA) Award of Excellence.</li><li>• Upgraded 9 parks enhancing the experiences and quality of life for residents.</li><li>• Restored over 1,800 square metres of natural areas and planted over 1,800 native shrubs and trees.</li><li>• Approved an update to the Stream and Drainage System Protection Bylaw to expand real-time monitoring and control of water treatment to all major development sites across the City.</li><li>• Reduced total water consumption per capita by 15% to 300 litres.</li><li>• Introduced a new fleet of environmentally-friendly garbage trucks powered by Compressed Natural Gas (CNG) that produce fewer greenhouse gas emissions than traditional fuel vehicles.</li><li>• Maintained a waste diversion rate of 70%.</li></ul>
Explore innovative sustainability improvements through community partnerships and diverse participation.	<ul style="list-style-type: none"><li>• Hosted the City-Wide Garage Sale and Giveaway to encourage residents to keep items out of the landfill.</li><li>• Hosted the seventeenth Environmental Achievement Awards, recognizing community volunteers for their outstanding commitment to the environment.</li><li>• Hosted the Repair Café to encourage residents to have small household items repaired by volunteers for free to keep the items out of the landfill.</li><li>• Added more than 700 trees to streets and parks across the City while also increasing the diversity of trees to sustain biodiversity and resilience to climate change.</li><li>• In collaboration with the Stanley Park Ecology Society and the City of Port Moody, hosted free information sessions on living harmoniously with the urban coyote population.</li></ul>



# Critical Infrastructure

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



**6 km** of new multi-modal transportation for a total of **678 km** across the City of Coquitlam



## Community Satisfaction

**94%** Public Works

(2023 Ipsos Community Satisfaction Survey)



Average pavement condition assessment:  
**70%**



## Fibre-optic infrastructure

2023: **105,014 metres**

2024: **110,995 metres**

# Critical Infrastructure



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

What We Set Out to Achieve	What We Achieved
Plan and deliver infrastructure that meets the capacity needs of our growing community.	<ul style="list-style-type: none"><li>Continued to maintain the City's linear assets by cleaning 82 km of water mains, 44 km of sanitary sewers, and sweeping 6,308 km of road.</li><li>Maintained an average pavement condition assessment of 70%.</li></ul>
Work with partners to advocate, plan and deliver major regional infrastructure projects that are important to Coquitlam.	<ul style="list-style-type: none"><li>Announced a joint investment, with the federal and provincial governments and kwikwə́'əm First Nation, to complete flood improvements where the Coquitlam and Fraser rivers meet to address increased flooding risk due to climate change.</li></ul>
Enhance travel in and between neighbourhoods by advancing multi-modal and accessible transportation options that continue to improve the livability and quality of streets.	<ul style="list-style-type: none"><li>Celebrated Go by Bike Week, in partnership with HUB Cycling, by hosting promotional events and activities.</li><li>As part of the Streetscape Enhancement Program, added three new murals, two sets of bike racks, and twinkling lights to improve and beautify the public realm.</li><li>Developed 6 km of new multi-modal transportation infrastructure, increasing the total network to over 678 km.</li></ul>
Plan and deliver Information, Communications and Technology services to meet the needs of our changing community and City growth.	<ul style="list-style-type: none"><li>Recognized as a Smart21 Community of 2024 by the Intelligent Community Forum, demonstrating the City's competitive advantage with using technology to improve economic, social, and environmental conditions for the community.</li><li>Connected 20 new buildings to fibre-optic infrastructure and added 5,981 metres of fibre to the network.</li></ul>



# Workplace and People

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



**WorkSafe BC Certificate of Recognition Rebate received**  
2023: **\$279,474** | 2024: **\$332,000**



**Recognized as a BC Top Employer for **seven** consecutive years**



**Awarded the BC Municipal Safety Association's Organizational Safety Excellence Award for **six** consecutive years**



**Number of Core and Strategic Leadership Program participants**  
2023: **27** | 2024: **27**

**Culture-building employee engagement events and activities**  
2023: **20** | 2024: **25**



# Workplace and People



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

What We Set Out to Achieve	What We Achieved
Invest in our people to support wellness, retention, talent development and potential of our workforce.	<ul style="list-style-type: none"><li>Awarded the British Columbia Municipal Safety Association’s Organizational Safety Excellence Award for the sixth consecutive year.</li><li>Held 25 employee engagement events to build an inclusive and welcoming organizational culture.</li><li>Received WorkSafe BC Certificate of Recognition Rebate for \$332,000 and maintained an experience rating under industry standards, saving a further \$1,360,000 in insurance costs.</li><li>Ran 51 health and safety training sessions and 11 wellness training sessions for all staff.</li><li>Implemented the Connection to Care service that is free for staff and provides immediate mental health support without wait times.</li></ul>
Develop and implement policies and programs that foster talent acquisition and ensure employees have the training to do their work and serve the community.	<ul style="list-style-type: none"><li>Received the BC Top Employer Award for the seventh consecutive year.</li><li>Advanced development of a Talent and Retention Strategy that will provide a vision and actionable path for attracting and retaining top-tier talent.</li><li>Launched an updated Training and Development policy to ensure training requests are administered efficiently and strategically to advance the ongoing excellence of our skilled and well-trained professional workforce.</li><li>Offered 38 organizational development training programs across 53 sessions and 991 participants.</li></ul>
Invest in technology to equip our people with modern means of working, engaging and providing services to the community.	<ul style="list-style-type: none"><li>Advanced development of a Technology Modernization Strategy, which will provide a roadmap of sustainable and secure technologies to underpin the City’s technology framework over the next several years.</li><li>Using existing software, introduced online plumbing permits and increased online payment options.</li><li>Automated team training requests to increase administrative efficiency and enhance the experience of staff.</li><li>Optimized time keeping to reduce manual entries and paper printing and distribution.</li><li>Added public Wi-Fi to Summit Community Centre and the Austin Operations Building, and increased Wi-Fi at Mundy Park Pool and Coquitlam Centre Aquatic Complex.</li></ul>



# Community Amenities

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



## Community Satisfaction

(2023 Ipsos Community Satisfaction Survey)



**84%**

Recreational and Cultural Opportunities



**85%**

Sports Fields

## Visitors to cultural partners



### Library

2023: **821,165** | 2024: **853,214**



### Evergreen Cultural Centre

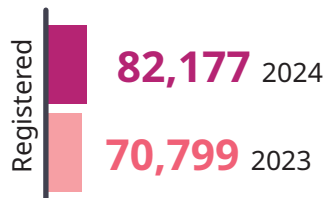
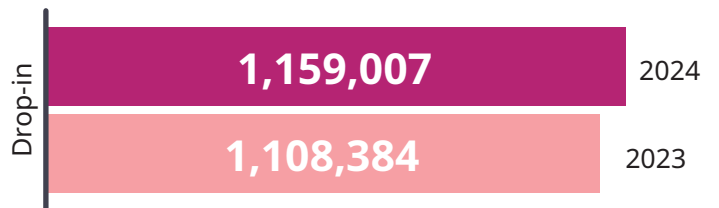
2023: **84,160** | 2024: **116,949**



### Place des Arts

2023: **91,246** | 2024: **95,402**

## Participants in recreation activities



Registered program  
fill rates: **79%**



## Capacity utilization rate of City assets

Facilities: **1,248,436**

Parks: **1,036,117**

(September – December 2024)

# Community Amenities



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

## What We Set Out to Achieve

## What We Achieved

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

- With funding from the Canadian Parks and Recreation Association (CPRA), implemented virtual facility tours of the City Centre Aquatic Complex and Poirier Sport and Leisure Complex so that visitors can explore the facilities' accessibility features from home.
- Recognized BC Seniors Week by offering free and fun activities at recreation centres, including low impact sports, chair yoga, and educational workshops.
- Launched the City's Visual Arts Exhibition pilot program featuring the work of local artists in community recreation centres to promote cultural awareness and dialogue.
- Partnered with the YMCA to provide more hours of Coquitlam resident access at the Bettie Allard YMCA, including to its aquatic facilities and other community spaces.
- Offered Sensory-Friendly Skates to enable the accessible participation and a welcoming and inclusive experience for those who prefer low-sensory environments in community recreation.
- Facilitated over 1.2M people through registered or drop-in programs at City facilities.
- Sold 7,912 ONE, 24,683 punch, and 603 annual recreation passes.
- Provided 4,534 low-income residents with access to affordable recreational opportunities through the Financial Assistance for Recreation program.

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

- Engaged the public to get community input on public amenities – including parks, a community centre, and public art – for the future Fraser Mills development.
- Completed the Library and Services Spaces Strategy, providing a long-term roadmap for future library development to support Coquitlam's growing and diverse community through learning and connection.
- Completed Maillardville Community Centre's new outdoor plaza, featuring timber seating and a stage for events up to 100 people.
- Completed the renovation of the Town Centre Park Community Centre, providing the community with a larger and more inclusive social and cultural hub.
- Advanced development of the Northeast Community Centre (NECC) and Park Design to meet the growing demand for recreation and community services in Burke Mountain.
- Invested \$96,187,111 in capital construction and facilities upgrades.



# Financial Excellence and Operational Efficiency

*Coquitlam is focusing on fiscal accountability and continuous improvement.*



## Community Satisfaction



**93%**

City Services



**80%**

Taxpayer confidence

(2023 Ipsos Community Satisfaction Survey)



## % of all transactions done online

2023: **73%** | 2024: **74%**



## Website visits

2023: **3,689,732** | 2024: **4,701,101**

## Number of services available online

2023: **24** | 2024: **26**



## Community Engagement: Visits to [letstalkcoquitlam.ca](https://letstalkcoquitlam.ca)

2023: **23,700** | 2024: **33,174**

## Social Media Engagement



**25,400**

Instagram Followers



**26,581**

Facebook Likes



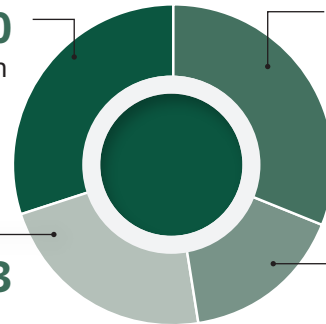
**19,373**

YouTube Views



**14,003**

X (Formerly Twitter) Followers



# Financial Excellence and Operational Efficiency



*Coquitlam is focusing on fiscal accountability and continuous improvement.*

What We Set Out to Achieve	What We Achieved
Maintain prudent financial and governing policies and practices with a focus on long-range planning, efficiency and effectiveness, and budgeting.	<ul style="list-style-type: none"><li>• Launched a renewed Strategic Plan, providing an updated roadmap to guide decisions shaping the community to sustain its high-quality life for current and future generations.</li><li>• Realigned the City’s priorities towards meeting the requirements and addressing the significant financial and operational impacts of sweeping provincial legislation and housing mandates.</li><li>• Awarded the Distinguished Budget Presentation Award from the Government Finance Officers Association (GFOA).</li><li>• Achieved a 4.26% return on investment of the City’s investment portfolio and a debt ratio of 0.68%.</li><li>• Funded \$11.3M of 2024 capital projects costs with grants.</li></ul>
Innovate corporate and process improvement to optimize service delivery for clients and enhance our organizational capacity and efficiency.	<ul style="list-style-type: none"><li>• Received first place for Innovation in Asset Management through the Canadian Network of Asset Managers, recognizing Coquitlam’s Visual Plan initiative that creates a digital version of the City’s asset portfolio to better track and manage assets and enhance operational efficiency.</li><li>• Launched the Coquitlam Current E-Newsletter, providing residents with regular City updates by email every two weeks.</li><li>• Expanded the use of AMANDA 7 to include the issuing of online plumbing permits.</li><li>• Completed an assessment to modernize the City’s agenda management process.</li><li>• Launched a new searchable online database to provide public access to the extensive Riverview Hospital Artifact Collection.</li><li>• Conducted an assessment on virtual services and the use of artificial intelligence.</li><li>• As part of the Business Improvement Committee, completed 68 work plan and additional business improvements list items.</li></ul>



# EDI, Reconciliation and Social Cohesion

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



**Support for not-for-profit groups** (Spirit of Coquitlam grants)

2023: **\$324,266** | 2024: **\$390,449**



**6 staff and 4 public events and learning opportunities that promote EDI**



**112 City staff completed Reconciliation Learning Framework training**

# EDI, Reconciliation and Social Cohesion



*Coquitlam is committing to the progression of Equity, Diversity and Inclusion, and advancing Reconciliation.*

What We Set Out to Achieve	What We Achieved
Utilizing an EDI lens, foster a workplace culture that is equipped to enhance inclusivity, accessibility, and belonging across its diverse and talented workforce as well as throughout the community.	<ul style="list-style-type: none"><li>• Hosted the second annual AccessAbility Resource Fair and offered free and low-cost activities at recreation centres for National AccessAbility week to connect people of all abilities and ages with accessible programs and services.</li><li>• Celebrated Pride Month by offering engaging events that fostered learning, support, and community connection in a welcoming environment and displaying over 115 Pride banners across the City.</li><li>• Conducted public engagement to get community input on opportunities for developing an Accessibility and Inclusion Plan that will advance accessibility and inclusion outcomes for the community and organization.</li><li>• Promoted the Coquitlam Royal Canadian Legion Branch’s Remembrance Day ceremony and parade and other activities to recognize the achievement and sacrifices of veterans.</li></ul>
Build strong government-to-government relationships with First Nations – starting with kwikwə́ł əm – through honest and sincere conversation, an openness to learning and unlearning, and a commitment to cooperation for advancing ongoing reconciliation.	<ul style="list-style-type: none"><li>• 112 City staff completed Reconciliation Learning Framework (Truth and Reconciliation Commission Call to Action #57) training.</li><li>• Painted by the Raven-Tacuara collective, added a kwikwə́ł əm First Nation mural (“Ancestral Legacy”) to Town Centre Park Community Centre.</li><li>• Supported local events and initiatives that encouraged remembrance and learning for National Day for Truth and Reconciliation.</li></ul>
Support the continued viability and sustainability of community organizations in their implementation of services, events and programs that contribute to social vibrancy and cohesion.	<ul style="list-style-type: none"><li>• Provided \$390,449 in Spirit of Coquitlam grants across 43 projects led by local non-profit and community-based organizations.</li><li>• Launched a new online exhibit through Coquitlam Archives, which tells the story of the under-represented community of South Asian mill workers at Fraser Mills in the early 1900s.</li><li>• Offered Neighbourhood Small Grants to remove financial barriers for residents initiating projects that connect people socially and to share skills and talents.</li><li>• Celebrated Culture Days with the themes of “inclusion” and “growth” to showcase and promote engagement with the community’s cultural diversity.</li></ul>



## Economic Vitality

*Coquitlam is building and supporting the local economy.*



### Construction value

(industrial, commercial, institutional)

2023: **\$136,871,799** | 2024: **\$187,467,284**



### Filming Revenue

2023: **\$88,757** | 2024: **\$156,930**



### Filming Permits

2023: **23** | 2024: **16**

## Tourism activity



**9,572** Followers on **@visitcoquitlam** channels

**252,424** Webpage views to **VisitCoquitlam.ca**

**605** Local businesses promoted across tourism channels

# Economic Vitality



*Coquitlam is building and supporting the local economy.*

What We Set Out to Achieve	What We Achieved
Lead the attraction, retention, and promotion of diverse local employment opportunities that are accessible to the income needs of the community.	<ul style="list-style-type: none"><li>• Promoted investment attraction by generating 43 and closing 5 business leads.</li><li>• Issued over 7,700 business total business licenses (6,092 renewed and 1,613 new).</li><li>• Conducted 393 Business LinQ inquiries through email, phone or in-person customer service.</li></ul>
Advance capacity across Coquitlam to accommodate shared economic opportunities that empower business resiliency and affordability.	<ul style="list-style-type: none"><li>• Added 15,676 square metres of industrial, commercial, institutional (ICI) floor space.</li><li>• Advanced development of a Commercial Demand Study that will determine the future demand for commercial space as well as best practices for delivering space through development.</li><li>• Through the City's procurement policies, 27% of all City purchase orders were issued to a business in the Tri-Cities.</li></ul>
Strengthen and leverage partnerships with and between community members, local employers, educational institutions, and other orders of government to support community vibrancy and quality of life.	<ul style="list-style-type: none"><li>• Received funding from the federal CanExport Community Investments Program to support development of a website and marketing materials that will target Foreign Direct Investment and showcase Coquitlam as a destination for business.</li><li>• Held 46 festivals or events with joint participation of approximately 290,000 participants.</li><li>• Hosted Canada Day at Town Centre Park with engaging and inclusive activities, food trucks, and performances highlighting the community's multiculturalism.</li><li>• Held the Summer Concert Series, which featured diverse genres of musical performances and food vendors.</li><li>• Facilitated 79 block parties.</li></ul>