

An aerial photograph of a park in Coquitlam, British Columbia. In the foreground, a river flows through a lush green area. A large, white, tent-like structure with a curved roof is the central focus, surrounded by a large crowd of people. The park features many trees, paved walkways, and several white event tents. In the background, a residential neighborhood with houses and a forested hillside are visible under a clear sky.

Coquitlam

2024 – 2028

Financial Plan

A Blueprint for a Growing City

We acknowledge with gratitude and respect that the name Coquitlam was derived from the hə́nqəmíhəm (HUN-kuh-MEE-num) word kʷíkʷə́ləm (kwee-KWET-lum) meaning “Red Fish Up the River”. The City is honoured to be located on the kʷíkʷə́ləm traditional and ancestral lands, including those parts that were historically shared with the qícəy’ (kat-zee), and other Coast Salish Peoples.

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Reader's Guide

This document provides an overview of the *2024–2028 Financial Plan*, including the City's integrated planning process, details about key elements of the *Financial Plan* and 2024 budget, impacts to residents and a look forward to the future of Coquitlam.

Incorporating Equity, Diversity and Inclusion

At the City of Coquitlam, equity, diversity, and inclusion (EDI) is a top priority, including making our documents accessible and inclusive. To support our commitment to EDI, we have made this document accessible by using gender-neutral language, simple and easy-to-understand language, and inclusive photos. We have also considered font size, colour contrast, and assistive technology compatibility. As we move forward in our efforts to support universal accessibility, we will continue to refine how we present information both internally and to the community we serve.

The *2024–2028 Financial Plan* is organized into the following chapters:

1. Executive Summary

Provides a summary of the *2024–2028 Financial Plan* including key highlights and impact to residents with respect to property tax and other rate changes.

2. Coquitlam Overview

Provides an overview of the City of Coquitlam's history, location, population and demographics as well as the City's governance structure.

3. Integrated Planning Framework

Outlines Coquitlam's corporate planning framework including the *Strategic Plan*, *Business Plan* and financial planning processes.

4. Financial Policies, Fund Structure and Reserves

Highlights the financial policies and regulatory requirements related to the development of the City's *Financial Plan*. This section also identifies Coquitlam's financial fund structure, which is a combination of the general fund, utility funds, reserve and trust funds, and includes a summary of reserve funding.

5. Financial Plan Overview

Provides an assessment of the internal and external conditions affecting the City of Coquitlam along with the budget highlights, the City's major fund balances, consolidated financial summary, and staffing history.

6. 2024 Five-Year Consolidated Operating Plan

Outlines the Five-Year Consolidated Operating Plan and identifies major revenue sources, budget increases and departmental budget details including related key performance measures.

7. 2024 Five-Year Capital Plan

Outlines the Five-Year Capital Plan and includes the City's approach to capital planning, guiding principles, funding sources, and a summary of capital projects by category. This section also outlines the City's asset management program.

8. Appendix

Provides a glossary of defining terms that are either technical in nature or have a unique meaning for the City of Coquitlam.

Distinguished Budget Presentation Award



The Government Finance Officers Association 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, 2023. In order to receive this award, a governmental unit must publish a budget document that meets program criteria as a policy document, as a financial plan, as an operations guide, and as a communications device. This award is valid for a one-year period only. We believe our current document continues to meet program requirements and we are submitting it to the Government Finance Officers Association to determine its eligibility for another award.



Coquitlam City Council



Mayor
Richard Stewart



Councillor
Brent Asmundson



Councillor
Trish Mandewo



Councillor
Matt Djonlic



Councillor
Dennis Marsden



Councillor
Craig Hodge



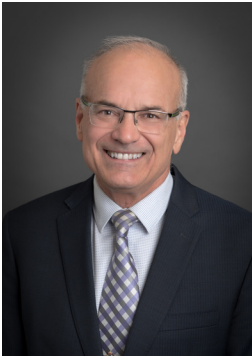
Councillor
Robert Mazzarolo



Councillor
Steve Kim



Councillor
Teri Towner



Message From Mayor Richard Stewart

In Coquitlam, we approach our city’s financial planning with both care and strategic foresight, always mindful of the trust you place in us to manage resources wisely. Our Financial Plan for the next five years is a roadmap for how we intend to navigate an increasingly complex economic environment, firmly grounded in our commitment to transparency and accountability.

Balancing Acts: Investments and Adjustments

The challenges we face are not unique to our community but are felt across British Columbia. Rising operational costs and new provincial legislation have shifted some of the financial landscapes we’ve long navigated. These changes mean we must be both innovative and thoughtful in planning Coquitlam’s financial future, ensuring we can continue to provide the high-quality services you depend on, while also investing in the priorities that will keep Coquitlam vibrant and secure.

Our 2024 budget is a reflection of this delicate balance. It represents a commitment to key areas such as community safety and housing, which are foundational to our quality of life. Yet, it also accounts for the reality of our times—where certain costs are rising and legislative changes require us to adapt. We may need to make adjustments as these impacts become clearer, but be assured, every decision will have our community’s long-term wellbeing at heart.

Understanding Our Financial Landscape

To understand the impact of these decisions, it’s important to recognize the financial pressures we’re navigating. From inflation and provincial downloading to the effects of climate change, these are factors that stretch beyond our city’s borders, influencing our budgeting process in profound ways. Our response includes a balanced budget approach, leveraging a mix of taxes and non-tax revenue sources like reserves and development fees to fund our services and projects. These realities led to an increase in property taxes and utility rates for 2024, roughly translating to an additional \$23 per month for the average Coquitlam household—a step we took with careful consideration of its impact on you, our residents.



Our investments in 2024 and beyond aim to strengthen areas critical to our community's safety, growth, and connection:

- **Community Safety:** Adding personnel to our fire and police services and bylaw enforcement to keep pace with our growing city.
- **Housing and Growth:** Allocating resources to support affordable housing and manage new developments, ensuring our city evolves in a way that benefits all residents.
- **Transportation:** Prioritizing sustainable and active transportation for a safe, connected community.

With \$138 million dedicated to capital projects in 2024, part of a larger \$769 million investment over five years, we're focusing on infrastructure that will serve our community for years to come, from parks and trails to critical facilities and utilities.

We know the responsibility we carry to make decisions that serve our community's immediate needs while securing its future. It's a complex challenge, balancing day-to-day demands with long-term aspirations. We are guided by our commitment to making Coquitlam not just a place to live, but a community where families can thrive for generations.



Richard Stewart
Mayor





Chapter 1

Executive Summary



Chapter 1

Executive Summary

In compliance with the *Community Charter*, Coquitlam City Council adopted the *2024 – 2028 Financial Plan* in December 2023. The *Financial Plan* supports maintaining the delivery of City core services in an environment of continued significantly higher costs and evolving regulations, while also planning for ongoing community growth and capital investment required to provide public services. The Plan is presented amid a challenging financial environment and factors that cause uncertainty, including considerable inflation and escalating construction costs, as well as recent changes to Provincial legislation regarding housing and land use. Recognizing the related numerous financial uncertainties facing the City, the Plan is adaptable and can be adjusted based on changes in the financial environment over the duration of its term.

Integrated Planning Approach

The *Financial Plan* complements Coquitlam's *Business Plan*, which in turn, aligns with the City's *Strategic Plan*. The corporate *Strategic Plan* and accompanying annual *Business Plan* ensure that staff focus on Council priorities and that the City delivers optimal services to its residents. The City's *2024 Business Plan* incorporates four themes to guide the City's priorities in 2024: Community Safety; Housing Affordability and Supply; Equity, Diversity and Inclusion; and Reconciliation. The *2024 Financial Plan* includes funding to advance initiatives to support these themes as key priorities in 2024. The City regularly reports on its 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. Despite the comprehensive integrated planning framework in place, the City anticipates that the recently enacted provincial legislation, covered in more detail below, will affect its capacity to execute planned initiatives. Consequently, the City will be reassessing priorities to align with the new circumstances over the coming months.

Financial Plan Components

The *Financial Plan* is developed using best practices, robust policies and financial principles of long-term financial

sustainability, stability in property taxation and flexibility to respond to emerging priorities and opportunities. It is based on robust financial forecasting and analysis, staff input, Council direction, and public feedback collected over the year through a variety of public engagement opportunities. The results of the City's Community Satisfaction Survey conducted by Ipsos in May/June 2023 indicated that the rising cost of living is having an impact on residents' quality of life, while resident's perception of the value for taxes remains high. It also highlighted the top local issues to be social, transportation and public safety. The results on the online budget survey indicated the majority of the respondents continue to prefer maintaining existing service levels and associated funding allocations. The Plan therefore supports a balance between maintaining existing services and making investments for the future to ensure the City is able to respond to the pressures and opportunities of a growing community, all while preserving the City's financial flexibility and ongoing fiscal stability.

The revenues and expenditures identified within the *2024 – 2028 Financial Plan* fund City services and programs to the levels and standards established by Council, as well as 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 fiscal sustainability.

The *2024 – 2028 Financial Plan* provides an overview of Coquitlam's community profile and demographics, as well as the City's governance and organizational structure. Coquitlam also has a number of financial policies in place that support its fiscal responsibility and protect the City's long-term financial sustainability. The Plan is centered around the principles in the City's existing Capital Funding Framework and the related available funding sources, utilizing debt where needed to bridge cash flow gaps, and within the context of the City's ability to maintain a reasonable stabilized annual tax impact.

The financial details included in the *2024 – 2028 Financial Plan* are the Consolidated Statement of Financial Activities, the *2024 – 2028 Operating Plan* and the *2024 – 2028 Capital Plan*. In each chapter, examples are provided of how this funding is allocated to support the City's goals, with particular emphasis on the first year of the *2024 – 2028 Financial Plan*.

	Tax Rate Increase %	Tax Rate Increase (\$) Per Household
Property Tax Impacts:		
Base Operating Budget	6.60%	\$155
New Funding	2.32%	\$55
Property Tax	8.92%	\$210
Utility Impacts:		
Water Levy (Single Family/Multi-Family)	5.00%	\$32/\$19
Sewer and Drainage Flat Levy	5.00%	\$26
Sewer and Drainage Assessment Levy	5.00%	\$4
Solid Waste Levy	2.00%	\$7
Total Property Tax and Utility Rates		\$279/\$266

With this in mind, the *2024 – 2028 Financial Plan* incorporates an average property tax increase of 8.92%, or \$210 per an average residential home in Coquitlam. The majority of the increase is related to the City’s base operating budget, required to maintain the current service levels, and is primarily driven by budgeted contractual obligations and inflationary impacts, particularly those related to collective agreements and employee benefits, and includes RCMP labour contract and Division Administration increases. The Plan includes investment in enhancements to community safety, infrastructure sustainability, and support for priority areas including housing affordability; equity, diversity and inclusion; and reconciliation. For an average residential home, the total utility budget impacts amount to \$63. This includes a 5% increase in the water utility rate, 5% increase in sewer and drainage utility rate, and a 2% increase in the solid waste collection rate. In 2024, the total municipal property taxes and utility levies for an average residential home are estimated to be approximately \$4,101, an average increase of \$273 over 2023.

Capital Investment

The *2024 – 2028 Capital Plan* includes a total investment of \$769 million over the five-year period supporting the City’s existing assets and infrastructure, as well as ensuring new capital infrastructure is in place to support a growing community. The City is also grappling with cost pressures as it plans for new capital projects, replaces existing ones and strives to meet greenhouse gas reduction targets. Balancing capital investment priorities is an inherently challenging task as is, and continues to be challenged against the backdrop of high construction costs caused by supply chain disruption and labour shortages as well as other global economic uncertainty. The current *2024 – 2028 Capital Plan* was developed based on the City’s existing Density Bonus, Community Amenity Contributions and Developer Cost Charges programs and bylaws. However, as discussed below, subsequent to the development of the *2024 – 2028 Capital Plan*, the Province of BC enacted a variety of housing-related legislative changes that directly impact growth and development in Coquitlam. The implications of this

legislation are not yet clear, but will undoubtedly change the way that the City is able to fund growth related capital infrastructure and amenities.

The City owns various assets valued at over \$4 billion (excluding land) that are used to deliver services to the community. Investment in asset replacement and systems and policies is an ongoing priority for the City to ensure long-term sustainability. A bi-annual Corporate Asset Management Update assesses long-term replacement needs and funding. The most recently completed assessment in 2022 identified a \$23 million annual gap for optimal asset replacement funding, prompting the development of a Sustainable Infrastructure Renewal Funding Strategy. This strategy proposes a 10-Year Capital Asset Replacement Plan and gradual tax and utility rate increases to sustain infrastructure and ensure financial sustainability, which have been incorporated into the *2024 – 2028 Financial Plan*.

The City anticipates significant investment needs for new infrastructure and community facilities. Funding for priority projects like the Northeast Community Centre and adjacent Burke Village Park relies on a mix of reserves, development revenues, and debt financing. Both projects are intended to be fully funded by development revenues, though will require debt financing in order to bridge cash flow gaps. In addition to internal debt borrowing capacity, the City also has an approved Northeast Community Centre, Park and Plaza Loan Authorization Bylaw, which is valid for five years and enables the City to externally borrow from the Municipal Finance Authority if needed. With the recent housing related legislative changes, the funding strategy for these projects will be reviewed and updated as part of the next budget process.

The City’s Major Facilities Roadmap, which is currently under development, ensures the continuity of community services by planning for renewal and replacement of existing, and building of new, recreation, cultural and major civic facilities to deliver the City’s core programs and services for a growing population. It will be accompanied by a long-term funding strategy that takes into account both financial



and resource implications. The City will also be conducting a major update of the Development Cost Charges Program over the coming year which will ensure alignment with the new provincial legislation that now allows Development Cost Charges Programs to be collected for facilities for fire protection, police, solid waste and recycling. Keeping these programs up to date is essential to maintaining service levels in the face of growth, supporting sustainable development funding, aligning future capital planning with available funds and minimizing impact on taxpayers.

Provincial Legislation Changes

Subsequent to the development of the 2024 – 2028 *Financial Plan* and just prior to adoption of the *Financial Plan* Bylaw, the Province enacted a variety of housing-related legislative changes that directly impact growth and development in Coquitlam. These legislative changes are the most significant interventions by the Province in local government planning in the last 40 years. The Province passed three major housing-related legislative amendments at the end of November 2023 (Bills 44, 46, and 47) as part of the implementation of the Homes for People Action Plan released in April 2023. The Homes for People Action Plan aims to accelerate the delivery of new homes, increase the supply of middle-income housing, help those with the greatest housing need, and reduce speculation in the housing market.

Further changes were introduced by Bill 16 in April 2024 which modifies density bonus and inclusionary zoning practices.

- Bill 16 includes adjustments to density bonus, inclusionary zoning, works and services requirements for new development, transportation demand measures and tenant protection bylaws. This legislation brings significant changes to the existing density bonus framework including how density bonus is calculated, collected and allocated.
- Bill 44 brings about sweeping changes to the local planning framework through new requirements to allow increased density in areas currently zoned for single-family or duplex use. The legislation also changes housing needs reporting, eliminates public hearings for rezonings, and requires more frequent updating of Official Community Plans together with mandatory pre-zoning that accommodates a 20-year housing supply.
- Bill 46 introduces major reforms to infrastructure funding through changes to Development Cost Charge regulations, and introduces a new Amenity Cost Charge to support mandatory pre-zoning and other funding challenges of local governments.
- Bill 47 mandates increased densities and amendments to a suite of regulations near major transit hubs to support new housing developments.

These major housing-related legislative amendments will bring about far-reaching changes to the local planning framework including how municipalities fund growth related expenses. In particular, there is a significant risk associated with the future of the City's established development revenue sources, from the density bonus and Community Amenity Contributions programs, that fund the infrastructure and amenities to support growth (including development-delivered community amenity priorities such as affordable housing and childcare). The City's existing density bonus and Community Amenity Contributions programs were originally created to ensure a transparent, fair and equitable approach, and to not unfairly burden existing taxpayers. The new legislation directly affects the City's ability to continue to utilize the density bonus and Community Amenity Contributions programs in the same capacity as has been done historically. Given the timing of the enactment of the new legislation and the uncertainty of its impacts, the following *2024 – 2028 Financial Plan* is based on the City's existing Density Bonus, Community Amenity Contributions and Development Cost Charges programs and bylaws, which will be amended over the coming year as more information becomes available, to align with the new legislation.

In addition to the housing-related legislation, the Province also enacted various other legislation changes, including the complete revision and update to the Emergency and Disaster Management Act, and the introduction of the Accessibility Act, Pay Transparency Act and Tax Sale legislative amendments. There have also been several changes to the existing legislation including the Labour Standards Act, Employment Standards Act, BC Labour Relations Code, and Worksafe BC. While the City supports the fundamental principles and intentions behind much of this legislation, these new requirements pose additional administrative burden on municipal governments, and increase services without associated financial support from the Province, necessitating increases to property taxes to fund these new requirements. While some of the related costs are incorporated into the *2024 – 2028 Financial Plan*, others are harder to quantify, prompting the City to actively assess and consider them for future financial planning.

Long-term View

A long-range forward looking perspective for decision makers lays the groundwork to recognize and tackle financial challenges, foster strategic planning, and establish agreement on the long-term financial strategies.

The City's long-range planning supports the balance between maintaining core services that residents and businesses expect with growth and development across the City. This includes providing the funding for the maintenance, adaptation and timely replacement of the City's assets along with ongoing capital investment to

support the growing community. With the newly enacted provincial legislative changes expected to impact the City's growth trajectory and funding mechanisms, updates to the related funding frameworks are necessary to align with the revised development finance tools and regulations. Notwithstanding these legislative changes, continued development in the City's northeast area is anticipated, where approximately one-quarter of residents new to Coquitlam will reside in the next 30 years, as well as the substantial infill and redevelopment throughout the rest of the municipality, where neighbourhoods are being densified and revitalized following the arrival of the SkyTrain to the City in 2016. To manage this period of significant population growth, major capital investments planned for this and subsequent years include infrastructure and amenities to ensure that all the required municipal services are in place to serve these changing neighbourhoods.

As Coquitlam residents and visitors enjoy these new amenities and services, it is important to recognize they come with associated costs that result in increased pressure on the City's operating budget. Though the City receives additional tax revenues from new developments and the shifting to more compact forms of development (i.e. density and land use changes), these tax revenues do not occur at the same time as the related expenses. As a result, the anticipated property tax increases in the future years of the Plan (2024 – 2028) to support the planned level of investment and growth could remain high and in the range from 6% to 9% per year. This volatility is being addressed through the use of various tax stabilizing mechanisms, including the use of a Development Stabilization Reserve which helps match growth related revenues to growth related expenses. The 2024 Plan includes the use of the Development Stabilization Reserve to offset the additional programming and maintenance costs coming online in the next year related to the Spani Pool renewal and Town Centre Park Community Centre. In addition, building-related asset replacement contributions to address a growing asset base are phased in over multiple years. For 2024, this includes the Spani Pool Renewal and Austin Service Centre where the contributions have been deferred to 2025 and 2026 of the five-year plan.

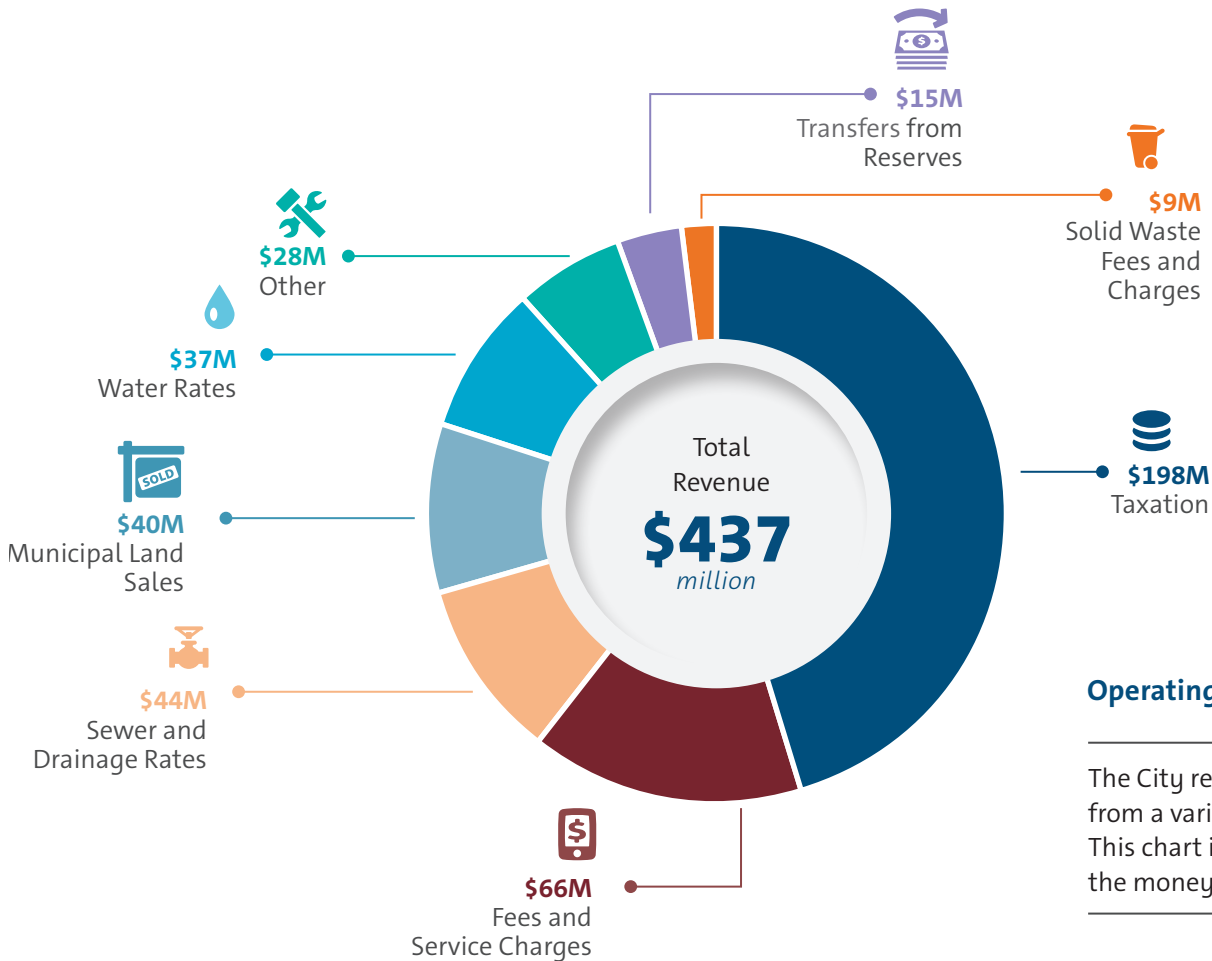
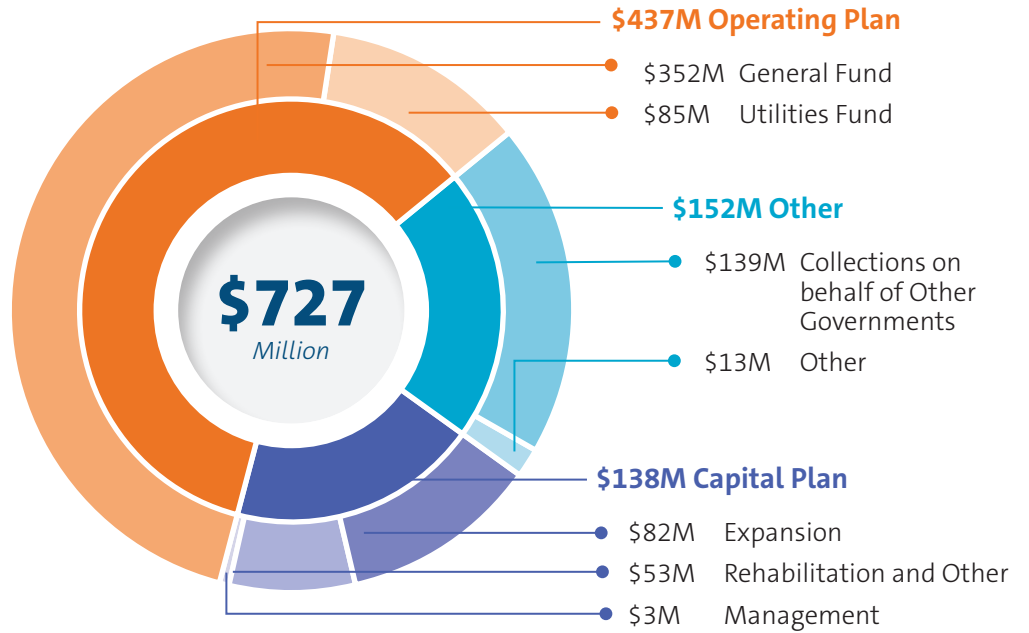
Coquitlam's long-term financial planning strategies reflect a responsible and sustainable forward-thinking approach to fiscal planning that seeks to protect Coquitlam's financial position and ensure adequate reserves, while balancing tax increases and utilizing funding from reserves and other sources to minimize impacts on taxpayers.

2024 Budget Highlights

Please visit Coquitlam's Open Book to explore the City's Financial Plan by going to coquitlam.openbook.questica.com.

Total Financial Plan

The first year of the 2024-2028 Financial Plan totals **\$727 million** and is made up of the Operating Plan (\$437 million) to fund the daily operations and maintenance of the City, the Capital Plan (\$138 million) to fund the rehabilitation and expansion of the City's infrastructure, and other (\$152 million) primarily made up of developer contributed assets and non-City collections such as Province of BC School Tax.

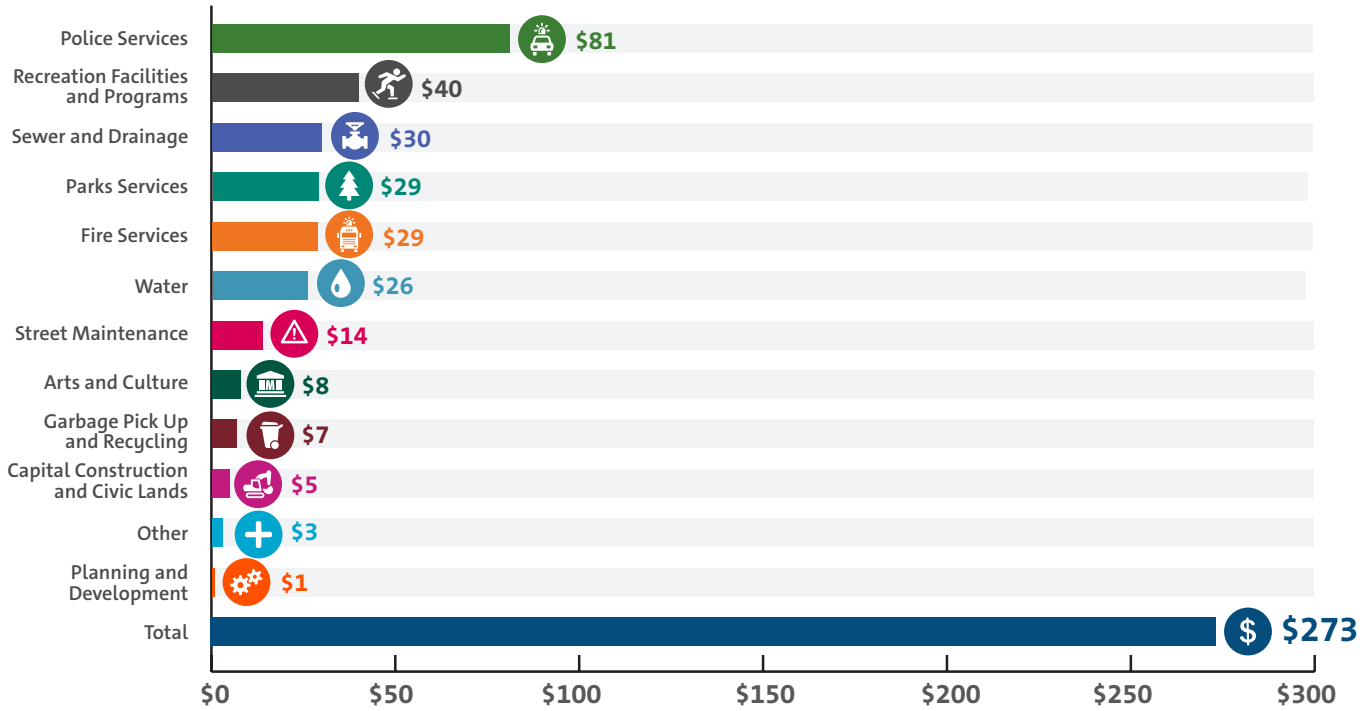


Operating Revenues

The City receives revenues from a variety of sources. This chart illustrates where the money comes from.

Financial Impact of Budget Increases

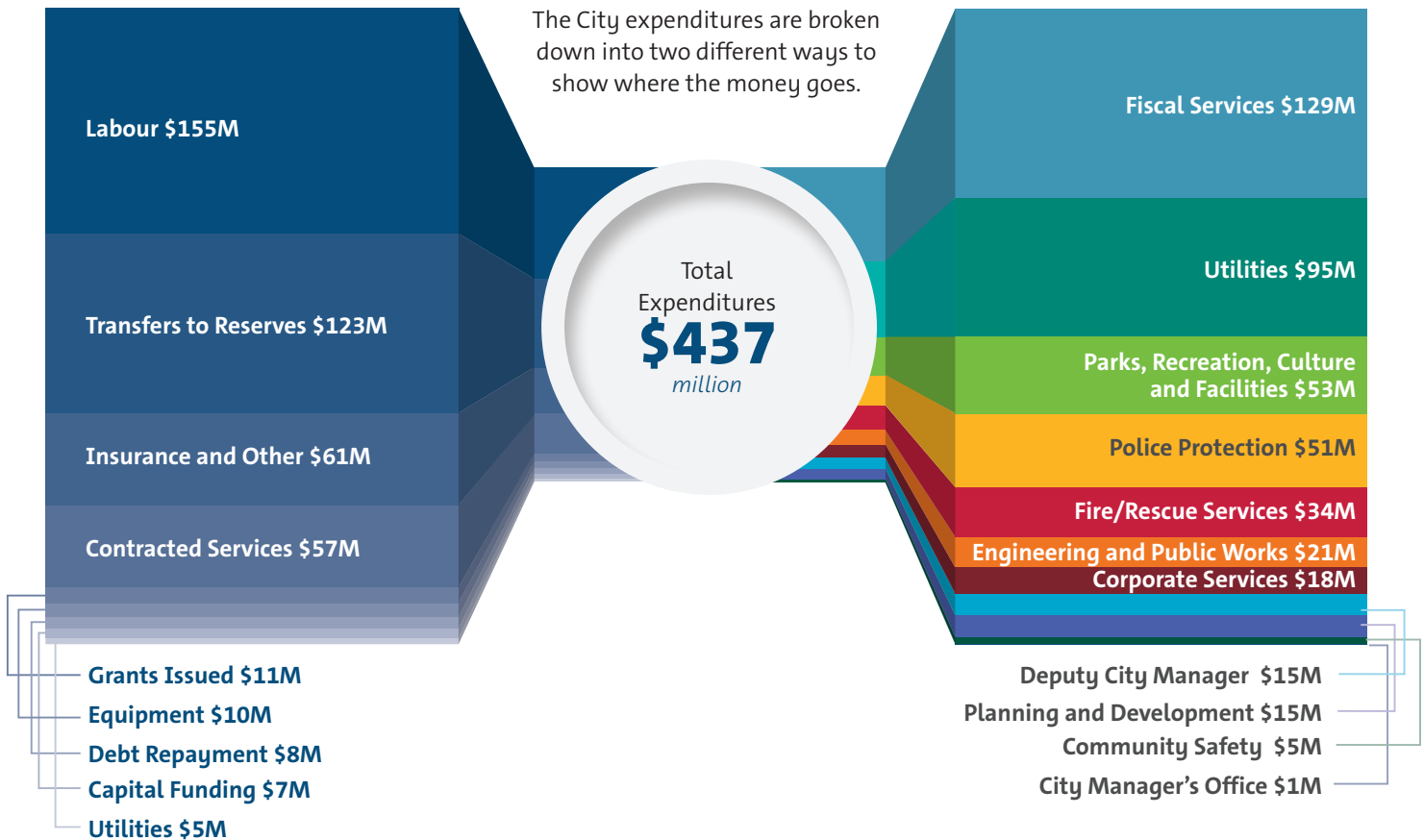
The financial impact of inflationary increases and 2024 service level adjustments is a **\$273** increase for the average Coquitlam household, including property taxation, water, sewer and drainage and solid waste. This chart illustrates how this increase is allocated.



By Type

Operating Expenditures

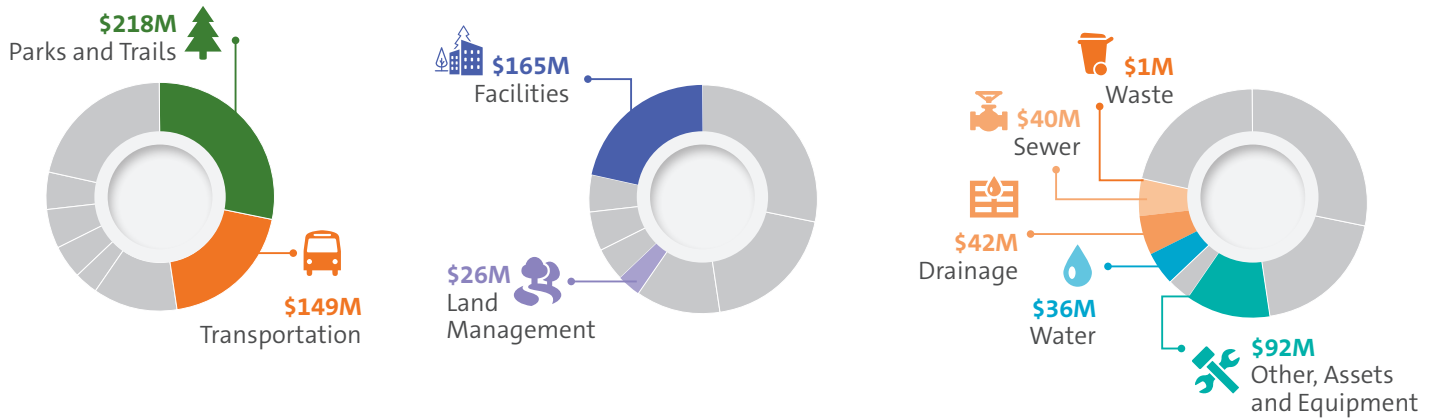
By Department



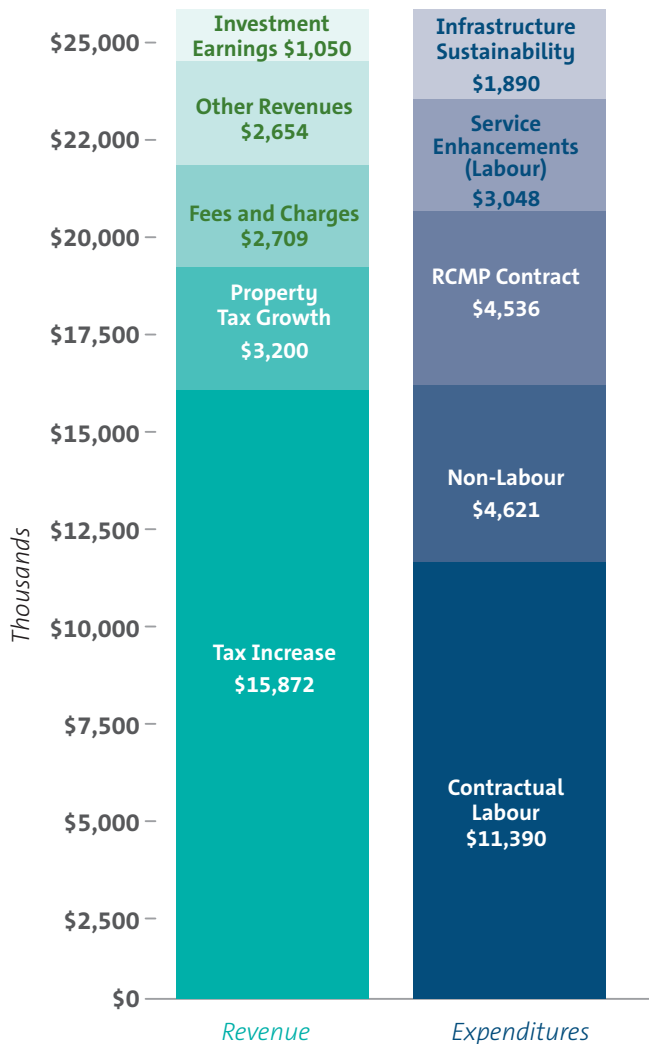
2024–2028 Capital Plan

Over the next 5 years, the City plans to invest **\$769 million** in capital infrastructure (\$138 million planned in the first year), broken down as follows:

\$769 million



2024 Budget Increases



Approved Tax Increases

The 2024 budget incorporates an 8.92% average increase in property taxes. The property tax increase is allocated to the budget as follows:

	%	\$000s	Explanation
Revenue			
New Assessment Growth	1.80	3,200	New taxation revenues from development growth
Other Revenues	1.39	2,474	Transfers from reserves to fund temporary or one-time expenditures, increase in grants in lieu, Grant Reserve Funding
Fees and Charges	1.52	2,709	Increase to the fees and charges revenues
Investment Income	0.59	1,050	Increase in interest rate and working capital
Other Adjustments	0.10	180	Net increase in Port Coquitlam RCMP cost share recovery
	5.40	9,613	
Expenditures			
Labour	8.11	14,438	New collective agreement, additional investment in fire resources and other labour costs
Non-labour	2.60	4,621	Contractual increases, operating costs for new capital, and new services
RCMP Contract	2.55	4,536	RCMP contract renewal impact and additional investment in community safety
Asset replacement	1.06	1,890	Increase in contribution for asset replacement and infrastructure sustainability
	14.32	25,485	
Approved Tax Increase	8.92	15,872	



Chapter 2

**Coquitlam –
A Growing City**

2

Chapter 2

Coquitlam – A Growing City

Located on the traditional and ancestral lands of the *kʷikʷəłəm* (Kwikwetlem), Coquitlam is a dynamic urban centre within Metro Vancouver. As the sixth-largest city in British Columbia and one of the fastest-growing cities in Canada, Coquitlam is committed to achieving balanced growth that prioritizes livability, resiliency and inclusion for its 150,000 residents and local business community.

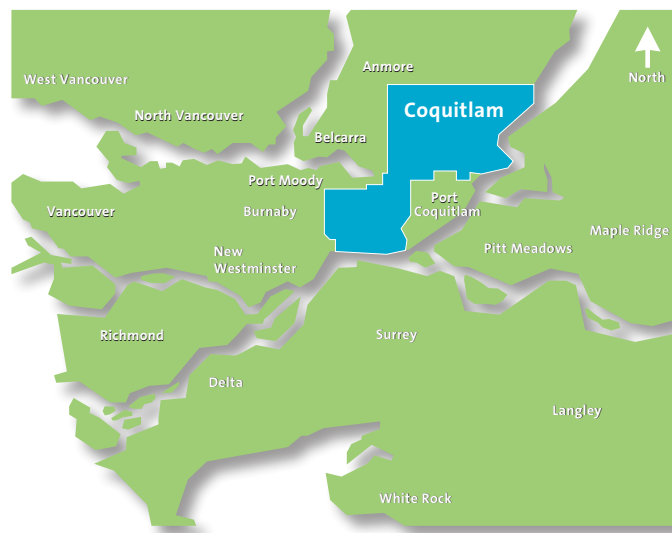
Guided by Metro 2050: Regional Growth Strategy, Coquitlam is focused on prioritizing smart growth, active transportation and sustainable development that provides residents access to quality amenities and services. This approach also ensures the City's long-term resiliency in the face of environmental and economic challenges.

Coquitlam is a diverse and vibrant community that will continue to grow. With this in mind, the City is investing in infrastructure, amenities and services that support both current and future residents. Investments include improvements to Coquitlam's micromobility network and access to micromobility options, expansion of recreation facilities to meet the needs of a growing community and replacement of aging infrastructure to support reliable and sustainable delivery of infrastructure services, such as water and sewer. This investment allows the City to better serve our diverse community by incorporating an Equity, Diversity and Inclusion lens to all City businesses, including policies and practices, the language used, how neighbourhoods are planned and what services are provided.

To achieve its vision for the future, Coquitlam has developed long-term plans such as the Environmental Sustainability Plan, City Centre Area Plan, Housing Affordability Strategy, and Parks, Recreation and Culture Master Plan. Supported by the overarching citywide *Strategic Plan*, these plans outline the City's commitment to excellence in City governance, safe and complete neighbourhoods, local economy and local jobs, active citizens, and sustainability. Coquitlam also recognizes the need for reconciliation and is committed to fostering positive relationships with Indigenous peoples through meaningful engagement and action with the local First Nations.

Coquitlam's strong planning framework, development finance system, and incentive-based housing affordability strategy have ensured that the City makes positive strides towards achieving its anticipated population of over 250,000 by 2053. The City has long been committed to ensuring growth is managed in a balanced, sustainable and fiscally responsible way.

Changes to Provincial legislation around housing, development financing, emergency management and accessibility are fundamentally changing the way cities in British Columbia operate. In particular, the changes to the housing framework and supporting development finance system will profoundly change how Coquitlam plans, approves and implements growth and development across the community. The Provincial mandates will also highly impact the funding available to support growth-related infrastructure and community needs such as roads, parks, community centres and affordable housing.



Coquitlam Profile and Demographics

Population

Coquitlam is home to more than 148,625 people based on the 2021 Census of Population data from Statistics Canada. The City is working towards a population target of 224,000 by 2041.

Household Income

According to the 2021 Census, Coquitlam’s median income for households within the city is \$92,000.

2020

Under \$20,000	5%
\$20,000–\$39,999	12%
\$40,000–\$59,999	13%
\$60,000–\$79,999	13%
\$80,000–\$99,999	11%
\$100,000 and over.	46%

Source: Statistics Canada, 2021 Census

Immigration and Languages

In 2021, 46% of Coquitlam’s population were immigrants. The top three source countries continue to include China, South Korea and Iran.

After English, at 63%, the top five languages* spoken most often at home in Coquitlam according to the 2021 Census.

Chinese (including Mandarin, Cantonese and not otherwise specified)	13%
Korean	6%
Persian (Farsi).	4%
Russian	1%

*94% of people who gave a single response

Source: Statistics Canada, 2021 Census

Housing

The December 2023 Housing Price Index produced by the Real Estate Board of Greater Vancouver (REBGV) indicates a benchmark price of \$1,777,800 for a detached dwelling in Coquitlam, \$1,025,600 for an attached/ townhouse unit and \$711,800 for an apartment. The benchmark represents the estimated sale price of a typical property within the market.

Housing Composition

2021

Single-family / duplex	38%
Low-rise apartment buildings (under 5 storeys).	21%
Rowhouse	10%
High-rise apartment buildings (5 storeys and over)	15%
Total number of housing units.	55,945

Source: Statistics Canada, 2021 Census

Business Community

Major Employers in Coquitlam (200 or more employees)

Name	Description
The Real Canadian Superstore (2)	Retail Sales
Save-on-Foods (2)	Retail Sales
McDonald’s Restaurants (6).	Restaurants
IKEA.	Retail Sales
Hard Rock Casino Vancouver	Casino
WN Pharmaceuticals Ltd.	Pharmaceutical
Factors Group of Nutritional Companies Inc..	Warehouse
Cineplex SilverCity (Theatres)	Entertainment
T&T Supermarket Inc (2).	Retail Sales
Superior Poultry Processors Ltd	Industrial
Walmart Supercentre.	Retail Sales
Shoppers Drug Mart (6 locations)	Retail Sales
Tim Hortons (5 locations)	Restaurant
GFL Environmental Inc.	Industrial

Source: City of Coquitlam Business Licence Data (2022)

Schools

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

City Government Overview

City Council

Coquitlam City Council includes 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 other 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. In accordance with the Provincial Health Officer Order (Events and Gatherings) and Ministerial Order #192, all open meetings of Council will continue to be “public,” and are webcast live via the City’s web-streaming service.

Standing Committees

In addition to Council-in-Committee, the Mayor has established a Finance Standing Committee and Strategic Priorities Standing Committee to address 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 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 2024, Council has established the following Advisory Committees:

- Community Safety Advisory Committee
- Culture Services Advisory Committee
- Economic Development Advisory Committee
- Multiculturalism Advisory Committee
- Sports and Recreation Advisory Committee
- Sustainability and Environmental Advisory Committee
- Accessibility and Inclusion Advisory Committee

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





Top Employer

Recognized as one of British Columbia’s Top Employers in 2024 for the seventh consecutive year, the City of Coquitlam’s mission is to sustain Coquitlam’s high quality of life for current and future generations, and having outstanding employees is what makes that possible. The City of Coquitlam’s greatest asset is its people, and investing in their development and growth is a priority for the organization.

As a top employer, the City of Coquitlam focuses on supporting employee growth and retention by creating opportunities for training and advancement. With an award-winning Leadership Development Program and regular mentorship pop-ups, staff are encouraged to connect with leaders across the organization, and to collaborate with other business areas to enhance their skillsets and knowledge base.

Staff have the opportunity to make meaningful contributions to their community through initiatives that directly impact the well-being of residents, fostering a sense of purpose and fulfillment in their roles.

Additionally, Coquitlam offers an attractive package of benefits, a competitive salary, and a formal hybrid work policy that provides flexibility, promoting work-life balance and catering to diverse needs.

BC Municipal Safety Association 2023 Organizational Safety Excellence Award

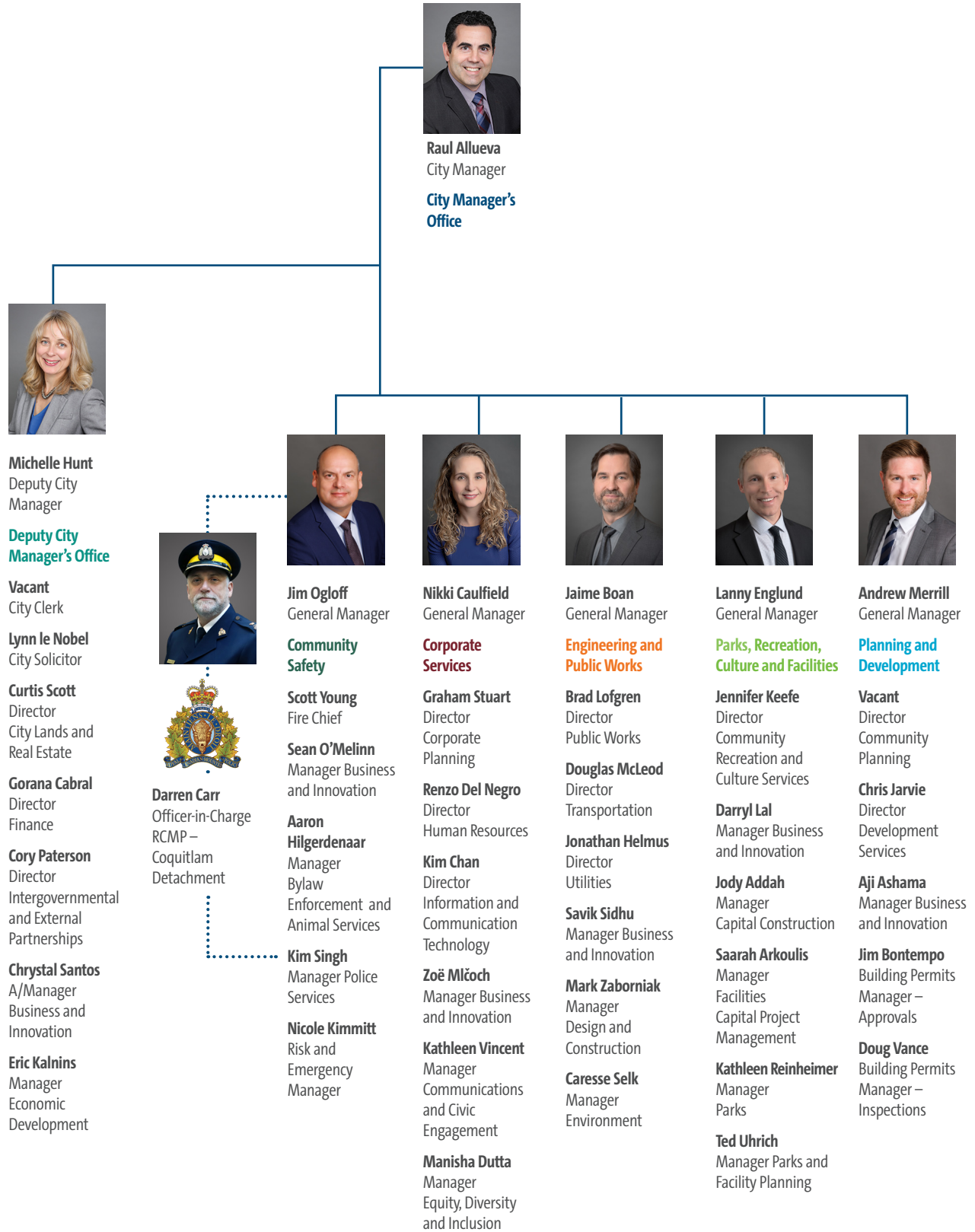
The City of Coquitlam was recognized by the BC Municipal Safety Association for an Organizational Safety Excellence Award for activities that improve experience rating, and ultimately reduce injuries, illness, disease and fatalities. This is awarded to a few select municipalities in B.C. who have shown leadership, innovation and the utmost care in their Occupational Health and Safety (OHS) efforts. This is a remarkable achievement given the safety needs that arose throughout the COVID-19 pandemic and this award is recognition of the City’s excellence in occupational health and safety.

The City has also turned its attention to wellness initiatives to address our top challenges, focusing on education and tools to increase awareness, staff knowledge, and understanding of how to achieve mental wellness, decrease musculoskeletal disorders, prevent diabetes and for those living with diabetes, how to thrive with the disease.

From ergonomic support to programs that include a Supervisor Safety certification and Mental Health Champions training, Coquitlam facilitates peer support and continuous education to support mental and physical wellbeing. The City also encourages staff to prioritize physical wellness with an amazing network of walking paths and trails near civic facilities.

Coquitlam remains a leader in B.C. in meeting the complex occupational health and safety needs of a municipality.

2024 Organization





Chapter 3

Integrated Planning Framework

3

Chapter 3

Integrated Planning Framework

Coquitlam’s integrated planning framework comprises 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.

The *Financial Plan* outlines the financial resources needed to support the *Strategic Plan*, *Business Plan* and the City’s operational business. Updated annually, the *Financial Plan* is a five-year plan that includes a budget for revenues, expenditures and capital projects.

While the 2024 – 2028 *Financial Plan* was developed based on the City’s comprehensive integrated planning framework as outlined above, it is anticipated that the recently enacted provincial legislation related to housing and land use, will have a significant impact on the capacity to execute planned initiatives. Consequently, the City will be reassessing priorities to align with the new circumstances over the coming months.

Strategic Planning

Coquitlam’s 2024 – 2027 *Strategic Plan* is goal-oriented and includes the City’s vision, mission, values, strategic goals and directions, as well as 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 Plan* and other targeted plans related to transportation, land use and parks planning. The *Strategic Plan* includes the following components:

Vision

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

Mission

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

Organizational Values

Organizational values form the foundation of the City’s decision-making framework and are central to the relationships with our employees, residents and clients. The City of Coquitlam strives to be an organization recognized for its excellence in City governance and employee, resident and client relations.

As an organization, we will:

- Be accountable for our actions and decisions;
- Foster inclusivity, belonging and safety by treating people fairly and celebrating our diversity;
- Innovate to sustain community quality of life;
- Be leaders in municipal governance;
- Commit sincere effort and resources to enhance our relationships, mutual interests, and reconciliation with local First Nations – starting with a strong government-to-government relationship with kwikwāłəm

Coquitlam

Strategic Plan

Supported by nine overarching strategic priorities



Community Safety



Environmental Sustainability



Workplace and People



Financial Excellence and Operational Efficiency



Economic Vitality



Housing



Critical Infrastructure



Community Amenities



EDI, Reconciliation, and Social Cohesion

Reviewed every year

Business Plan

Tactical priorities that help achieve the City's Strategic Priorities and Vision.

Reviewed every year

Coquitlam City Budget and Financial Plan

Supports the Business Plan and day-to-day operations of the City.

Reviewed every 5-10 years

Official Plans and Planning Studies

Transportation Plan
Official Community Plan
Economic Development Strategy
Environmental Sustainability Plan
Master Plans



Community Safety

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



EDI, Reconciliation, and Social Cohesion

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



Critical Infrastructure

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



Environmental Sustainability

Coquitlam is taking action to address environmental and climate sustainability



Economic Vitality

Coquitlam is building and supporting the local economy.



Financial Excellence and Operational Efficiency

Coquitlam is focusing on fiscal accountability and continuous improvement.



Community Amenities

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



Housing

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



Workplace and People

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

Strategic Priorities

Coquitlam has identified nine strategic priorities to support its vision:

- Community Safety
- Housing
- Community Amenities
- EDI, Reconciliation and Social Cohesion
- Economic Vitality
- Environmental Sustainability
- Critical Infrastructure
- Financial Excellence and Operational Efficiency
- Workplace and People

Strategic Planning Review Process

In May 2024, Coquitlam’s City Council approved a new *Strategic Plan* that included a 12-year vision, mission, values and goals for the organization and community. This renewed *Strategic Plan* builds on the excellent results that the City has seen over the life of the previous *Strategic Plan*. Coquitlam residents continue to be highly satisfied with City services and their quality of life, with the City consistently scoring higher than lower mainland and B.C. counterparts in a normative comparison across multiple metrics. The 2024 – 2027 *Strategic Plan* was developed following one of the most robust civic engagement efforts to-date, with over 2,500 responses across multiple activities.

Monitoring Success and Performance by Strategic Goal

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.

Business Planning

Whereas Coquitlam’s *Strategic Plan* outlines nine strategic priorities 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 priorities
- Council priorities
- Public priorities based on statistically-valid Citizen Satisfaction surveys and general feedback
- Initiatives currently underway and budgeted
- 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. The *Business Plan* is not meant to capture all activities and services that the City provides, nor should it be used as the only lens through which to view the *Financial Plan*. It is a way to prioritize major initiatives that the City undertakes on an annual basis and communicates to the public the projects deemed to be the most important. The work that is generated from items on the *Business Plan* also has indirect impacts on the City’s supporting services; many of the priorities will generate activities such as legal research and advice, marketing and advertising, recruiting, purchasing and other related financial transactions, and supplying required technology.

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 strategic priorities and departmental work plan priorities
- Linking the *Financial Plan*, including staff resources and capital budgets, to those items identified as strategic priorities
- Aligning corporate efforts to mitigate the key risks and challenges facing the city

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 nine strategic priorities in the *2024 – 2027 Strategic Plan*, the *2024 Business Plan* introduces four themes that will guide the City’s priorities in 2024 and that impact the work of all City departments: Community Safety; Housing Affordability and Supply; Equity, Diversity and Inclusion; and Reconciliation. These themes span across all goals and departments and inform the City’s decision-making across all lines of business and service areas.

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 is to allow Council to view the City’s activities and progress balanced with the status of the City’s financial and human resources. As part of the trimester update, each business plan item is given a status to apprise Council of progress. This year, the City has added a new status reflecting projects impacted by the Province of B.C.’s Homes for People action plan, introduced in late 2023.

This plan brings major legislative changes that significantly impact Coquitlam’s planning and development framework, as well as the way the public provides input.

- On track – the business plan item is on schedule.
- Minor delay – the business plan item is delayed one trimester since the previous update.
- Major delay – the business plan item is delayed two or more trimesters since the previous update.
- On hold – the business plan item is on hold.
- Impacted by Provincial Mandates.

On an annual basis, Council is provided a corporate performance report that outlines key performance indicators and highlights the City’s actions and accomplishments over the past year, measuring outcomes against the strategic plan.



2024 Business Plan

Themes



Community Safety



Housing Affordability and Supply

Goals

Safe and Complete Neighbourhoods



Local Economy and Local Jobs



Healthy Community and Active Citizens



Business Plan Items

- A** Community Wildfire Preparedness
Regional and Provincial Housing Leadership
Southwest Housing Review
- B** Burke Mountain Village Development Planning
Hazel/Coy Neighbourhood Plan
- C** Building Safer Communities Program
Community Police Office Strategy
First Responder Pre-Hospital Care
Heritage Management Strategy

- A** Strategic Transportation Plan Update
- B** Economic Development Competitiveness Study
Festival and Events Strategy
- C** Cedar Drive Utility and Road Implementation
Corporate Partners and Sponsorship Program Review
Road Safety Strategy

- A** Northeast Community Centre (NECC) and Park Design
Spani Pool Renewal and Expansion Construction
Town Centre Park Community Centre Renovation
- B** Blue Mountain Park Master Plan
Library Services and Spaces Study
Planet Ice Future Planning
Sport Field Strategy
Town Centre Park Master Plan Update
- C** Access to Recreation
Art in Public Spaces Program
Fraser Mills Community Centre and Park Planning
Glen Park Phase 3 Planning
Major Recreation and Cultural Facilities Roadmap

Work Plan Items

Foundational Work that Supports the Business Plan and Organizational Effectiveness

- Business Improvement Initiatives
- Child Care Partnership Implementation
- Collective Bargaining
- Fees, Rates and Charges Reviews

- Financial Systems Modernization
- Hybrid Work
- ICT Infrastructure Upgrades
- Land Management Activities
- Metro Vancouver Projects



Equity, Diversity and Inclusion



Reconciliation

Sustainable Services, Environment and Infrastructure



- A** Burke Mountain Joint School/Park Site Planning
Climate Action Plan
- B** Construction Site Impact Mitigation Initiatives
- C** Micromobility Capital Projects
Urban Forest Management Strategy

Excellence in City Governance



- A** Accessibility Plan Initiation
Corporate Strategy to Respond to Provincial Legislation
DCC Bylaw and Development Financing Update
Development Application Program (DAPR) Core Review
Government-to-Government Reconciliation Partnership Building
Technology Modernization Strategy
- B** Hazard, Risk and Vulnerability Analysis Update
Talent and Retention Strategy

- Official Community Plan (OCP) Review
- Police Model Review
- Regional Transportation Initiatives
- Space Planning Strategy

- Streetscape Enhancements
- Strategic Plan Renewal

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
- Community Safety
- Corporate Services
- Deputy City Manager
- Engineering and Public Works
- Parks, Recreation, Culture and Facilities
- Planning and Development

Financial Planning

The City of Coquitlam develops its *Five-Year Financial Plan* consistent with the requirements of the *Community Charter* and generally accepted accounting principles.

Basis of Budgeting

The City's consolidated financial statements are prepared in accordance with Canadian Public Sector Accounting Standards, using the accrual method of accounting in which revenues are recognized in the year in which they are earned and measurable and expenses are recognized as they are incurred and measurable. The *Financial Plan* on the other hand is prepared in accordance with the requirements outlined in the *Community Charter* using a modified accrual method in which revenues are recognized at the time they are earned and expenses are recognized at the time they are planned. The budget is organized by type of operation (e.g. general fund and utility funds), with each operation considered a separate budgeting and accounting activity.

Funds are budgeted and reported along departmental lines, with accountability and authority for budgetary approval and financial plan 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 *Financial Plan* development process includes a number of key budget assumptions, and 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. Using this as a framework, work plans are developed for each department, with resource needs identified. The base budget is developed to maintain existing service levels in accordance with Council policies. Recommended service level changes are presented to Council for their consideration through a service enhancement request process which includes any costs in excess of what is permitted as part of base budget adjustments.

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.

As such, the City of Coquitlam emphasizes a city-wide perspective in developing the *2024 – 2028 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* and other approved master plans and strategies. Within this context, teams consisting of staff from one or more departments work with Finance to submit a prioritized list of projects within the available funding envelope. Finance coordinates the submissions and a summarized project list is then presented to the Executive Team. A final evaluation and prioritization of the capital projects is then completed and incorporated in the *2024 – 2028 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:

- Safe and Complete Neighbourhoods
- Local Economy and Local Jobs
- Healthy Community and Active Citizens
- Sustainable Services, Environment and Infrastructure
- Excellence in City Governance

Together with the *Strategic Plan* and *Business Plan*, this approach to financial planning provides a thorough and strategic focus in the budget deliberations. The finalized plan is presented to Council for review and approval.

Public Consultation

This *Financial Plan* has been prepared with public consultation completed in accordance with the provisions of the *Community Charter*. The City's typical public consultation process includes multiple engagement opportunities: a Town Hall Meeting, a statistically-valid Community Satisfaction Survey conducted by Ipsos, an online Budget Survey and posting of the Draft Budget Highlights on the City's website prior to adoption.

The online Budget Survey aims to help inform residents and participants about the City's budget and allow them to indicate their preferences for how Council might make budget choices on their behalf. This year's survey results gathered using the online tool indicated that the majority of the respondents continue to prefer to maintain existing service levels and associated funding allocations. An infographic summarizing the results from the online budget Survey can be found at coquitlam.ca/FinancialPlan. The public also had the opportunity to review the draft *2024 – 2028 Financial Plan*, a package of draft Budget Highlights which provided an overview of the draft budget

for each of the departments, as well as a summary of the programs and services including new budget requests under consideration. The draft Budget Highlights were posted on the City’s website and complimented the public department presentations to Council in the fall.

Informed by the feedback received, the *Financial Plan* is a balance between maintaining existing service levels while also investing in community safety, accessibility and inclusion, reconciliation activities, priority community services and infrastructure sustainability to service a growing community.

Key Steps

1. Identify Community Priorities

- A statistically valid 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 tool for community members provides input on programs and services.
- Inviting the public to review and provide input on the Draft *Financial Plan*, which was made available on the City’s website prior to adoption.

2. Develop *Business Plan* Priorities and Align Activities

- Council establishes *Business Plan* priorities (see pages 20–21).
- City business processes and projects are reviewed, updated as needed and aligned with objectives as part of the departmental work plans.

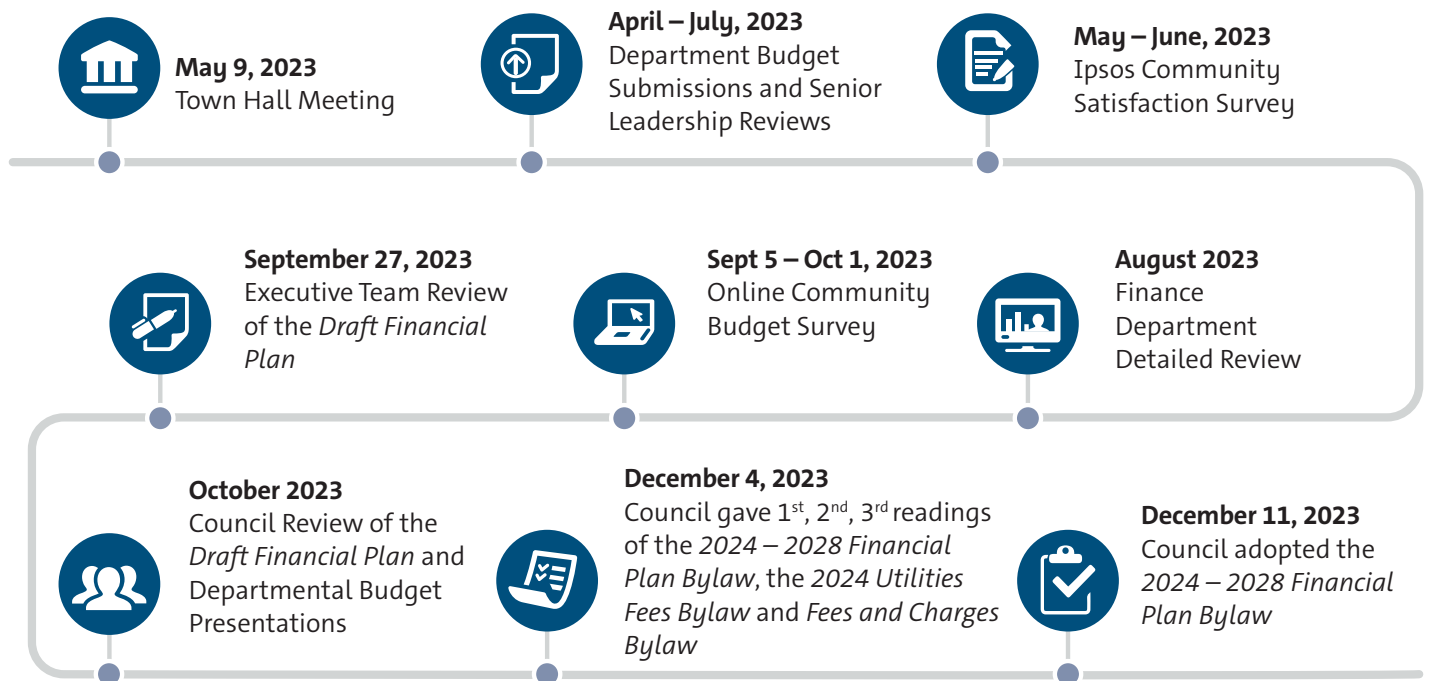
3. Align *Financial Plan* with *Business Plan* Priorities

- 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 operating budget is reviewed to ensure the 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
 - (d) Adjust the assigned work plan to align with existing resources

2024 Financial Planning Process Schedule



The *Financial Plan* goes through a variety of iterations prior to being officially adopted as part of the *Financial Plan* Bylaw. The table below provides a summary of the changes from the draft plan to the final approved plan.

	Draft Budget	October Increase	Approved Budget	December Increase	Variance Explanation
GENERAL FUND					
Base Operating Plan	13,725,000	7.71%	11,740,000	6.60%	RCMP Contractual Adjustment – phase in of OT cost increase, additional increase to tax growth, and utilization of Development Stabilization Reserve
Fees and Charges Increase	(554,500)	-0.31%	(554,500)	-0.31%	
New Priorities:					
Community Safety	2,755,700	1.55%	2,235,700	1.26%	Requests amended and partially phased in over 2 years
Housing Affordability and Supply (Growth and Development)	211,600	0.12%	114,500	0.06%	Majority of requests funded by volume increases in development revenues
Equity, Diversity and Inclusion (EDI) and Reconciliation	297,000	0.17%	227,000	0.13%	Request amended to be funded from reserves
Community Services and Organizational Support	1,092,000	0.61%	773,400	0.43%	Unapproved new budget requests
Infrastructure Sustainability	1,780,000	1.00%	1,335,000	0.75%	Partially approved new budget request
	19,306,800	10.85%	15,871,100	8.92%	
Non-Tax Funding:					
Resource Reallocation	790,600	0.00%	790,600	0.00%	
Priorities funded by Other Funding Sources	4,057,200	0.00%	4,218,900	0.00%	Increase in reserve funding to offset tax impacts of new requests
Total General Fund	24,154,600	10.85%	20,880,600	8.92%	
UTILITY FUNDS					
Water		6.00%		5.00%	
Sewer/Drainage		7.00%		5.00%	
Solid Waste		2.00%		2.00%	
CAPITAL FUND	133,138,100		137,962,900		

Budget Bylaw

As per the *Community Charter*, the *Five-Year Financial Plan* Bylaw is to be adopted by Council by May 15 of the first year of the Plan. Coquitlam Council has a practice to adopt the annual *Five-Year Financial Plan* before December 31 of each year, except in election years. Any time, subsequent to the original adoption, an amended financial planning bylaw can be adopted by Council for that year.

Budget Monitoring

The City monitors its financial performance against its budget through a trimester budget to actual spending 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 and 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.



Chapter 4

**Financial Policies,
Fund Structure and
Reserves**

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*. The *Financial Plan* must be adopted by bylaw and cover a five-year period, that period being the year that the Plan is specified to come into force and the following four years. The *Financial Plan* can be amended by bylaw at any time.

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.

Long-Range Financial Policies

Based on one of Council's key strategic goals to make Coquitlam financially sustainable, Council has adopted a series of financial policies. These policies are a significant step toward achieving long-term financial sustainability and ensuring municipal services and infrastructure continue to be provided at established service levels for future generations.

The financial policies adopted by City Council include:

Sustainability Policies

► Surplus Policy

The City's Accumulated Surplus will be maintained at an adequate level to provide working capital, interest earnings and an emergency fund. Any additional surplus will be transferred to the City Initiatives Reserve to address one time capital needs.

Policy Statement:

The City's Accumulated Surplus will be maintained at a constant percentage (15%) of the annual tax collection to ensure that it grows over time in proportion to the growth in the City. The additional surplus earned in any year will be transferred to the City Initiatives Reserve to support a variety of City priorities.

► Utility Funds' Accumulated Operating Surplus Policy

The City's Utility Funds' Accumulated Operating Surplus will be maintained at an adequate level to provide for rate stabilization, operating contingencies, working capital and operating financing. Any additional surplus will be transferred to the respective Utility Asset Replacement Reserves to address ongoing asset management needs.

Policy Statement:

The City maintains Utility Operating Reserves for the Water Utility and Sewer and Drainage Utility in order to effectively manage rate fluctuations, operating contingencies, working capital and financing. The City has established a reasonable reserve target (60% of expenditures) in order to cover the financial needs of the utilities and mitigate impacts to ratepayers. Any unplanned surpluses that exceed the targeted maximum will be transferred to the respective Utilities Asset Replacement Reserve to support the Utility's capital program.

► Operating Costs for New Capital Policy

The City will manage new infrastructure in a sustainable manner by allocating funding to operate new capital infrastructure.

Policy Statement:

The City will recognize the costs to operate new capital assets built each year by adding a reasonable amount of operating and maintenance costs related to new capital infrastructure in the base budget.

► Debt Management Policy

The goal of the policy is to promote long-term financial sustainability, maintain the City's sound financial position, optimize borrowing costs and ensure that financial flexibility is maintained in the context of the City's opportunities and changing service priorities. The policy establishes debt limits for both internal and external financing within the context of the City's ongoing sustainable revenue generating capacity. This is to ensure long-term sustainability of services in terms of affordability and equity.

Policy Statement:

The Debt Management Policy will serve to guide the management of the City's capital financing program with an overarching goal of maintaining a sustainable level of debt.

➤ **Debt Retirement Policy**

The City will address current and future capital funding needs by reallocating the savings achieved from debt retirement to fund capital improvements in the City.

Policy Statement:

The City's operating budget savings achieved as a result of debt retirement will be used to increase the City's annual contribution to the Development Cost Charges capital program.

➤ **Land Management and Land Sale Reserve Fund 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:

- (a) Strategically acquire and dispose of lands in a way that ensures maximum benefit to the community
- (b) Establish a Land Sales Reserve (LSR) fund to receive land inventory sale proceeds and 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
- (c) Make a portion of the LSR funds available to internally finance capital projects with repayment of those funds over a pre-defined period of time with interest.

Policy Statement:

The City of Coquitlam is fortunate to have significant land assets that provide a long-term benefit to residents. The land portfolio is made up of two components: land holdings and cash held in the City's Land Sale Reserve Fund. The City holds and manages land for development and civic purposes with the intent of shaping the community. The mix of land assets and cash will shift over time in accordance with strategic land investments (land purchases and development costs) and lands sold (land sale proceeds).

Funding Policies

➤ **City Initiatives Reserve Policy**

As per the Surplus Policy, the City's Accumulated Surplus is maintained at a constant percentage of the annual tax collection and any additional surplus earned in any year is transferred to the City Initiatives Reserve.

Policy Statement:

The City Initiatives Reserve is intended to support the City's overall financial plan. Since the funding in this reserve is a result of one-time operating surpluses, the funding from this reserve will support one-time spending on capital projects or operating activities in the short-term.

➤ **Land Sale Reserve Investment Fund Policy**

The City is realizing significant value for land holdings in Northeast Coquitlam, which brings 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 to the community. This reserve is 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.

Policy Statement:

The Land Sale Reserve Investment Fund is intended to provide capital funding for community amenities and infrastructure projects that will deliver immediate/short-term benefits to residents since these profits are being realized from the sale of their land holdings.

➤ **Density Bonus Reserve Policy**

Density Bonus funds are a contribution paid by developers who are seeking additional density for their development during the rezoning process. The intention of this reserve is to provide funding towards the capital costs of a wide range of infrastructure and amenities that are aligned with the City's Strategic and Business Plans.

Policy Statement:

The allocation of funds in the Density Bonus Reserve will be balanced between the City's obligations to deliver amenities in the short-term that benefit current residents while also ensuring there is available capital funding to address amenity needs in the long-term due to overall population growth.

➤ **Community Amenity Contributions Reserve Policy**

Community Amenity Contributions (CAC) is a voluntary program where development applicants offer funds to help offset the burden of their rezoning. The intention of this reserve is to help fund the capital cost of new parks, recreation, arts and cultural facilities and amenities needed in Coquitlam to keep pace with population growth.

Policy Statement:

Community Amenity Contribution revenues collected from new development are placed in a reserve and intended to provide funding towards the capital cost of new community parks, recreation, arts and cultural facilities or amenities as identified in the Parks, Recreation and Culture Master Plan.

► **Casino Revenue Policy**

The City will utilize the revenue received under the Casino Host Agreement with the province to provide funding for the capital cost of municipal infrastructure projects as well as community grants and projects. The policy currently allocates 87.5% of casino revenue to the Municipal Capital Fund and 12.5% to the Community Capital Fund.

Policy Statement:

The City receives a portion (10%) of revenue from provincial casino operations. The City will use Casino Revenue to provide funding for the capital cost of municipal infrastructure projects as well as one-time funding for community grants and projects.

► **Cultural Partners Funding Policy**

The City will support externally-provided cultural services by recognizing the impact of inflation on these partner organizations' budgets and provide an annual inflation adjustment to the cultural grants paid to the Coquitlam Public Library, Evergreen Cultural Centre, Place des Arts and the Coquitlam Heritage Society.

Policy Statement:

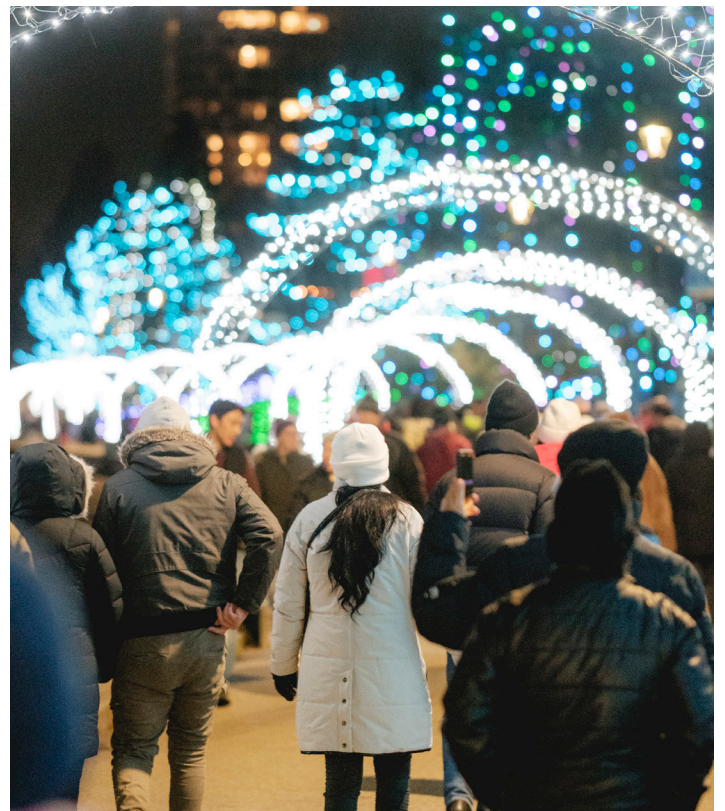
The City will recognize the increased costs for cultural services provided by external organizations in the City's budget process through an annual inflation adjustment.

► **Community Grants Policy**

The City provides grant funding to non-profit organizations who deliver services in the community that support the City of Coquitlam's strategic goals and provide benefits to the residents of Coquitlam.

Policy Statement:

The City will ensure funding for non-profit organizations follows a consistent evaluation process, including defined application requirements, performance measures and funding cap guidelines.



Operating Policies

► Investment Policy

The investment of City funds must reflect a conservative management philosophy based on three fundamental objectives, in the following order of priority:

1. Safety of Principal

Investments shall be made to ensure preservation of capital within the portfolio. Preservation of capital is accomplished through placement of funds with credit-worthy institutions and through portfolio diversification. Diversification is required to minimize potential losses on individual securities and to maximize the yield from a blend of financial products.

2. Liquidity

The investment portfolio shall remain sufficiently liquid to meet all reasonably anticipated operating requirements.

3. Return on Investment

The investment portfolio shall be designed with the objective of maximizing market rate of return subject to the investment risk constraints and liquidity requirements of the City.

Policy Statement:

The City of Coquitlam will invest City funds to provide the optimal blend of investment return while meeting the daily cash flow demands of the City and complying with the statutory requirements of the *Community Charter*.

► Liability (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.

Policy Statement:

The City will use a combination of external insurance and reserve funds to protect City assets.

► Extreme Weather Funding Policy

The City will ensure that the funding needs for unusual extreme weather events are addressed without impacting the City's operating budget.

Policy Statement:

The City will manage its response to extreme weather events by budgeting for the average weather response each year and contributing any unspent funding to an Extreme Weather Reserve to provide for additional funding in years with unusual weather.

► Procurement Policy

The purpose of the City's Procurement Policy and Operating Guidelines is to provide general direction to staff on how to achieve best value in the procurement of goods and services by balancing the benefits of competition with the efficient allocation of City resources. The City's Procurement Policy and operating guidelines provide direction to City staff to meet a number of procurement objectives:

1. Safeguarding of public funds—the City must endeavour to get the best value for our taxpayers when we purchase goods and services.
2. Transparency—the City must be able to demonstrate that our procurement processes are fair and open to all bidders.
3. Compliance with legislation—the City is required to conduct public procurement in compliance with the following legislation:
 - NWPTA—North West Partnership Trade Agreement
 - CETA - Canada-European Union Comprehensive Economic and Trade Agreement
 - CFTA – Canadian Free Trade Agreement
 - FOIPPA—Freedom of Information and Protection of Privacy Act
 - Competition Act and Contract Law
4. Efficient allocation of resources—since City resources are limited, to achieve real value, resources are focused where we get the best return. To that end, the City's Procurement Policy uses different procurement methods for different values and types of purchases so that the level of resources used are matched to the potential savings that may be achieved. The Policy focuses most efforts on high value and more complex purchases such as construction, and ongoing service contracts, since the savings are worth the process cost in terms of City resources.

Policy Statement:

The City of Coquitlam will purchase goods and services on behalf of Coquitlam residents in accordance with evolving best practices in procurement for local governments.

Asset Management Policies

► Corporate Asset Management Policy

The City delivers services to the public utilizing an extensive range of infrastructure and capital assets. This policy defines the City's overarching asset management objectives to ensure that services are provided and infrastructure is utilized in a sustainable manner. It establishes asset management principles to guide the



implementation of these objectives which are carried out through asset management plans and programs.

Policy Statement:

This policy supports the City’s mandate under the *Community Charter* to provide proper stewardship of the public assets of the community, and it supports the City’s Strategic Goal to maintain the sustainability of City services and infrastructure.

➤ **Asset Replacement Reserve Funding Policy**

The City will increase the contribution to asset replacement in the annual budget each year for newly added assets as well as incrementally addressing inflationary pressures on asset replacement funding.

Policy Statement:

Continuing its commitment to sustainable asset management, the City will increase the annual contribution to asset replacement in the annual budget each year to help address inflationary pressures and will identify the contribution for asset replacement for any newly acquired assets. The additional funds will be transferred to the related asset replacement reserves and drawn on to address replacement costs as part of the annual *Capital Plan*.

➤ **Building Component Replacement Reserve Policy**

The City targets full replacement funding of building components by contributing to the Building Component Replacement Reserve to ensure that each new facility does not increase the existing funding gap.

Policy Statement:

The City will work toward full replacement funding of building components by annually budgeting a contribution to a Building Component Replacement Reserve fund and by increasing the annual contribution by 2% of the construction cost of each new facility as part of the “Operating Costs for New Capital” budget funding.

➤ **Vehicle Fleet Policy**

The City will maintain a Vehicle Replacement Reserve Fund to assist in the management of its 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.

Policy Statement:

The City will manage the fleet of vehicles used for City operations in a sustainable manner including proper maintenance and replacement at the end of the vehicle’s lifecycle.

Fund Structure

The resources and operations of the City are separated 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	City Manager's Office	2.1
	Parks, Recreation, Culture and Facilities	433.9
	Engineering and Public Works	147.0
	Planning and Development	119.4
	Deputy City Manager	97.7
	Community Safety Includes: Fire/Rescue Police	194.0 286.4*
	Corporate Services	79.6
Sewer Fund	Engineering and Public Works	42.0
Water Fund	Engineering and Public Works	40.1
Total Budgeted FTE		1,486.2

*includes 180 contracted RCMP members

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. The General Fund includes the following departments that provide a number of services to the community including:

City Manager's Office:

- Oversees the broad requirements of the organization
- Provides policy advice to Council and executes its decisions

Parks, Recreation, Culture and Facilities:

- Provides programs at recreational facilities and parks
- Provides and maintains parks, recreational infrastructure, open spaces and trails, and the urban forest
- Provides services through partnerships with the Coquitlam Public Library, Evergreen Cultural Centre, Place des Arts, Coquitlam Heritage Society (Mackin House Museum) and other community and non-profit organizations
- Provides the planning, operations, maintenance and technical services for City facilities
- Plans and designs new parks and facilities through community engagement
- Manages the construction of civic facilities and parks

- Reviews development applications and seeks park, recreation and cultural amenities from private land development processes
- Creates internal and external partnerships and opportunities in support of corporate strategic directives

Engineering and Public Works:

- Provides road maintenance and traffic control services through the repair of road pavement, signs, streetlights, sidewalks, traffic signals, bridges and culverts
- Manages the City's fleet and structures
- Develops and implements environmental programs, policies and objectives
- Provides waste collection and disposal services
- Constructs and rehabilitates roads, traffic intersections, fleet, neighbourhood improvements and public safety projects

Planning and Development:

- Prepares plans and policies for shaping urban development and growth
- Provides environment, building and development approval services

Deputy City Manager's Office:

- Provides direct oversight to City Lands and Real Estate, City Clerk's Office, Economic Development, Finance, Intergovernmental and Indigenous Relations and Legal Services
- Provides corporate administration function including records management and the City Archives
- Provides legal advice and support to the City
- Stewards the City's financial resources
- Manages City-owned developable lands and optimizes real estate assets
- Liaises with other levels of government including the kwikwə'əm First Nation and other Indigenous peoples

Community Safety:

- Provides fire suppression, specialized and technical rescues, first responder and non-emergency services
- Provides policing services through the Coquitlam RCMP Detachment to prevent and investigate crime and promote public safety in partnership with community
- Guides risk management, emergency preparedness and planning within the City
- Manages bylaw compliance, animal-care and business licensing services

Corporate Services:

- Responsible for strategic planning and business planning
- Develops and maintains systems to support the information and communications technology needs of the organization
- Provides operational support services (Human Resources, Occupational Health and Safety, Communications and Civic Engagement and Facilities Space Planning) to all other City departments
- Supports Equity, Diversity and Inclusion work across the organization

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 Greater Vancouver Sewerage and Drainage District (GVS & 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 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 Greater Vancouver Water District (GVWD), 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

Reserves are established pursuant to Section 188 of the *Community Charter* allowing funds to be set aside for a specific purpose.

The City's reserves are classified into three categories as follows:

1. Capital Reserves – refers to reserve funds that have a specified purpose of capital nature and are either:
 - Established under section 188 (1) of the *Community Charter* and the creation of capital reserves is at the discretion of Council; or
 - Established under section 188 (2) of the *Community Charter* and are non-discretionary on the part of the Council.
2. Operating Reserves – refers to reserve funds established under section 188 (1) of the *Community Charter* that have a specified purpose of an operating nature.
3. Utility Reserves – refers to reserves in the utility funds that have a specified purpose of either capital or operating nature depending on the reserve.

In adherence to the Chartered Professional Accountants Canada Public Sector Accounting Standards, reserve transactions are identified separately from expenditures and revenues in portions of the 2024 budget document.

The City's Operating Reserve Funds are used to fund ongoing projects and potential liabilities such as insurance claims. Capital reserves, along with Development Cost Charges, are used to finance additional capital projects in future years. The reserve amounts available for expenditures over the 2024 – 2028 budget period are on the following schedules starting on p. 33.

Capital Reserve Funding

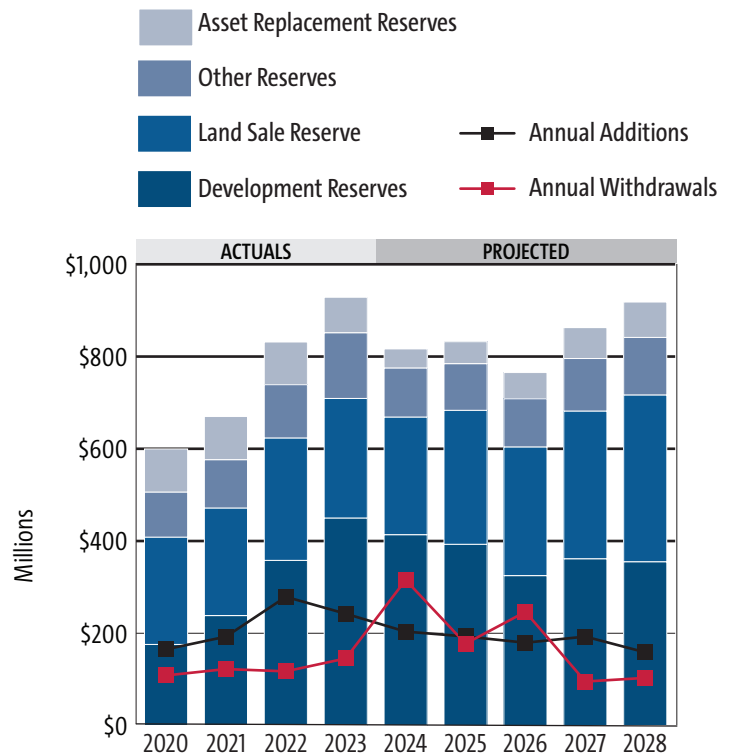
The 2024 – 2028 Capital Plan includes new facilities and facility upgrades, road expansion and rehabilitation and the acquisition and development of parkland for a growing community. Some of these are ongoing projects that will continue into the 2025 to 2029 budget period. Many of these projects are funded from reserves that will result in a drawdown of the reserve fund balances from 2024 to 2028. In addition, reserves related to development revenues which informed the 2024 – 2028 Capital Plan include revenue projections based on the existing development programs.

The following capital reserve balances will experience significant changes as a result of project expenditures that meet the criteria for which the reserve was intended:

- **Building Component Asset Replacement Reserve**— funding for the lifecycle replacement of facility components.
- **Density Bonus, Community Amenity Contributions and Major Facilities Reserves**—funding for the Northeast Community Centre.
- **Development Cost Charges Matching Reserve**— funding for the municipal portion of the projects in the Development Cost Charges program.
- **Park Infrastructure Replacement Reserve**—funding for the lifecycle replacement of parks infrastructure and equipment.
- **Road Asset Replacement Reserve**—funding for the acceleration of the local road network repaving.
- **Development Cost Charges Reserves**—funding growth-related Development Cost Charges-eligible projects throughout the city, including parkland acquisition, park development as well as transportation and utility projects.
- **Land Sale Reserve**—funding internally financed projects, including the Northeast Community Center and Burke Village Park, land development work and strategic land purchases.
- **Vehicle Replacement Reserve**—funding the ongoing vehicle replacement.

The following chart summarizes the capital reserve activity and indicates a gradual growth in most reserve balances, with the exception of development reserves that are anticipated to be drawn on for the Northeast Community Centre project in 2026. The additions to the City’s development and land sale reserves tend to fluctuate due to the variability in the overall level and type of development and/or land sale activity which affects the amount and timing of the related revenues such as density bonus. The remaining reserves tend to have a more constant and steady increase mainly due to the City’s contributions to asset replacement. The City actively utilizes these reserves for funding of a variety of related capital projects. The significant increase in 2024 withdrawals and related decrease in reserve balances is due to the funding of the capital work in progress for projects that are carried forward from previous years.

Capital Reserve Balances 2020–2028



The following is the Schedule of Capital Reserves

CAPITAL RESERVES	Actuals					Projected				
	2020	2021	2022	2023*	2024	2025	2026	2027	2028	
Asset Replacement Reserves										
Building Asset Replacement Reserve	36,212,640	39,501,350	34,341,933	27,708,961	13,575,860	11,694,880	17,048,730	22,456,120	27,917,580	
Additions	4,077,902	3,887,304	4,271,159	5,367,188	5,300,840	5,353,850	5,407,390	5,461,460	5,516,070	
Withdrawals	789,192	9,046,721	10,904,131	19,500,289	7,181,820	-	-	-	-	
Balance @ December 31st	39,501,350	34,341,933	27,708,961	13,575,860	11,694,880	17,048,730	22,456,120	27,917,580	33,433,650	
Building Component Asset Replacement Reserve	8,888,557	8,568,799	9,627,490	9,278,164	9,311,202	4,062,176	5,631,979	6,608,312	6,408,958	
Additions	4,473,652	4,720,429	4,974,544	5,342,455	5,148,079	5,199,559	5,251,555	5,304,071	5,357,111	
Withdrawals	4,793,410	3,661,739	5,323,870	5,309,417	10,397,104	3,629,757	4,275,222	5,503,424	4,470,418	
Balance @ December 31st	8,568,799	9,627,490	9,278,164	9,311,202	4,062,176	5,631,979	6,608,312	6,408,958	7,295,651	
Fire Equipment Asset Replacement Reserve	278,630	563,576	853,970	1,159,353	1,508,071	1,187,529	1,059,259	494,309	412,709	
Additions	284,946	290,394	305,383	348,718	328,445	331,730	335,050	338,400	341,780	
Withdrawals	-	-	-	-	648,988	460,000	900,000	420,000	460,000	
Balance @ December 31st	563,576	853,970	1,159,353	1,508,071	1,187,529	1,059,259	494,309	412,709	294,489	
IT Asset Replacement and Upgrade Reserve	1,386,052	1,936,987	1,821,579	1,615,148	2,153,329	199,773	426,683	530,663	1,303,853	
Additions	1,856,341	1,131,585	1,175,644	1,309,323	1,392,980	1,406,910	1,420,980	1,435,190	1,449,540	
Withdrawals	1,305,406	1,246,993	1,382,075	771,142	3,346,536	1,180,000	1,317,000	662,000	1,202,000	
Balance @ December 31st	1,936,987	1,821,579	1,615,148	2,153,329	199,773	426,683	530,663	1,303,853	1,551,393	
LED Reserve	252,489	317,489	389,445	466,319	552,532	620,172	688,492	757,492	827,182	
Additions	65,000	71,956	76,874	86,212	67,640	68,320	69,000	69,690	70,390	
Withdrawals	-	-	-	-	-	-	-	-	-	
Balance @ December 31st	317,489	389,445	466,319	552,532	620,172	688,492	757,492	827,182	897,572	
Printing Equipment Asset Replacement Reserve	947,702	1,077,109	1,281,791	1,444,810	1,661,473	992,201	354,381	416,451	507,431	
Additions	203,911	204,682	217,528	244,127	187,310	189,180	191,070	192,980	194,910	
Withdrawals	74,504	-	54,509	27,464	856,582	827,000	129,000	102,000	257,000	
Balance @ December 31st	1,077,109	1,281,791	1,444,810	1,661,473	992,201	354,381	416,451	507,431	445,341	

*Unaudited

CAPITAL RESERVES	Actuals					Projected				
	2020	2021	2022	2023*	2024	2025	2026	2027	2028	
Recreation and Fitness Asset Replacement Reserve	73,554	136,046	246,566	321,212	459,197	112,931	178,621	246,501	316,591	
Additions	153,000	157,943	163,089	187,379	216,520	218,690	220,880	223,090	225,320	
Withdrawals	90,508	47,423	88,442	49,394	562,786	153,000	153,000	153,000	153,000	
Balance @ December 31st	136,046	246,566	321,212	459,197	112,931	178,621	246,501	316,591	388,911	
Road Asset Replacement Reserve	13,984,882	14,711,258	14,570,669	14,714,864	13,696,636	8,150,235	8,432,715	10,907,705	13,554,575	
Additions	2,588,348	2,714,326	4,319,792	3,915,922	3,706,330	3,742,480	3,778,990	3,815,870	3,853,120	
Withdrawals	1,861,972	2,854,915	4,175,597	4,934,150	9,252,731	3,460,000	1,304,000	1,169,000	1,259,000	
Balance @ December 31st	14,711,258	14,570,669	14,714,864	13,696,636	8,150,235	8,432,715	10,907,705	13,554,575	16,148,695	
Sports Field Asset Replacement Reserve	177,310	755,652	1,557,921	2,397,325	662,395	118,865	118,865	118,865	118,865	
Additions	786,017	803,386	839,404	856,277	806,470	814,530	822,680	830,910	839,220	
Withdrawals	207,675	1,117	-	2,591,208	1,350,000	814,530	822,680	830,910	839,220	
Balance @ December 31st	755,652	1,557,921	2,397,325	662,395	118,865	118,865	118,865	118,865	118,865	
TransLink Road Rehabilitation Reserve	4,760,046	2,534,112	3,257,300	4,063,252	2,939,345	248,837	192,017	134,461	76,153	
Additions	-	2,056,369	2,092,369	2,149,369	2,186,369	1,998,180	2,038,144	2,078,906	2,120,485	
Withdrawals	2,225,934	1,333,180	1,286,417	3,273,276	4,876,876	2,055,000	2,095,700	2,137,214	2,179,558	
Balance @ December 31st	2,534,112	3,257,300	4,063,252	2,939,345	248,837	192,017	134,461	76,153	17,080	
TransLink Road Rehabilitation Non-Pavement Reserve	3,242,658	756,758	1,075,652	1,085,018	986,285	657,533	363,533	80,533	47,533	
Additions	177,150	732,194	736,750	759,000	774,000	789,000	805,000	821,000	837,420	
Withdrawals	2,663,050	413,300	727,385	857,733	1,102,752	1,083,000	1,088,000	854,000	860,000	
Balance @ December 31st	756,758	1,075,652	1,085,018	986,285	657,533	363,533	80,533	47,533	24,953	
Vehicle Replacement Reserve	18,986,534	21,251,336	23,047,613	26,523,482	27,825,581	11,376,931	10,676,774	10,670,779	11,714,937	
Additions	3,793,259	4,434,732	4,375,333	4,919,860	4,154,653	4,154,653	4,154,653	4,154,653	4,154,653	
Withdrawals	1,528,457	2,638,456	899,464	3,617,760	20,603,303	4,854,810	4,160,648	3,110,495	3,822,769	
Balance @ December 31st	21,251,336	23,047,613	26,523,482	27,825,581	11,376,931	10,676,774	10,670,779	11,714,937	12,046,821	

*Unaudited



CAPITAL RESERVES	Actuals					Projected				
	2020	2021	2022	2023*	2024	2025	2026	2027	2028	
Waste Bins Replacement Reserve	1,945,379	2,329,190	2,661,900	2,975,040	3,386,535	3,496,772	3,730,105	3,963,438	4,196,771	
Additions	383,811	377,852	402,917	453,480	333,333	333,333	333,333	333,333	333,333	
Withdrawals	-	45,142	89,777	41,986	223,095	100,000	100,000	100,000	100,000	
Balance @ December 31st	2,329,190	2,661,900	2,975,040	3,386,535	3,496,772	3,730,105	3,963,438	4,196,771	4,430,104	
Development Reserves										
Affordable Housing Reserve	15,057,090	16,246,714	18,379,464	21,960,664	23,359,924	17,229,403	21,629,403	22,629,403	26,529,403	
Additions	1,210,776	5,446,430	6,894,121	5,722,518	2,400,000	4,400,000	1,000,000	3,900,000	1,800,000	
Withdrawals	21,152	3,313,680	3,312,921	4,323,258	8,530,520	-	-	-	-	
Balance @ December 31st	16,246,714	18,379,464	21,960,664	23,359,924	17,229,403	21,629,403	22,629,403	26,529,403	28,329,403	
Child Care Partnership Reserve	-	-	-	-	1,347,943	2,452,898	2,956,217	2,956,217	2,956,217	
Additions	-	-	-	1,347,943	1,104,955	503,319	-	-	-	
Withdrawals	-	-	-	-	-	-	-	-	-	
Balance @ December 31st	-	-	-	1,347,943	2,452,898	2,956,217	2,956,217	2,956,217	2,956,217	
Community Amenity Contributions Reserve	18,234,139	11,378,919	12,538,787	16,849,273	18,088,385	968,565	276,305	276,305	276,305	
Additions	5,387,229	3,681,718	8,233,345	5,864,765	1,362,694	1,362,694	1,362,694	1,362,694	1,362,694	
Withdrawals	12,242,449	2,521,849	3,922,859	4,625,653	18,482,515	2,054,954	1,362,694	1,362,694	1,362,694	
Balance @ December 31st	11,378,919	12,538,787	16,849,273	18,088,385	968,565	276,305	276,305	276,305	276,305	
Density Bonus Reserve	61,640,305	51,479,132	65,678,307	105,699,457	110,356,799	101,096,510	97,720,502	27,669,014	29,995,477	
Additions	10,026,600	38,180,137	61,399,699	37,288,349	13,800,000	12,800,000	3,600,000	10,700,000	6,500,000	
Withdrawals	20,187,773	23,980,962	24,378,550	32,631,007	23,060,288	16,176,008	73,651,488	8,373,537	8,589,960	
Balance @ December 31st	51,479,132	65,678,307	105,699,457	110,356,799	101,096,510	97,720,502	27,669,014	29,995,477	27,905,517	
Major Transportation Reserve	-	27,624,890	44,435,430	62,617,529	77,609,861	106,418,986	111,418,986	116,418,986	121,418,986	
Additions	27,624,890	16,810,539	18,236,218	14,992,729	31,000,000	5,000,000	5,000,000	5,000,000	5,000,000	
Withdrawals	-	-	54,119	397	2,190,875	-	-	-	-	
Balance @ December 31st	27,624,890	44,435,430	62,617,529	77,609,861	106,418,986	111,418,986	116,418,986	121,418,986	126,418,986	

*Unaudited

CAPITAL RESERVES	Actuals					Projected				
	2020	2021	2022	2023*	2024	2025	2026	2027	2028	
Major Facilities Reserve	-	10,000,000	20,270,000	30,901,675	48,252,617	42,260,117	23,620,617	1,862,617	11,862,617	
Additions	10,000,000	10,270,000	10,631,675	17,350,942	10,000,000	10,000,000	10,000,000	10,000,000	10,000,000	
Withdrawals	-	-	-	-	15,992,500	28,639,500	31,758,000	-	-	
Balance @ December 31st	10,000,000	20,270,000	30,901,675	48,252,617	42,260,117	23,620,617	1,862,617	11,862,617	21,862,617	
Parkland Acquisition 5% Cash In Lieu Reserve	7,628,826	25,198,030	27,477,875	24,651,216	26,137,977	15,611,861	15,611,861	15,611,861	15,611,861	
Additions	21,542,107	2,279,845	1,249,493	1,489,227	-	-	-	-	-	
Withdrawals	3,972,903	-	4,076,152	2,467	10,526,115	-	-	-	-	
Balance @ December 31st	25,198,030	27,477,875	24,651,216	26,137,977	15,611,861	15,611,861	15,611,861	15,611,861	15,611,861	
DCC Drainage Reserve	2,549,006	3,481,167	2,365,923	5,580,770	7,309,157	8,487,036	5,605,877	5,881,900	4,979,034	
Additions	2,254,343	2,232,955	4,113,725	4,572,310	3,006,725	3,113,242	4,228,023	3,464,934	2,032,773	
Withdrawals	1,322,182	3,348,199	898,878	2,843,923	1,828,846	5,994,400	3,952,000	4,367,800	2,205,640	
Balance @ December 31st	3,481,167	2,365,923	5,580,770	7,309,157	8,487,036	5,605,877	5,881,900	4,979,034	4,806,167	
DCC Drainage Area 2 - Reserve	25,679	35,281	16,670	378,168	4,895	-	-	-	-	
Additions	9,602	7,068	361,498	-	-	-	-	-	-	
Withdrawals	-	25,679	-	373,273	4,895	-	-	-	-	
Balance @ December 31st	35,281	16,670	378,168	4,895	-	-	-	-	-	
DCC Parkland Acquisition Reserve	11,618,080	13,822,595	21,828,548	39,294,018	64,642,851	52,214,519	47,811,266	52,432,861	52,428,191	
Additions	10,204,515	17,005,952	22,465,470	33,025,511	20,894,990	20,596,747	29,621,596	24,995,330	14,174,038	
Withdrawals	8,000,000	9,000,000	5,000,000	7,676,679	33,323,321	25,000,000	25,000,000	25,000,000	25,000,000	
Balance @ December 31st	13,822,595	21,828,548	39,294,018	64,642,851	52,214,519	47,811,266	52,432,861	52,428,191	41,602,228	
DCC Parkland Improvement Reserve Fund	4,444,355	4,393,862	7,335,826	15,212,456	21,822,681	14,551,939	162,306	3,380,385	9,311,614	
Additions	3,807,086	4,823,843	10,665,554	9,794,393	7,486,173	7,853,033	11,823,912	10,010,007	5,676,287	
Withdrawals	3,857,579	1,881,879	2,788,924	3,184,168	14,756,915	22,242,666	8,605,833	4,078,778	1,330,278	
Balance @ December 31st	4,393,862	7,335,826	15,212,456	21,822,681	14,551,939	162,306	3,380,385	9,311,614	13,657,623	

*Unaudited



CAPITAL RESERVES	Actuals					Projected				
	2020	2021	2022	2023*	2024	2025	2026	2027	2028	
DCC Parkland Interest Reserve	641,266	1,022,369	1,378,507	2,145,595	4,146,379	4,146,379	4,146,379	4,146,379	4,146,379	
Additions	381,103	356,138	767,088	2,000,785	-	-	-	-	-	
Withdrawals	-	-	-	-	-	-	-	-	-	
Balance @ December 31st	1,022,369	1,378,507	2,145,595	4,146,379	4,146,379	4,146,379	4,146,379	4,146,379	4,146,379	
DCC Sewer Reserve	881,834	1,058,049	764,360	1,522,992	2,354,393	2,451,356	1,712,593	3,708,916	4,105,044	
Additions	611,286	739,733	1,025,704	1,545,382	1,681,552	1,834,872	2,838,227	2,371,827	1,391,404	
Withdrawals	435,071	1,033,422	267,071	713,981	1,584,589	2,573,635	841,904	1,975,699	2,441,220	
Balance @ December 31st	1,058,049	764,360	1,522,992	2,354,393	2,451,356	1,712,593	3,708,916	4,105,044	3,055,227	
DCC Transportation Reserve	7,277,390	7,275,075	11,751,585	24,609,856	35,822,987	31,692,340	24,171,668	25,909,433	30,142,441	
Additions	6,154,063	7,190,087	16,463,848	14,100,423	8,319,374	8,089,460	10,095,282	6,595,096	5,469,496	
Withdrawals	6,156,377	2,713,577	3,605,577	2,887,292	12,450,021	15,610,131	8,357,517	2,362,087	15,722,367	
Balance @ December 31st	7,275,075	11,751,585	24,609,856	35,822,987	31,692,340	24,171,668	25,909,433	30,142,441	19,889,569	
DCC Water Reserve	2,212,638	2,688,808	3,958,662	6,497,823	8,237,014	7,018,274	7,493,282	8,796,049	9,065,116	
Additions	1,766,614	1,907,299	5,021,794	3,361,761	1,949,478	1,894,701	2,700,450	2,242,800	1,318,269	
Withdrawals	1,290,444	637,445	2,482,633	1,622,570	3,168,217	1,419,693	1,397,683	1,973,733	3,223,961	
Balance @ December 31st	2,688,808	3,958,662	6,497,823	8,237,014	7,018,274	7,493,282	8,796,049	9,065,116	7,159,424	
Land Sale Reserve										
Land Sale Reserve	226,284,686	232,363,735	232,979,542	265,105,275	259,603,752	254,970,628	290,509,657	278,853,827	320,227,230	
Additions	22,687,955	37,078,263	50,322,197	12,795,999	44,398,348	44,549,035	44,752,375	47,590,655	47,590,655	
Withdrawals	16,608,906	36,462,457	18,196,464	18,297,522	49,031,472	9,010,006	56,408,206	6,217,252	6,247,170	
Balance @ December 31st	232,363,735	232,979,542	265,105,275	259,603,752	254,970,628	290,509,657	278,853,827	320,227,230	361,570,715	
Other Reserves										
Canada Community-Building Fund Reserve	1,158,716	1,154,068	1,403,684	967,075	817,336	381,681	367,846	354,011	340,176	
Additions	499,224	988,323	522,862	549,207	536,165	536,165	536,165	536,165	536,165	
Withdrawals	503,872	738,707	959,471	698,948	971,819	550,000	550,000	550,000	550,000	
Balance @ December 31st	1,154,068	1,403,684	967,075	817,336	381,681	367,846	354,011	340,176	326,340	

*Unaudited

CAPITAL RESERVES	Actuals					Projected				
	2020	2021	2022	2023*	2024	2025	2026	2027	2028	
Casino Community Reserve	815,764	667,549	971,958	1,103,066	1,141,247	1,226,806	1,312,365	1,397,924	1,483,483	1,569,042
Additions	187,766	714,985	937,993	922,757	860,000	860,000	860,000	860,000	860,000	860,000
Withdrawals	335,981	410,576	806,885	884,576	774,441	774,441	774,441	774,441	774,441	774,441
Balance @ December 31st	667,549	971,958	1,103,066	1,141,247	1,226,806	1,312,365	1,397,924	1,483,483	1,569,042	
Casino Municipal Reserve	23,127,487	24,474,214	25,008,003	21,756,065	24,166,209	25,441,936	27,831,936	30,293,936	34,383,936	34,383,936
Additions	1,733,012	3,768,893	9,211,018	7,001,074	6,000,000	6,000,000	6,000,000	6,000,000	6,000,000	6,000,000
Withdrawals	386,285	3,235,104	12,462,956	4,590,930	4,724,273	3,610,000	3,538,000	1,910,000	1,910,000	1,510,000
Balance @ December 31st	24,474,214	25,008,003	21,756,065	24,166,209	25,441,936	27,831,936	30,293,936	34,383,936	38,873,936	
DCC Matching Reserve	13,787,087	14,792,229	16,549,848	18,256,273	19,988,926	17,391,121	15,349,013	12,957,791	14,277,861	14,277,861
Additions	3,651,113	3,594,078	3,743,278	4,314,073	3,593,005	3,593,005	3,593,005	3,593,005	3,593,005	3,593,005
Withdrawals	2,645,971	1,836,460	2,036,852	2,581,420	6,190,810	5,635,113	5,984,227	2,272,935	1,840,937	1,840,937
Balance @ December 31st	14,792,229	16,549,848	18,256,273	19,988,926	17,391,121	15,349,013	12,957,791	14,277,861	16,029,928	
Fire Forestry Program Reserve	243,433	237,614	241,891	241,891	241,891	241,891	241,891	241,891	241,891	241,891
Additions	5,681	4,277	-	-	-	-	-	-	-	-
Withdrawals	11,500	-	-	-	-	-	-	-	-	-
Balance @ December 31st	237,614	241,891	241,891	241,891	241,891	241,891	241,891	241,891	241,891	241,891
Frontage Works Reserve	4,300,215	3,773,314	3,794,310	3,986,555	3,593,042	2,162,828	1,962,828	1,762,828	1,262,828	1,262,828
Additions	1,167,069	2,189,834	1,909,531	1,956,848	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000
Withdrawals	1,693,970	2,168,838	1,717,286	2,350,361	2,930,214	1,700,000	1,700,000	2,000,000	2,000,000	2,000,000
Balance @ December 31st	3,773,314	3,794,310	3,986,555	3,593,042	2,162,828	1,962,828	1,762,828	1,262,828	762,828	
Growing Communities Fund	-	-	-	-	14,635,000	9,677,186	-	-	-	-
Additions	-	-	-	18,635,000	2,641,600	2,823,400	135,000	-	-	-
Withdrawals	-	-	-	4,000,000	9,100,000	11,000,000	135,000	-	-	-
Balance @ December 31st	-	-	-	14,635,000	8,176,600	-	-	-	-	-

*Unaudited

CAPITAL RESERVES	Actuals					Projected				
	2020	2021	2022	2023*	2024	2025	2026	2027	2028	
IT New Initiatives Reserve	1,140,088	560,316	622,419	608,717	1,025,643	32,851	55,311	278,771	127,231	
Additions	707,140	350,140	470,457	526,827	323,460	323,460	323,460	323,460	323,460	
Withdrawals	1,286,912	288,036	484,160	109,901	1,316,252	301,000	100,000	475,000	418,000	
Balance @ December 31st	560,316	622,419	608,717	1,025,643	32,851	55,311	278,771	127,231	32,691	
Land Sale Reserve	17,016,558	20,254,747	23,223,693	29,323,907	34,890,586	30,513,652	34,846,152	37,708,652	42,882,062	
Investment Fund Reserve	7,950,277	6,513,967	9,012,391	11,460,962	4,765,000	6,062,500	4,592,500	7,172,500	5,350,000	
Additions	4,712,088	3,545,021	2,912,176	5,894,284	9,141,934	1,730,000	1,730,000	1,999,090	1,730,000	
Withdrawals	20,254,747	23,223,693	29,323,907	34,890,586	30,513,652	34,846,152	37,708,652	42,882,062	46,502,062	
Balance @ December 31st	2,715,943	2,473,417	2,388,983	2,330,194	2,309,148	1,470,131	1,470,131	1,470,131	1,470,131	
Local Area Service Reserve	61,281	43,371	-	-	-	-	-	-	-	
Additions	303,807	127,805	58,789	21,046	839,017	-	-	-	-	
Withdrawals	2,473,417	2,388,983	2,330,194	2,309,148	2,309,148	1,470,131	1,470,131	1,470,131	1,470,131	
Balance @ December 31st	2,473,417	2,388,983	2,330,194	2,309,148	1,470,131	1,470,131	1,470,131	1,470,131	1,470,131	
Local Government Climate Action Program Reserve	-	-	-	438,495	631,725	1,294,057	1,294,057	1,294,057	1,294,057	
Additions	-	-	438,495	453,295	1,702,042	-	-	-	-	
Withdrawals	-	-	-	260,064	1,039,710	-	-	-	-	
Balance @ December 31st	-	-	438,495	631,725	1,294,057	1,294,057	1,294,057	1,294,057	1,294,057	
Multi-Modal Statutory Reserve	65,333	170,113	223,625	889,870	1,097,403	741,403	441,403	196,403	196,403	
Additions	104,780	53,512	666,245	207,533	-	-	-	-	-	
Withdrawals	-	-	-	-	356,000	300,000	245,000	-	-	
Balance @ December 31st	170,113	223,625	889,870	1,097,403	741,403	441,403	196,403	196,403	196,403	
New Vehicle Reserve	44,919	4,554	256,886	516,432	791,128	41,128	41,128	41,128	41,128	
Additions	250,584	252,332	259,546	274,695	250,000	250,000	250,000	250,000	250,000	
Withdrawals	290,949	-	-	-	1,000,000	250,000	250,000	250,000	250,000	
Balance @ December 31st	4,554	256,886	516,432	791,128	41,128	41,128	41,128	41,128	41,128	

*Unaudited

CAPITAL RESERVES	Actuals					Projected				
	2020	2021	2022	2023*	2024	2025	2026	2027	2028	
Non-DCC Eligible Parks Amenities Reserve	-	-	-	1,113,748	2,635,219	2,938,219	2,128,219	1,197,319	1,412,919	
Additions	-	-	1,113,748	1,671,471	1,260,000	1,260,000	1,260,000	1,260,000	1,260,000	
Withdrawals	-	-	-	150,000	957,000	2,070,000	2,190,900	1,044,400	426,000	
Balance @ December 31st	-	-	1,113,748	2,635,219	2,938,219	2,128,219	1,197,319	1,412,919	2,246,919	
Other Capital Reserves	22,240,289	21,479,234	21,292,084	23,092,327	22,630,437	5,796,905	5,801,105	5,805,345	5,809,625	
Additions	4,301,724	2,789,309	6,165,885	532,024	4,160	4,200	4,240	4,280	4,320	
Withdrawals	5,062,779	2,976,459	4,365,642	993,915	16,837,692	-	-	-	-	
Balance @ December 31st	21,479,234	21,292,084	23,092,327	22,630,437	5,796,905	5,801,105	5,805,345	5,809,625	5,813,945	
Park and Ride Lafarge Lake Reserve	4,136,641	4,235,507	4,311,746	4,311,746	4,311,746	4,311,746	4,311,746	4,311,746	4,311,746	
Additions	98,866	76,239	-	-	-	-	-	-	-	
Withdrawals	-	-	-	-	-	-	-	-	-	
Balance @ December 31st	4,235,507	4,311,746	4,311,746	4,311,746	4,311,746	4,311,746	4,311,746	4,311,746	4,311,746	
Park Infrastructure Asset Replacement Reserve	926,388	695,503	1,443,792	2,822,867	2,636,891	416,324	947,324	1,922,134	1,270,184	
Additions	1,424,153	1,584,132	2,034,292	2,344,925	2,541,055	2,566,470	2,592,130	2,618,050	2,644,230	
Withdrawals	1,655,038	835,843	655,217	2,530,902	4,761,622	2,035,470	1,617,320	3,270,000	1,910,780	
Balance @ December 31st	695,503	1,443,792	2,822,867	2,636,891	416,324	947,324	1,922,134	1,270,184	2,003,634	
Parking in Lieu Statutory Reserve	245,248	679,670	742,354	1,421,566	1,649,569	1,649,569	1,549,569	1,549,569	1,549,569	
Additions	434,422	62,684	679,212	228,003	-	-	-	-	-	
Withdrawals	-	-	-	-	-	100,000	-	-	-	
Balance @ December 31st	679,670	742,354	1,421,566	1,649,569	1,649,569	1,549,569	1,549,569	1,549,569	1,549,569	
Pavement Cut Restoration Reserve	869,269	928,545	1,000,315	1,008,707	1,067,606	398,683	398,683	398,683	398,683	
Additions	73,409	78,706	45,076	82,223	50,000	50,000	50,000	50,000	50,000	
Withdrawals	14,133	6,935	36,685	23,323	718,924	50,000	50,000	50,000	50,000	
Balance @ December 31st	928,545	1,000,315	1,008,707	1,067,606	398,683	398,683	398,683	398,683	398,683	

*Unaudited

CAPITAL RESERVES	Actuals					Projected				
	2020	2021	2022	2023*	2024	2025	2026	2027	2028	
Pinetree Partnership Parking Reserve	52,090	57,965	59,009	59,009	59,009	59,009	59,009	59,009	59,009	
Additions	5,876	1,043	-	-	-	-	-	-	-	
Withdrawals	-	-	-	-	-	-	-	-	-	
Balance @ December 31st	57,965	59,009	59,009	59,009	59,009	59,009	59,009	59,009	59,009	
Waste Utility Capital Reserve	508,534	520,688	530,060	524,345	376,122	313,714	313,714	313,714	313,714	
Additions	12,154	9,372	-	-	-	-	-	-	-	
Withdrawals	-	-	5,716	148,223	62,408	-	-	-	-	
Balance @ December 31st	520,688	530,060	524,345	376,122	313,714	313,714	313,714	313,714	313,714	
Total Capital Reserves										
Opening Balance	543,025,728	599,667,537	669,957,975	831,552,571	928,511,935	809,489,899	804,472,502	731,474,821	813,585,686	
Additions	165,180,037	192,668,356	279,012,245	242,353,265	198,033,744	172,426,717	173,547,784	167,460,355	139,980,147	
Withdrawals	108,538,229	122,377,917	117,417,650	145,393,901	317,055,780	177,444,115	246,410,464	85,349,490	93,186,414	
Total Balance @ December 31st	599,667,537	669,957,975	831,552,571	928,511,935	809,489,899	804,472,502	731,474,821	813,585,686	860,379,419	

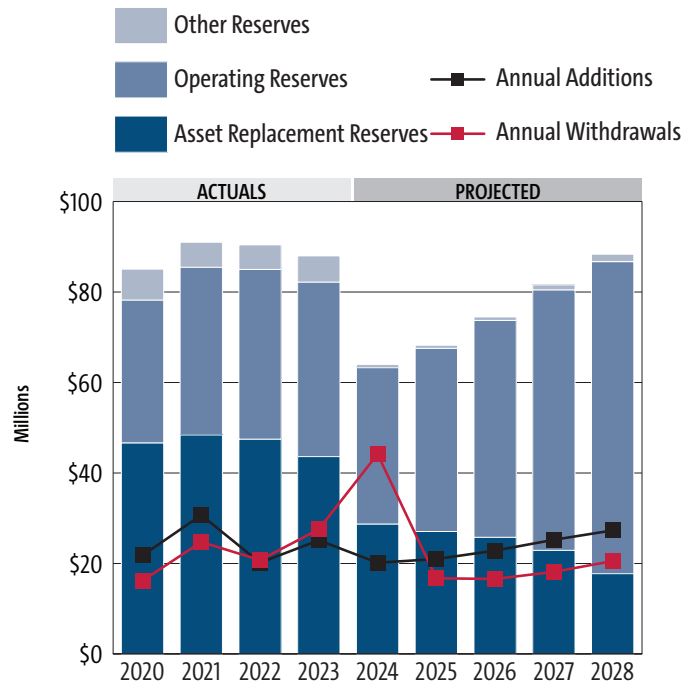
Utility Reserve Funding

The following utility reserve balances will experience significant changes as a result of project expenditures that meet the criteria for which the reserve was intended:

- **Water Asset Replacement Reserve**—funding the water utility asset replacement needs.
- **Sewer and Drainage Asset Replacement Reserve**—funding the sewer and drainage utility asset replacement needs.
- **Water Operating Surplus Reserve** – stabilizing future MVRD increases.
- **Sewer and Drainage Operating Surplus Reserve** – stabilizing future MVRD increases and funding internally financed projects.

The following chart summarizes the utility reserve activity and indicates a steady growth in reserve balances, mainly driven by the contributions to the Water and Sewer and Drainage Operating Reserve to address the anticipated Metro Vancouver Regional District rate increases required to accommodate the impacts of the growing regional capital infrastructure improvements. This will assist in stabilizing these increases and mitigate the volatility in the financial impacts to Coquitlam rate payers as the increases from MVRD materialize. The significant increase in 2024 withdrawals is due to the funding of the capital work in progress for projects that are carried forward from previous years and the interim borrowing from the Sewer and Drainage Operating Surplus Reserve with repayment from Development Cost Charges for the Cedar Drive project and

related servicing requirements in the Northeast required to



facilitate development.

Utility Reserve Balances 2020–2028

The following is the Schedule of Utility Reserves

UTILITY RESERVES	Actuals					Projected				
	2020	2021	2022	2023*	2024	2025	2026	2027	2028	
Asset Replacement										
Sewer and Drainage Asset Replacement Reserve	22,858,556	28,042,198	31,334,874	34,659,614	35,498,234	25,982,242	24,421,205	23,465,168	20,154,332	
Additions	6,673,187	7,294,565	7,346,928	8,486,232	7,843,160	8,000,023	8,160,024	8,323,224	8,489,689	
Withdrawals	1,489,545	4,001,889	4,022,189	7,647,612	17,359,152	9,561,060	9,116,060	11,634,060	13,279,060	
Balance @ December 31st	28,042,198	31,334,874	34,659,614	35,498,234	25,982,242	24,421,205	23,465,168	20,154,332	15,364,961	
Water Asset Replacement Reserve	9,704,633	18,575,223	17,067,133	12,789,891	8,125,981	2,699,370	2,651,655	2,307,647	2,741,297	
Additions	11,804,982	4,065,296	4,261,654	4,735,291	4,789,496	4,885,285	4,982,991	5,082,651	5,184,304	
Withdrawals	2,934,392	5,573,386	8,538,896	9,399,201	10,216,107	4,933,000	5,327,000	4,649,000	5,541,000	
Balance @ December 31st	18,575,223	17,067,133	12,789,891	8,125,981	2,699,370	2,651,655	2,307,647	2,741,297	2,384,602	
Operating										
Buildings Maintenance Sewer Reserve	632,370	677,070	702,069	727,068	752,068	766,068	780,068	794,068	808,068	
Additions	44,699	24,999	24,999	25,000	25,000	25,000	25,000	25,000	25,000	
Withdrawals	-	-	-	-	11,000	11,000	11,000	11,000	11,000	
Balance @ December 31st	677,070	702,069	727,068	752,068	766,068	780,068	794,068	808,068	822,068	
Buildings Maintenance Water Reserve	52,923	56,309	109,310	162,311	215,311	244,311	273,311	302,311	331,311	
Additions	3,385	53,001	53,001	53,000	53,000	53,000	53,000	53,000	53,000	
Withdrawals	-	-	-	-	24,000	24,000	24,000	24,000	24,000	
Balance @ December 31st	56,309	109,310	162,311	215,311	244,311	273,311	302,311	331,311	360,311	
Sewer and Drainage Operating Surplus Reserve	14,165,821	15,655,475	20,939,298	20,455,408	18,075,882	13,729,090	18,678,401	25,102,386	32,787,322	
Additions	1,489,655	13,205,255	5,573,878	6,688,357	4,594,128	4,949,311	6,423,985	7,689,500	8,492,603	
Withdrawals	-	7,921,432	6,057,768	9,067,883	8,940,920	-	-	4,565	-	
Balance @ December 31st	15,655,475	20,939,298	20,455,408	18,075,882	13,729,090	18,678,401	25,102,386	32,787,322	41,279,925	

*Unaudited

UTILITY RESERVES	Actuals					Projected				
	2020	2021	2022	2023*	2024	2025	2026	2027	2028	
Water Operating Surplus Reserve	23,556,896	15,177,353	15,293,626	16,188,508	19,488,428	19,848,266	20,728,964	21,740,099	23,612,683	
Additions	-	5,072,408	1,245,007	3,384,735	892,206	880,699	1,011,135	1,872,585	2,869,803	
Withdrawals	8,379,543	4,956,135	350,125	84,814	532,368	-	-	-	-	
Balance @ December 31st	15,177,353	15,293,626	16,188,508	19,488,428	19,848,266	20,728,964	21,740,099	23,612,683	26,482,487	
Others										
Capital Sewer and Drainage Fund Reserve	6,190,318	4,032,397	3,416,119	3,263,790	3,461,601	585,060	578,560	737,160	560,755	
Additions	1,090,832	795,745	1,282,794	1,286,000	1,286,000	1,286,000	1,286,000	1,286,000	1,286,000	
Withdrawals	3,248,753	1,412,023	1,435,123	1,088,190	4,162,541	1,292,500	1,127,400	1,462,405	1,287,060	
Balance @ December 31st	4,032,397	3,416,119	3,263,790	3,461,601	585,060	578,560	737,160	560,755	559,695	
Capital Water Fund Reserve	1,187,423	1,694,303	972,697	1,011,506	1,207,861	112,174	113,834	42,484	575,184	
Additions	668,178	164,115	388,975	470,000	690,000	910,000	910,000	910,000	910,000	
Withdrawals	161,298	885,720	350,166	273,645	1,785,687	908,340	981,350	377,300	389,929	
Balance @ December 31st	1,694,303	972,697	1,011,506	1,207,861	112,174	113,834	42,484	575,184	1,095,255	
Water Restricted Debt Reserve	259,812	259,812	259,812	259,812	259,812	-	-	-	-	
Additions	-	-	-	-	-	-	-	-	-	
Withdrawals	-	-	-	-	259,812	-	-	-	-	
Balance @ December 31st	259,812	259,812	259,812	259,812	-	-	-	-	-	
Water Utility Reserve	862,552	883,167	899,064	899,064	899,064	-	-	-	-	
Additions	20,615	15,897	-	-	-	-	-	-	-	
Withdrawals	-	-	-	-	899,064	-	-	-	-	
Balance @ December 31st	883,167	899,064	899,064	899,064	-	-	-	-	-	
Total Utility Reserves										
Opening Balance	79,471,305	85,053,307	90,994,002	90,416,971	87,984,241	63,966,580	68,225,998	74,491,322	81,570,953	
Additions	21,795,533	30,691,280	20,177,236	25,128,615	20,172,990	20,989,318	22,852,134	25,241,960	27,310,399	
Withdrawals	16,213,531	24,750,585	20,754,267	27,561,345	44,190,651	16,729,900	16,586,810	18,162,330	20,532,049	
Total Balance @ December 31st	85,053,307	90,994,002	90,416,971	87,984,241	63,966,580	68,225,998	74,491,322	81,570,953	88,349,303	

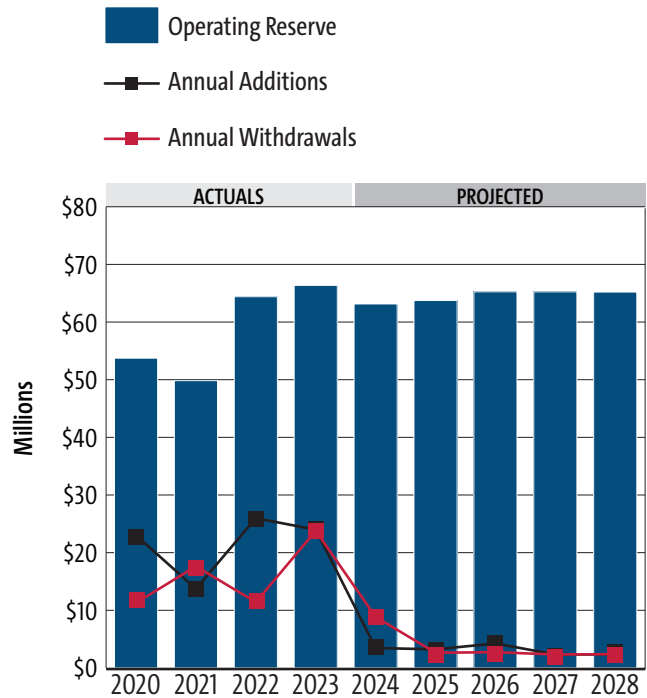
*Unaudited

Operating Reserve Funding

The following chart summarizes the activity within the operating reserves which are mainly used to smooth out fluctuations in expenditures that are operational in nature. This includes reserves such as the Extreme Weather Reserve where any surplus in the extreme weather activity within the City’s operating budget is transferred to this reserve to help offset related potential future deficits given the volatility and impact of extreme weather events. Also included is the Development Stabilization Reserve, created in 2022, to better match development revenues to growth-related expenses, and help limit large fluctuations in property tax increases in future years. This is in recognition that though the City does receive additional property tax revenues from growth and development, these tax revenues do not occur at the same time as the provision of new amenities and services (i.e. related expenses) to service the growth. This is being addressed through a contribution to the Development Stabilization Reserve that will be drawn on in future years to offset the anticipated growth related expenses.

The increase in the withdrawals in 2021 reflects the draw down of the City’s BC Safe Restart Grant and the Community Support and Recovery Plan Reserves to address the financial effects of the pandemic.

Operating Reserve Balances 2020–2028



The following is the Schedule of Operating Reserves

OPERATING RESERVES	Actuals					Projected				
	2020	2021	2022	2023*	2024	2025	2026	2027	2028	
Animal Shelter Reserve	151,081	189,822	211,789	255,812	294,330	242,913	222,913	202,913	182,913	
Additions	40,048	23,105	51,469	38,518	-	-	-	-	-	
Withdrawals	1,307	1,138	7,445	-	51,417	20,000	20,000	20,000	20,000	
Balance @ December 31st	189,822	211,789	255,812	294,330	242,913	222,913	202,913	182,913	162,913	
BC Safe Restart Grant Reserve	-	7,232,000	2,351,137	-	-	-	-	-	-	
Additions	8,293,000	-	-	-	-	-	-	-	-	
Withdrawals	1,061,000	4,880,863	2,351,137	-	-	-	-	-	-	
Balance @ December 31st	7,232,000	2,351,137	-	-	-	-	-	-	-	
Buildings Preventative Maintenance Reserve	776,112	960,573	1,000,000	1,000,000	839,559	839,559	839,559	839,559	839,559	
Additions	1,304,559	1,239,873	1,285,833	1,313,101	1,363,668	1,363,668	1,363,668	1,363,668	1,363,668	
Withdrawals	1,120,098	1,200,446	1,285,833	1,473,542	1,363,668	1,363,668	1,363,668	1,363,668	1,363,668	
Balance @ December 31st	960,573	1,000,000	1,000,000	839,559	839,559	839,559	839,559	839,559	839,559	
Carbon Offsets Reserve	821,614	914,023	949,530	882,626	772,239	178,910	177,095	270,980	364,865	
Additions	121,885	138,507	144,594	153,140	121,885	121,885	121,885	121,885	121,885	
Withdrawals	29,476	103,000	211,498	263,526	715,214	123,700	28,000	28,000	28,000	
Balance @ December 31st	914,023	949,530	882,626	772,239	178,910	177,095	270,980	364,865	458,750	
Cemetery Open/Close Reserve	233,638	231,600	226,245	-	-	-	-	-	-	
Additions	5,494	4,126	-	-	17,212	-	-	-	-	
Withdrawals	7,532	9,481	226,245	-	1,683	-	-	-	-	
Balance @ December 31st	231,600	226,245	-	-	-	-	-	-	-	
City Archives Reserve	-	-	-	319,859	319,859	319,859	319,859	319,859	319,859	
Additions	-	-	319,859	-	-	-	-	-	-	
Withdrawals	-	-	-	-	-	-	-	-	-	
Balance @ December 31st	-	-	319,859	319,859	319,859	319,859	319,859	319,859	319,859	

*Unaudited

OPERATING RESERVES	Actuals					Projected				
	2020	2021	2022	2023*	2024	2025	2026	2027	2028	
City Initiatives Reserve	12,230,812	8,113,831	13,943,291	13,967,833	22,107,390	17,342,683	17,212,683	17,212,683	17,212,683	
Additions	3,609,760	9,308,986	3,040,235	15,349,899	-	-	-	-	-	
Withdrawals	7,726,741	3,479,527	3,015,693	7,210,342	4,764,707	130,000	-	-	-	
Balance @ December 31st	8,113,831	13,943,291	13,967,833	22,107,390	17,342,683	17,212,683	17,212,683	17,212,683	17,212,683	
Commodity Tax Payable Reserve	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000	
Additions	419	308	639	-	-	-	-	-	-	
Withdrawals	419	308	639	-	-	-	-	-	-	
Balance @ December 31st	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000	
Community Support and Recovery Plan Reserve	-	4,930,675	95,058	-	-	-	-	-	-	
Additions	5,000,000	-	-	-	-	-	-	-	-	
Withdrawals	69,325	4,835,617	95,058	-	-	-	-	-	-	
Balance @ December 31st	4,930,675	95,058	-	-	-	-	-	-	-	
CUPE Employee Assistance Program Reserve	126,890	129,796	133,455	124,812	146,225	164,725	183,225	201,725	220,225	
Additions	58,500	58,500	58,500	58,500	58,500	58,500	58,500	58,500	58,500	
Withdrawals	55,594	54,841	67,142	37,087	40,000	40,000	40,000	40,000	40,000	
Balance @ December 31st	129,796	133,455	124,812	146,225	164,725	183,225	201,725	220,225	238,725	
Development Stabilization Reserve	-	-	-	2,728,877	4,120,697	4,584,697	5,048,697	6,512,697	6,012,697	
Additions	-	-	3,000,000	1,818,000	964,000	964,000	1,964,000	-	-	
Withdrawals	-	-	271,123	426,180	500,000	500,000	500,000	500,000	500,000	
Balance @ December 31st	-	-	2,728,877	4,120,697	4,584,697	5,048,697	6,012,697	6,012,697	5,512,697	
Economic Development Reserve	436,017	436,017	436,017	436,017	436,017	411,017	411,017	411,017	411,017	
Additions	-	-	-	-	-	-	-	-	-	
Withdrawals	-	-	-	-	25,000	-	-	-	-	
Balance @ December 31st	436,017	436,017	436,017	436,017	411,017	411,017	411,017	411,017	411,017	

*Unaudited

OPERATING RESERVES	Actuals					Projected				
	2020	2021	2022	2023*	2024	2025	2026	2027	2028	
Elections Reserve	477,778	500,000	500,000	211,760	361,760	511,760	600,000	350,000	500,000	
Additions	138,333	138,333	150,000	150,000	150,000	150,000	150,000	150,000	150,000	
Withdrawals	116,111	138,333	438,240	-	-	61,760	400,000	-	50,000	
Balance @ December 31st	500,000	500,000	211,760	361,760	511,760	600,000	350,000	500,000	600,000	
Exempt Staff Employee Assistance Program Reserve	11,758	11,758	12,758	10,916	11,592	12,592	13,592	14,592	15,592	
Additions	6,000	6,000	6,000	6,000	6,000	6,000	6,000	6,000	6,000	
Withdrawals	6,000	5,000	7,842	5,324	5,000	5,000	5,000	5,000	5,000	
Balance @ December 31st	11,758	12,758	10,916	11,592	12,592	13,592	14,592	15,592	16,592	
Extreme Weather Reserve	1,198,244	1,583,003	1,000,000	1,000,000	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000	
Additions	800,000	165,465	1,053,317	1,000,000	-	-	-	-	-	
Withdrawals	415,241	748,468	1,053,317	-	-	-	-	-	-	
Balance @ December 31st	1,583,003	1,000,000	1,000,000	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000	
Fire Employee Assistance Program Reserve	-	22,856	47,434	64,896	55,027	85,027	115,027	145,027	175,027	
Additions	22,856	24,578	17,462	-	30,000	30,000	30,000	30,000	30,000	
Withdrawals	-	-	-	9,869	-	-	-	-	-	
Balance @ December 31st	22,856	47,434	64,896	55,027	85,027	115,027	145,027	175,027	205,027	
Fire Operating Reserve	-	-	-	39,999	39,999	39,999	39,999	39,999	39,999	
Additions	-	-	39,999	-	-	-	-	-	-	
Withdrawals	-	-	-	-	-	-	-	-	-	
Balance @ December 31st	-	-	39,999	39,999	39,999	39,999	39,999	39,999	39,999	
General Insurance Reserve	13,242,956	14,248,432	14,486,984	15,255,108	15,845,329	15,845,329	15,845,329	15,845,329	15,845,329	
Additions	1,005,476	256,312	768,124	862,376	-	-	-	-	-	
Withdrawals	-	17,760	-	272,155	-	-	-	-	-	
Balance @ December 31st	14,248,432	14,486,984	15,255,108	15,845,329	15,845,329	15,845,329	15,845,329	15,845,329	15,845,329	

*Unaudited

OPERATING RESERVES	Actuals				Projected				
	2020	2021	2022	2023*	2024	2025	2026	2027	2028
Methane System Pacific Reach Reserve	570,925	575,577	655,208	743,056	-	-	-	-	-
Additions	4,652	79,631	87,848	-	-	-	-	-	-
Withdrawals	-	-	-	743,056	-	-	-	-	-
Balance @ December 31st	575,577	655,208	743,056	-	-	-	-	-	-
Other Operating Reserves	-	-	-	699,174	660,926	286,426	286,426	286,426	286,426
Additions	-	-	714,981	227,857	-	-	-	-	-
Withdrawals	-	-	15,807	266,105	374,500	-	-	-	-
Balance @ December 31st	-	-	699,174	660,926	286,426	286,426	286,426	286,426	286,426
Police Contingency Reserve	-	-	-	815,456	957,181	957,181	957,181	957,181	957,181
Additions	-	-	815,456	200,000	-	-	-	-	-
Withdrawals	-	-	-	58,275	-	-	-	-	-
Balance @ December 31st	-	-	815,456	957,181	957,181	957,181	957,181	957,181	957,181
Public Safety Reserve	-	8,502	77,423	76,423	86,184	60,184	60,184	60,184	60,184
Additions	8,502	77,423	-	9,761	-	-	-	-	-
Withdrawals	-	8,502	1,000	-	26,000	-	-	-	-
Balance @ December 31st	8,502	77,423	76,423	86,184	60,184	60,184	60,184	60,184	60,184
Public Safety Building Preventative Maintenance Reserve	563,012	637,391	703,206	790,256	839,683	821,420	886,157	950,894	1,015,631
Additions	144,024	126,619	110,282	112,488	114,737	114,737	114,737	114,737	114,737
Withdrawals	69,645	60,804	23,232	63,061	133,000	50,000	50,000	50,000	50,000
Balance @ December 31st	637,391	703,206	790,256	839,683	821,420	886,157	950,894	1,015,631	1,080,368
RCMP Leased Accomodation Reserve	310,315	313,937	342,965	342,965	347,822	347,822	347,822	347,822	347,822
Additions	21,207	29,028	-	4,857	-	-	-	-	-
Withdrawals	17,585	-	-	-	-	-	-	-	-
Balance @ December 31st	313,937	342,965	342,965	347,822	347,822	347,822	347,822	347,822	347,822

OPERATING RESERVES	Actuals					Projected				
	2020	2021	2022	2023*	2024	2025	2026	2027	2028	
Reserve for Future Expenditure	697,512	1,124,556	1,786,104	12,777,671	447,717	50,138	50,138	50,138	50,138	
Additions	428,611	665,973	12,760,093	185,000	-	-	-	-	-	
Withdrawals	1,567	4,424	1,768,526	12,514,955	397,578	-	-	-	-	
Balance @ December 31st	1,124,556	1,786,104	12,777,671	447,717	50,138	50,138	50,138	50,138	50,138	
Soil Removal Reserve	1,062,872	1,307,038	1,362,622	1,492,812	1,540,308	1,598,308	1,656,308	1,714,308	1,772,308	
Additions	371,789	181,877	259,690	184,787	180,000	180,000	180,000	180,000	180,000	
Withdrawals	127,623	126,292	129,501	137,291	122,000	122,000	122,000	122,000	122,000	
Balance @ December 31st	1,307,038	1,362,622	1,492,812	1,540,308	1,598,308	1,656,308	1,714,308	1,772,308	1,830,308	
Specified Area Maintenance Reserve	1,146,214	1,265,574	1,419,607	1,474,499	2,238,805	2,253,805	2,268,805	2,283,805	2,298,805	
Additions	119,360	154,033	86,117	768,829	30,000	30,000	30,000	30,000	30,000	
Withdrawals	-	-	31,226	4,522	15,000	15,000	15,000	15,000	15,000	
Balance @ December 31st	1,265,574	1,419,607	1,474,499	2,238,805	2,253,805	2,268,805	2,283,805	2,298,805	2,313,805	
Tax Appeal Reserve	488,295	1,000,000	-	-	-	-	-	-	-	
Additions	511,705	-	-	-	-	-	-	-	-	
Withdrawals	-	1,000,000	-	-	-	-	-	-	-	
Balance @ December 31st	1,000,000	-	-	-	-	-	-	-	-	
Tourism Reserve	94,298	112,820	172,684	155,165	257,435	257,435	257,435	257,435	257,435	
Additions	18,522	59,864	10,481	102,270	-	-	-	-	-	
Withdrawals	-	-	28,000	-	-	-	-	-	-	
Balance @ December 31st	112,820	172,684	155,165	257,435	257,435	257,435	257,435	257,435	257,435	
Traffic Fines Reserve	289,924	460,100	566,236	596,621	562,621	562,621	562,621	562,621	562,621	
Additions	170,176	106,136	30,385	-	-	-	-	-	-	
Withdrawals	-	-	-	34,000	-	-	-	-	-	
Balance @ December 31st	460,100	566,236	596,621	562,621	562,621	562,621	562,621	562,621	562,621	

*Unaudited

OPERATING RESERVES	Actuals					Projected				
	2020	2021	2022	2023*	2024	2025	2026	2027	2028	
Transportation Demand Management Monitoring Reserve	145,314	189,265	192,672	248,018	315,827	263,077	270,327	277,577	284,827	
Additions	43,951	3,407	55,346	67,809	47,250	47,250	47,250	47,250	47,250	
Withdrawals	-	-	-	-	100,000	40,000	40,000	40,000	40,000	
Balance @ December 31st	189,265	192,672	248,018	315,827	263,077	270,327	277,577	284,827	292,077	
Tree Risk Management Reserve	252,604	258,393	287,739	343,640	363,034	363,034	363,034	363,034	363,034	
Additions	5,789	29,346	55,901	19,395	-	-	-	-	-	
Withdrawals	-	-	-	-	-	-	-	-	-	
Balance @ December 31st	258,393	287,739	343,640	363,034	363,034	363,034	363,034	363,034	363,034	
Waste Utility Operating Reserve	5,571,030	5,714,513	5,578,165	6,125,759	7,190,695	7,389,374	7,389,402	7,411,491	7,477,761	
Additions	492,979	594,156	715,093	1,078,271	231,179	28	22,089	66,270	90,721	
Withdrawals	349,496	730,504	167,500	13,334	32,500	-	-	-	-	
Balance @ December 31st	5,714,513	5,578,165	6,125,759	7,190,695	7,389,374	7,389,402	7,411,491	7,477,761	7,568,482	
WorkSafeBC Reserve	625,911	757,810	793,878	916,951	936,357	915,482	911,084	923,077	931,369	
Additions	249,287	258,721	337,161	279,474	160,000	160,000	160,000	160,000	160,000	
Withdrawals	117,388	222,653	214,087	260,068	180,876	164,398	148,007	151,708	155,500	
Balance @ December 31st	757,810	793,878	916,951	936,357	915,482	911,084	923,077	931,369	935,869	
Total Operating Reserves										
Opening Balance	42,025,126	53,729,862	49,832,205	64,396,979	64,594,619	59,205,378	59,795,920	61,312,374	61,305,308	
Additions	22,996,884	13,730,305	25,974,865	23,990,332	3,457,219	3,226,068	4,248,129	2,328,310	2,352,761	
Withdrawals	11,292,148	17,627,962	11,410,091	23,792,692	8,846,460	2,635,526	2,731,675	2,335,376	2,389,168	
Total Balance @ December 31st	53,729,862	49,832,205	64,396,979	64,594,619	59,205,378	59,795,920	61,312,374	61,305,308	61,268,901	



Chapter 5

Financial Plan Overview



Chapter 5

Financial Plan Overview

Budget Context

Operating Environment and Services

The City, like its residents, are impacted by higher costs, along with supply chain and labour shortages. The Consumer Price Index in the Vancouver area (VPI) continues to challenge residents and businesses. The VPI in April 2023, the start of the City's budget process, was 4.5% and continues to slowly decline in response to the Bank of Canada's numerous interest rate hikes over the past couple of years. Despite the slow decline, inflation continues to impact municipal costs, adding strain to various aspects of the operating budget. In addition, capital projects have been challenged in recent years by extreme cost escalations experienced in the construction markets, with many input material costs increasing by double digits from original quotes or projections.

Further, in looking at Metro Vancouver Regional District's (MVRD) approved Five Year Financial Plan in conjunction with available long-term financial planning information, significant increases are anticipated in future MVRD rates which make up a significant portion of the City's utility budgets. These rate increases are driven by MVRD's plans for expanded capital infrastructure investments to meet service requirements, growth demands and resilience upgrades. These plans are further challenged by the substantial escalation in construction costs, which heavily impacts capital projects undertaken by MVRD.

The City continues to operate in an environment of significant cost increases while also managing high levels of community development and therefore planning for ongoing community growth and capital investment required to service new residents. In addition to volume increases in operational activities related to growth, the City's operating environment continues to respond to new legislation, higher service standards and public expectations in non-traditional local government services. In addition, greater sophistication is required in a variety of areas including the development of policies and procedures that address current and emerging environmental and social issues, and skilled people with expertise to manage and deliver the City's public services. This growing demand continues to challenge the City's organizational capacity and brings with it a variety of opportunities and challenges that need to be prudently managed. The Plan includes a balanced approach between

increasing taxes and using funding from reserves and other sources to mitigate the impact to residents and businesses.

The City of Coquitlam's principal activities include providing local government services to the community. These services include: police and fire protection; solid waste collection; the management of roads, water, sanitary and storm sewers; parks and recreation infrastructure and facilities; and the delivery of recreation 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 arts and culture programs are provided through other boards and partnerships with other agencies and non-profit organizations. Supporting these core services are areas of corporate communications, legal, lands and real estate, finance, information technology, and human resources.

The City is already challenged to maintain these core services amidst a difficult fiscal landscape, including high inflation and need for climate adaptation within the constraints of existing funding mechanisms permitted by legislation and in the context of significant affordability concerns of residents and businesses. Furthermore, it continues to grapple with the ongoing transfer of responsibilities for services that have not traditionally fallen under local government jurisdiction and without the corresponding funding. The recently enacted provincial legislation changes, covered further below, are anticipated to have a significant impact on the City's capacity to deliver community services.

Provincial Legislation Changes

The Province passed three major housing-related legislative amendments at the end of November 2023 (Bills 44, 46, and 47), as part of the implementation of the Homes for People Action Plan that was released in April 2023. These legislative changes are the most significant interventions by the Province in local government planning in the last 40 years, and will force the City to make fundamental changes to how we plan for, support, and finance growth and development. A full overhaul of the City's planning framework and development finance system will be required to implement the provincial changes. The primary financial implications

are related to the risk associated with the City's established development revenue sources that fund the infrastructure and amenities to support growth. Given the uncertainty surrounding the new legislation and its implications on growth and development within the City and the funding sources required to fund a variety of priority growth-related infrastructure, the *2024 – 2028 Financial Plan* is based on the existing programs, bylaws, policies and frameworks which will be amended over the coming year to align with the new legislation and as new information becomes available. These changes will be reflected in the City's *2025-2029 Financial Plan*.

In addition to the housing-related legislation, the City continues to be impacted by a number of other Provincial bills that have been enacted over the last couple of years. This includes the recent Emergency and Disaster Management Act and Accessibility Act. The challenges in these legislative changes include the decline in direct financial support of municipal operations that have become significantly more complex and costly to deliver; new or expanded service requirements as a result of a shift in responsibility from other levels of government; and the requirement that municipalities provide infrastructure to support population growth without corresponding funds. Further examples of this include the response and services related to homelessness, persons with mental illness and addictions as well as the provision of affordable housing and childcare. These provincial initiatives address important issues in the community, but also have both direct downloaded costs or indirect financial impacts on the City. While some of these costs have been identified and incorporated into the *2024 – 2028 Financial Plan*, others remain difficult to quantify and address. The City is actively working to understand and assess these impacts, with the possibility to incorporate them in future financial plans.

Community Growth and Development

Through the adoption of Regional Context Statements, Council has committed to working towards the growth projections set by Metro Vancouver Regional District. City Council has adopted several area and neighbourhood plans to accommodate the City's share of the regional growth, implemented a variety of incentives to enable more affordable housing, provided land for affordable housing projects and focused on improving our development and building permits approvals process. Over the last decade the form and type of development has shifted to place more emphasis on higher density multi-use buildings, with a reducing demand for single family construction. This is reflected in the scope of applications and resulting construction values.

Development activity in Coquitlam remained high in 2022, with a 27% increase over 2020 and 75% increase over 2019 development volumes. Development is impacted by the

high interest rates, continued supply chain disruptions, labour shortages, and flat residential sales volume. Despite these headwinds, development interest remained strong in 2023 and the number of projects in-stream are hovering around historic highs. City initiatives that include increases to development charges (e.g. the Development Cost Charges and Community Amenity Contribution fees) incentivized applicants to accelerate applications in order to avoid paying increased charges, resulting in high volumes in the first half of 2023. There are currently over 50,000 dwelling units under application or under construction, which are anticipated to ensure continued development activity in Coquitlam over the next 3 to 5 years. With the overall challenges related to continued housing supply and affordability, there has been increasing pressure from the Province under the Housing Supply Act and the Federal Government under the Housing Accelerator Fund program to increase both the volume and pace of housing approvals. However, given the recent provincial legislation with respect to housing and land use, the City's existing development revenue programs are at risk, with significant uncertainty surrounding the funding sources that were intended to fund much of the infrastructure and amenities required to support this growth.

Notwithstanding the newly enacted provincial legislation, the projected growth rate was already anticipated to increase the Coquitlam population to over 250,000 by 2053. This growth will need to be supported by services related to transportation, utilities, community amenities and other infrastructure that is costly to deliver and operate. Therefore, the City has been prioritizing long-term planning for investment in infrastructure and amenities to support the ongoing growth, which is supported by the current Development Cost Charges Program, and Capital Funding Framework including the reliance on the density bonus and Community Amenity Contribution programs. In addition, the City's Debt Management Policy provides the framework for financing of capital investment.

Growing City services inevitably results in additional operating funding requirements and increased pressure on the operating budget. While new construction is expected to have a positive impact on the City's property tax revenue growth, the timing of these additional revenues does not always align with the related expenses. The City's Long-term Tax Strategy provides a framework for stabilizing the resulting fluctuations in future tax increases which includes the utilization of a Development Stabilization Reserve, that will be drawn on in future years to offset the anticipated growth related expenses. The 2024 Plan incorporates utilizing a portion of the Development Stabilization Reserve to offset the programming and maintenance operating impacts of the expansion of Spani Pool and the new Town Centre Park Community Centre, which are scheduled to be completed and open to the public in 2024.

Together, the Capital Funding Framework, Debt Management Policy and Long-Term Tax Strategy reflect a responsible and sustainable forward-thinking approach to financial planning that target to maintain sound financial position and ensure adequate reserves to minimize impacts on taxpayers in the future.

Property Taxes for Residents and Businesses

The primary revenue sources available to municipalities, and that fund the delivery of services, have not changed significantly in decades. 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 value tax. Local governments continue to rely almost exclusively on property taxes, which are not directly correlated with the economy like sales taxes and income taxes. Consequently, municipalities receive a decreasing share of total governmental revenue while having to assume more responsibilities for services not traditionally within their purview.

Property taxes and user fees continue to represent the principal funding sources for increased service delivery costs and the maintenance of an expanding infrastructure base. Coquitlam continues to assess alternative revenue sources in an attempt to become more financially sustainable.

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. The first year of the *2024 – 2028 Financial Plan* incorporates an overall increase in taxes of 8.92%. While Coquitlam has previously operated with residential tax rates that are comparable to other municipalities of a similar size as well as its neighbours in the Metro Vancouver area, 2024 reflects a variety of contractual and inflationary pressures, as well as an investment in community safety, accessibility and inclusion, reconciliation, priority community services and infrastructure sustainability. To lessen the tax impact as much as possible, the City is offsetting taxes where possible by utilizing non-tax revenues or reserve funding, or phasing in tax impacts, particularly those related to community safety.

In November 2022, the Province enacted Bill 28 – Municipal Affairs Statutes (Property Taxation) Amendment Act, 2022 (Bill 28) aimed at developing a long-term property tax strategy for occupiers of commercial properties that pay high property taxes due to development potential. The legislation enables municipalities to provide property tax relief to certain properties with development potential, which would result in the shifting the tax burden to other properties in the same class. However, upon careful assessment, it was determined that this reallocation of tax burden would not help small businesses or tenants, and may discourage development, reduce tax competitiveness,

increase tax appeals, and require more staff resources. As a result, Council has opted not to implement the program at this time.

With sound goals and community direction established, Coquitlam is challenged with how to manage the significant economic realities while dealing with:

- Incorporating the requirements associated with the sweeping provincial legislative changes around housing and land use and addressing the related impact on development revenues, priority capital projects and social commitments reliant on these revenues
- Understanding the impact of other provincial legislative changes including those related to emergency and disaster management resulting in expanded service requirements in the context of declining financial contributions
- Financial impacts resulting from downloaded responsibilities of provincial initiatives that while address important issues, also result in significant financial costs that municipalities and their taxpayers are forced to absorb
- Inflationary impacts, along with supply chain issues and labour shortages
- Rising labour and other contractual costs including those associated with the RCMP
- Working towards reconciliation with indigenous peoples and balancing the needs of First Nations and local government
- Fostering an organizational culture and community that embraces equity, diversity and inclusion
- Addressing the asset management funding gap in the face of significant cost escalations
- Increasing demands for new infrastructure to support a growing community
- Addressing the capital and operating pressures of significant community growth
- Public expectations of receiving the same or even enhanced service levels at little to no additional tax impact
- Upholding financial management policies that contribute to sustaining service levels over the long-term.

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

Inflation has surged significantly over the past couple of years, reflecting the challenges posed by various economic factors. In response, numerous central banks, such as the Bank of Canada, have implemented aggressive hikes in their policy rates throughout 2022 and into 2023. These measures are aimed to temper demand and curb inflationary pressures. Despite these efforts, inflation remains elevated, although it has moderated somewhat in recent months from its peak levels. This level of inflation continues to put additional pressure on aspects of both the capital and operating budgets.

As one of the fastest growing cities in the region, there is much need for growth-related infrastructure and amenities. This in turn puts pressure on the operating budget given the required ongoing costs associated with the operations, maintenance and eventual replacement of these capital assets. Furthermore, public attitude toward development, the social impact of construction, and the growing population bring additional challenges for many areas of the City. These include increased demand for services, higher volumes of activity, new business complexities, and a greater level of community change which must be carefully considered and managed. Therefore, the City continues to prioritize long-term planning including the development of strategies related to the City's anticipated capital investments as well as the related tax impacts with the ultimate goal of providing predictable, stable tax increases required to continue the delivery of services to the community.

Service Expectations

As evidenced by the 2023 Community Satisfaction Survey conducted by Ipsos, 80% of respondents felt they continue to receive good value for their tax dollars. In the same survey, 42% of respondents were in support of increased taxes to enhance, expand or maintain services, while 43% supported a decrease to either cut or maintain services. A further 16% did not respond. The results of the public input gathered through the City's online budget survey in 2023 indicated that the majority of the respondents continue to prefer maintaining existing service levels and associated budget allocations. The Plan therefore aims to strike a balance between continuing to provide existing community services, planning for significant community growth and mitigating the impacts on residents and businesses where possible.

The City values equity, diversity and inclusion (EDI) throughout the organization. EDI is an overarching priority for the organization that ultimately involves all areas of

business to remove barriers and to ensure equity, diversity and inclusion are an integral part of our work in service of the community.

In addition, the City is committed to building and fostering an increasingly enhanced government-to-government relationship with neighbouring First Nations, with the goal of coming together in the spirit of cooperation and collaboration. More specifically, it directs the City to continue to engage in a number of ways, and through a number of channels, that are collectively supportive of the efforts necessary to further expand the City's existing connection with the *k'w'ikw'əłəm* and other local First Nations, as well as other ongoing business activities related to reconciliation-focused outcomes more broadly.

The City recognizes that in the coming years, significant investment will be required to support the City's planned population growth. This will include new community recreation and cultural facilities as well as other related infrastructure and costs required to support investments in the community, which could result in significant tax increases in the future years of the Plan (2025-2028), ranging from 6% to 9% per year. The City is addressing this volatility by utilizing various tax stabilization mechanisms to stabilize the projected tax increases to approximately 7% annually.

As service expectations continue to rise, there is a growing demand for municipalities, including Coquitlam, to address social issues such as affordable housing, childcare and community social services for vulnerable populations including those with mental illness and addictions, particularly in the current environment brought on by the pandemic. Historically these areas are neither part of the mandate of local governments nor typically funded. Council continues responding to these issues in various degrees. For instance, the City has implemented programs supporting affordable housing and childcare, funded by development revenues. In light of recent legislative changes related to housing, these programs will require reassessment.

Governments at all levels are increasingly under fiscal pressure to deliver better outcomes to the community, and to do so more efficiently. This growing demand on services continues to challenge City staff. Throughout the year, and specifically as part of the budget process, City departments work to realign existing resources with emerging priorities, to offset their budget requests and ensure that their resources support Council and community priorities first. Efficient delivery of these core services continues to be a focus of all work plans as well as through programs such as the Business Improvements Committee.

Lastly, Coquitlam also recognizes its role as an area hub and offers services to neighbouring communities in a manner that is financially responsible and sustainable for residents.

Balancing Taxation and Inflationary Increases

The most significant cost drivers for the City continues to be labour and associated benefits and legislated costs, as well as other contractual costs such as the RCMP contract for police services. These costs continue to increase at rates greater than inflation.

The Consumer Price Index in the Vancouver area (VPI) has slowly started declining after hitting record highs in 2022. The April 2023 VPI was 4.5%, which has been used for the purposes of inflationary adjustments included in the budget. The City's inflation in the 2024 budget, mainly driven by the above mentioned contractual commitments is calculated at 7.7%. These inflationary pressures are always the first consideration in developing the operating plan since labour costs are the largest component of the budget. When we take into account the Metro Vancouver Regional District's utility rate increases, the total inflation increases to 9.1% for 2024. Cost pressures, together with increasing demands placed upon the City's infrastructure and services by the growing community challenge the City's financial resources and organizational capacity. It is important to carefully consider the financial choices to ensure that projects are adequately funded without impairing the ability to plan for the future.

External Partners

Our utility budgets and resulting utility fees are highly dependent on Metro Vancouver Regional District's rates which are anticipated to increase significantly in the near future to accommodate the planned expanded capital investments to meet service requirements, growth demands and resilience upgrades. In addition, a number of capital initiatives in the *Capital Plan* require both collaboration and funding from senior levels of government and other agencies. Managing relationships with these external

organizations has significant impact on the City's *Business Plans* and *Financial Plans* as well as staff capacity and resources. Coquitlam actively pursues new provincial and federal funding to address infrastructure and amenity requirements of its growing community.

The City is the recipient of the Growing Communities Fund grant of \$18.6 million, which has been incorporated in the City's *2024 – 2028 Financial Plan* and allocated to a number of capital projects including Blue Mountain Park Amenities, Town Centre Amenities, Burke Mountain Joint School and Park Site amenities, and Spani Outdoor Pool Renewal.

Additionally, Coquitlam has been recently approved for the Housing Accelerator Fund (HAF) program grant totaling up to \$25 million. The HAF program aims to boost housing supply, setting a target for recipients to achieve a minimum annual increase of 10% in dwelling units by building permit issuance. This much needed grant funding will be carefully assessed, applied to priority initiatives and incorporated in the City's *2025 – 2029 Financial Plan*. As a growing community that is delivering a significant amount of housing, the escalating demand for amenities and infrastructure to serve this growth continues to exceed current funding levels and the City remains committed to pursuing senior government funding to help address the ongoing need for infrastructure and amenities.

Internal Pressures

As a result of significant community change, the City of Coquitlam as an organization continues to adapt to new operating environments. The *2024 Business Plan* and Business Improvements Committee work plans include several initiatives that assess the delivery of services and explore more efficient, effective and financially sustainable ways of aligning organizational structures to community needs. However, as noted above, the City will be reassessing priorities over the coming months to align with the new circumstances associated with the capacity challenges results from the recent provincial legislation changes.

Consolidated Statement of Financial Activities

The statement of financial activities below provides a comparison of the City's financial performance over the last four years. The method of preparation of the Consolidated Statement of Financial Activities is in accordance with Canadian Public Sector Accounting Standards, and thus requires a number of adjustments such as the elimination of certain accounts (i.e. transfers to/from reserves) upon consolidation and the recognition of the DCCs utilized in the *Capital Plan*. Given these reporting differences, the budgeted

amounts appear to result in a surplus, however in reality this is not the case as the City's annual budget is in fact balanced.

For the past few years, the actual surplus has exceeded the budgeted surplus, mainly due to the Municipal Land Sales and Developer Contributions. As this revenue is unpredictable and can vary significantly from year to year, a conservative amount has been budgeted.

Years ended December 31 000s	2020 Budget	2020 Actual	2021 Budget	2021 Actual	2022 Budget	2022 Actual	2023 Budget	2024 Budget
Revenue:								
Taxation	\$179,580	\$177,967	\$185,904	\$186,821	\$172,771	\$173,315	\$184,993	\$204,419
Fees, rates and service charges ¹	90,357	85,856	106,274	136,591	143,911	199,129	156,090	172,623
Grants and grants in lieu	11,890	21,218	11,789	12,534	19,178	14,685	16,136	18,596
Investment income	9,176	19,111	11,084	15,497	13,049	23,412	13,029	14,590
Casino revenue	7,700	1,341	-	3,803	-	7,299	6,900	6,900
Municipal land sales	40,000	40,735	20,000	34,497	30,000	54,349	40,000	40,000
Developer contributed assets ²	20,000	39,104	20,000	49,138	20,000	50,654	20,000	20,000
Other contributions ³	-	25,593	-	13,792	-	7,422	7,600	8,200
Cost recoveries	6,651	7,868	9,498	10,953	10,327	8,418	5,238	7,252
Penalties and interest on taxes	903	829	953	1,298	952	1,082	977	1,128
Other	1,611	1,818	1,589	3,133	1,612	2,164	1,593	84
Total Revenue	\$367,868	\$421,440	\$367,091	\$468,057	\$411,800	\$541,929	\$452,556	\$493,792
Expenditure:								
General government	20,277	23,231	21,935	29,231	29,500	31,065	29,751	31,826
Police protection	39,885	40,294	40,568	41,389	41,387	42,449	44,982	50,939
Fire protection	29,858	30,343	30,110	32,978	30,428	34,389	32,396	34,053
Other protection	3,409	2,744	3,531	3,226	3,561	3,465	3,908	10,650
Engineering	32,143	37,362	34,522	36,278	31,634	35,961	31,827	32,700
Solid waste	8,077	7,761	7,985	7,885	8,624	8,051	9,021	9,397
Planning and development	10,764	10,183	10,956	11,520	11,671	11,703	12,703	14,608
Parks, Recreation and Culture	58,658	58,853	54,323	58,825	61,245	69,630	66,148	72,449
Water utility	28,379	28,979	29,262	30,993	31,445	32,231	32,976	42,807
Sanitary sewer and drainage	31,701	34,721	32,263	36,718	38,230	39,390	40,014	34,703
Total Expenditure	\$263,151	\$274,471	\$265,455	\$289,043	\$287,725	\$308,334	\$303,726	\$334,132
Surplus Before Capital Expenditures	\$104,717	\$146,968	\$101,635	\$179,014	\$124,075	\$233,595	\$148,830	\$159,660

¹Fees, rates and service charges include receipts such as Density Bonus and Community Amenity Contributions where the funds are transferred to a reserve for future use. (For more information on the City Reserves, please refer to Chapter 7)

²Developer contributed assets are Capital Assets that were built by developers at no cost to the City. These assets are now owned and maintained by the City. The City started to record these assets in 2008 in order to conform with PSAB 3150 and PSAB 1200.

³ Other contributions relate to cash contributions for community amenities.

Statement of Activities by Fund and Fund Balances

2024 Budget

Years ended December 31 000s	General Fund	Sewer and Drainage Utility	Water Utility	Library	Eliminations*	Total
Revenue:						
Taxation	\$198,001	\$6,418	\$-	\$-	\$-	\$204,419
Fees, rates and service charges	93,139	41,196	38,165	123	-	172,623
Grants and grants in lieu	18,299	-	-	7,205	(6,909)	18,595
Investment income	13,280	612	634	65	-	14,591
Other Contributions	8,200	-	-	-	-	8,200
Casino revenue	6,900	-	-	-	-	6,900
Municipal land sales	40,000	-	-	-	-	40,000
Developers' contributions	10,000	5,000	5,000	-	-	20,000
Cost recoveries	6,895	357	-	-	-	7,252
Penalties and interest on taxes	1,128	-	-	-	-	1,128
Other	66	-	-	18	-	84
Total Revenue	\$395,908	\$53,583	\$43,799	\$7,411	\$(6,909)	\$493,792
Expenditure:						
General Government	31,826	-	-	-	-	31,826
Police protection	50,939	-	-	-	-	50,939
Fire protection	34,053	-	-	-	-	34,053
Engineering	32,700	-	-	-	-	32,700
Solid waste	9,397	-	-	-	-	9,397
Planning and development	14,608	-	-	-	-	14,608
Parks, Recreation and Culture	71,947	-	-	7,411	(6,909)	72,449
Sanitary sewer and drainage	-	42,807	-	-	-	42,807
Water utility	-	-	34,703	-	-	34,703
Debt interest payments	433	124	268	-	-	825
Other	9,825	-	-	-	-	9,825
Total Expenditure	\$255,728	\$42,931	\$34,971	\$7,411	\$(6,909)	\$334,132
						-
Surplus Before Transfers	\$140,180	\$10,652	\$8,828	\$-	\$-	\$159,660
						-
Amortization	(27,000)	(7,000)	(3,100)	-	-	(37,100)
Capital Expenditure	115,308	15,479	7,215	-	-	138,002
Transfers to/from reserves	51,162	588	4,411	-	-	56,161
Debt	710	1,585	302	-	-	2,597
Balanced Budget	-	-	-	-	-	-

* To remove intercompany transactions between the Library and the City upon consolidation

Employee Base—Full-Time Equivalent (FTE) Analysis

The City of Coquitlam budgets for a full staff complement in all departments. 1,486.2 full-time equivalents (FTEs) are budgeted for 2024, including full-time, part-time, auxiliary, casual staff and RCMP members.

Historical comparisons for departmental FTEs are shown below:

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

Department	2021 Budget	2021 Actual	2022 Budget	2022 Actual	2023 Budget	2023 Actual	2024 Budget
City Manager's Office	16.1	15.3	2.1	2.0	2.1	2.0	2.1
Parks, Recreation, Culture and Facilities	375.6	317.8	383.9	367.8	409.2	394.6	433.9
Engineering and Public Works	212.3	211.6	221.1	217.2	226.1	220.8	229.1
Planning and Development	100.4	98.1	102.0	101.9	110.0	109.5	119.4
Deputy City Manager	46.8	48.9	6.4	5.7	8.4	8.2	97.7
Community Safety	0.0	0.0	0.0	0.0	0.0	0.0	44.0
Fire Rescue Services	183.0	178.9	183.4	176.7	183.4	181.1	194.0
Police Services (including RCMP members)	272.4	254.9	272.4	247.5	277.4	252.6	286.4
Corporate Services	62.3	64.3	69.3	71.1	76.3	76.7	79.6
Finance and Lands	47.6	45.3	50.1	48.5	54.1	48.3	0.0
Legislative Services	0.0	0.0	61.7	59.7	67.8	64.9	0.0
Total FTEs	1,316.5	1,235.1	1,352.4	1,298.1	1,414.8	1,358.7	1,486.2

Notes:

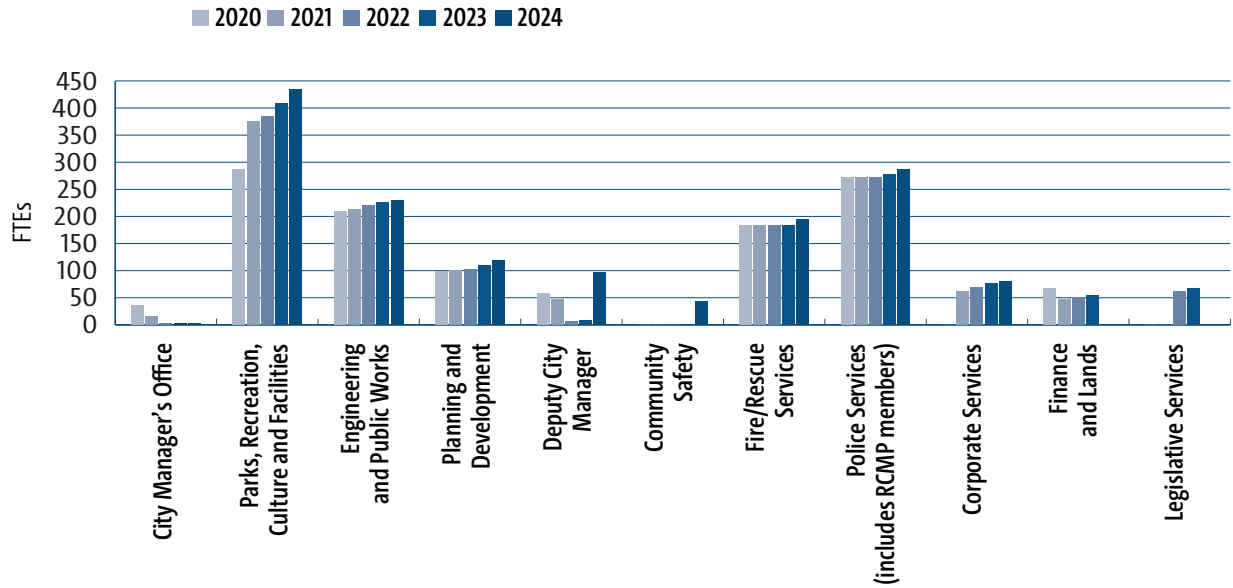
A reorganization in 2021 resulted in the transfer of a total of 146.2 FTEs between Deputy City Manager, Finance, Lands and Police, Parks, Recreation, Culture and Facilities, Civic Lands and Facilities and Corporate Services departments

A reorganization in 2022 resulted in the transfer of a total of 61.7 FTEs between City Manager, Deputy City Manager and Legislative Services departments.

In October 2022, the City took over the operations of the new Maillardville Community Centre, resulting in an increase of 19.2 FTEs in 2023 for Parks, Recreation, Culture and Facilities

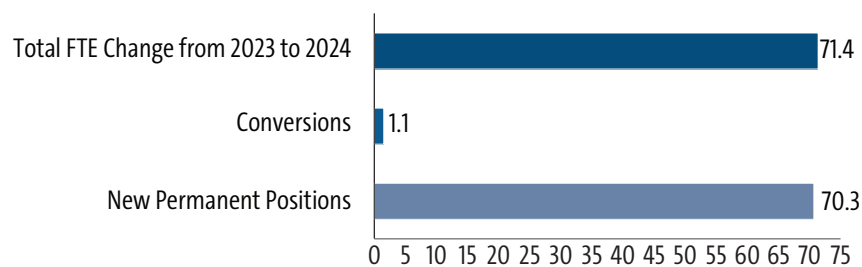
A reorganization in 2023 resulted in the transfer of a total of 613.7 FTEs between the Community Safety, Deputy City Manager, Finance, Lands and Police Services, Parks, Recreation, Culture and Facilities and the Legislative Services departments.

Budgeted Full Time Equivalents per Department 2020–2024 (Including RCMP Members)



The number of FTEs increased by 71.4 in 2024. Council approved 70.3 new positions, of which 31.9 FTEs related to new budget requests, primarily consisting of additions to Fire and Police services. 22 FTEs related to newly constructed/renovated facilities such as Spani Pool and Town Centre Park Community Centre. 7.4 FTEs were a result of increased development activity, 6.0 FTEs were a result of self-funding and other adjustments, and 3.0 FTEs were related to capital projects. As the City continues to grow and the demand for a variety of new services emerges, reallocation of existing resources is often required since it is not possible to fund every new service demand in the community with a tax increase. Some of these positions were funded from additional revenue and/or the reallocation of existing resources to meet emerging needs without a tax impact

Increase in Budgeted FTEs (Including RCMP Members) 2023–2024



New Permanent Positions in 2024 (Including Conversions)

Department	FTE	Position Title
Deputy City Manager	1.0	Payroll Coordinator
Parks, Recreation, Culture and Facilities	2.4	Aquatic Leader
Parks, Recreation, Culture and Facilities	0.3	Aquatic Program Supervisor
Parks, Recreation, Culture and Facilities	1.0	Arts & Culture Program Coordinator
Parks, Recreation, Culture and Facilities	0.5	Building Maintenance Worker
Parks, Recreation, Culture and Facilities	2.4	Building Service Worker
Parks, Recreation, Culture and Facilities	1.0	Facilities Asset Coordinator
Parks, Recreation, Culture and Facilities	1.0	Facilities Operations Manager
Parks, Recreation, Culture and Facilities	0.7	Inclusion Support Leader - Rec
Parks, Recreation, Culture and Facilities	2.9	Labourer 2
Parks, Recreation, Culture and Facilities	1.0	Lead Building Service Worker
Parks, Recreation, Culture and Facilities	1.0	Mechanical Asset Coordinator
Parks, Recreation, Culture and Facilities	1.0	Parks Capital Project Manager
Parks, Recreation, Culture and Facilities	1.0	Parks Design Project Manager
Parks, Recreation, Culture and Facilities	(0.2)	Pool and Building Service Wrk.
Parks, Recreation, Culture and Facilities	1.0	Pool Maintenance Worker
Parks, Recreation, Culture and Facilities	1.8	Program Attendant
Parks, Recreation, Culture and Facilities	1.1	Program Leader
Parks, Recreation, Culture and Facilities	1.0	Project Coordinator - Parks
Parks, Recreation, Culture and Facilities	1.0	Recreation Facility Supervisor
Parks, Recreation, Culture and Facilities	1.6	Recreation Instructor
Parks, Recreation, Culture and Facilities	1.7	Recreation Leader
Parks, Recreation, Culture and Facilities	1.4	Recreation Program Coordinator
Parks, Recreation, Culture and Facilities	3.6	Registration Clerk/Receptionist
Parks, Recreation, Culture and Facilities	0.1	Senior Aquatic Leader
Parks, Recreation, Culture and Facilities	1.0	Trades 2 - Carpenter
Parks, Recreation, Culture and Facilities	0.5	Work Control Clerk
Engineering and Public Works	1.0	Engineering Inspector 2
Planning and Development	1.0	Building Official
Planning and Development	0.6	Clerk Permits & Licenses Auxiliary
Planning and Development	1.0	Planner - Analyst
Planning and Development	1.0	Planner 2
Planning and Development	2.9	Planning Assistant 1 Auxiliary
Planning and Development	1.0	Plans Reviewer 1 Auxiliary
Planning and Development	1.0	Plans Reviewer 3
Planning and Development	1.0	Plumbing Official
Fire/Rescue Services	6.0	Firefighter
Fire/Rescue Services	4.0	Lieutenants
Fire/Rescue Services	0.6	Support Clerk
Police Services	9.0	RCMP Officers
Community Safety	0.6	Animal Shelter Attendant
Community Safety	2.0	Bylaw Inspector 2
Community Safety	0.2	Clerk - Permits & Licenses
Community Safety	0.2	Permit Clerk
Community Safety	1.0	Emergency Management Coordinator

Department	FTE	Position Title
Corporate Services	1.0	Accessibility and Inclusion Coordinator
Corporate Services	1.0	Digital Strategy Architect
Corporate Services	1.0	Director Information & Communications Technology
Corporate Services	0.4	Support Analyst
	70.3	

Conversions of Existing Positions

Department	FTE	Position Title
Parks, Recreation, Culture and Facilities	(0.5)	Aquatic Program Supervisor
Parks, Recreation, Culture and Facilities	(0.4)	Building Maintenance Worker
Parks, Recreation, Culture and Facilities	(1.0)	Facilities Mgmt Coordinator
Parks, Recreation, Culture and Facilities	1.0	Facilities Security Technician
Parks, Recreation, Culture and Facilities	(0.1)	Food Service Worker 1
Parks, Recreation, Culture and Facilities	(1.9)	Labourer 2
Parks, Recreation, Culture and Facilities	1.0	Manager Facilities Capital Project Management
Parks, Recreation, Culture and Facilities	1.0	Parks Partner Program Coordinator
Parks, Recreation, Culture and Facilities	(0.1)	Pool & Building Matinenance Worker
Parks, Recreation, Culture and Facilities	1.0	Preventative Maintenance Coordinator
Parks, Recreation, Culture and Facilities	(1.0)	Project Lead 1
Parks, Recreation, Culture and Facilities	(1.0)	Project Lead 2
Parks, Recreation, Culture and Facilities	0.0	Recreation Leader
Parks, Recreation, Culture and Facilities	0.5	Senior Aquatic Leader
Parks, Recreation, Culture and Facilities	1.0	Tree Worker 2
Parks, Recreation, Culture and Facilities	(0.7)	Work Control Clerk
Engineering and Public Works	1.0	Electrical Engineer
Engineering and Public Works	1.0	Sub-Foreman Engineering Operations
Deputy City Manager	0.3	Committee Clerk
	1.1	
Total FTE Change	71.4	



Chapter 6

**2024 Five-Year
Consolidated
Operating Plan**

Chapter 6

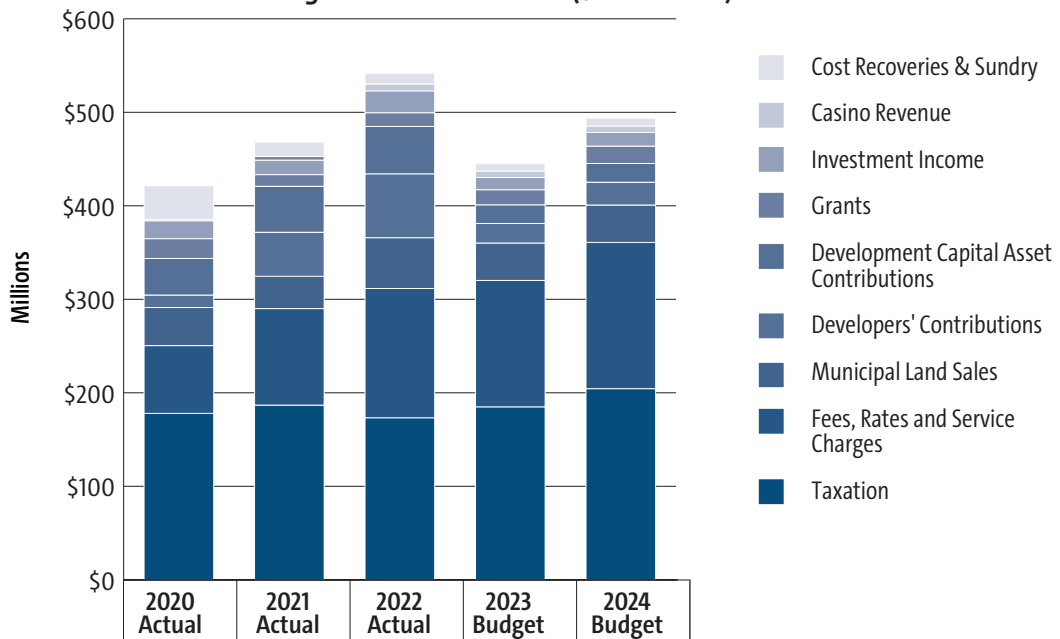
2024 Five-Year Consolidated Operating Plan

The City’s operating budget reflects the ongoing costs required to deliver valued programs and services for the community, costing \$437 million in 2024. As stated in the *Financial Plan Overview* (Chapter 5), the method of the Consolidated Statement of Financial Activities is based on the Generally Accepted Accounting Principles methodology adhered to for the preparation of Financial Statements and thus requires a number of adjustments including the elimination of certain accounts such as transfers to/from reserves upon consolidation and the recognition of the DCCs utilized in the *Capital Plan*. This results in the recognition for reporting purposes of \$494 million in revenues and \$334 million in expenses

Revenues

The City receives its revenues from a variety of sources, with taxation being the largest. Property owners must pay property taxes based on the value of their property, unless the property is specifically exempted by provincial legislation or by a permissive tax exemption bylaw passed by the City. The remaining revenue is collected from other revenue sources such as fees, rates and service charges, municipal land sales, developer cash contributions, development capital asset contributions, grants, investment income and cost recoveries. 2020 reflects the impacts of the pandemic when a number of services and programs were suspended and various revenue sources were affected. Since then, the City has pivoted and continues to work towards servicing a growing community.

**Consolidated Revenues by Type
2024 Budgeted Revenue Sources (\$494 Million)**



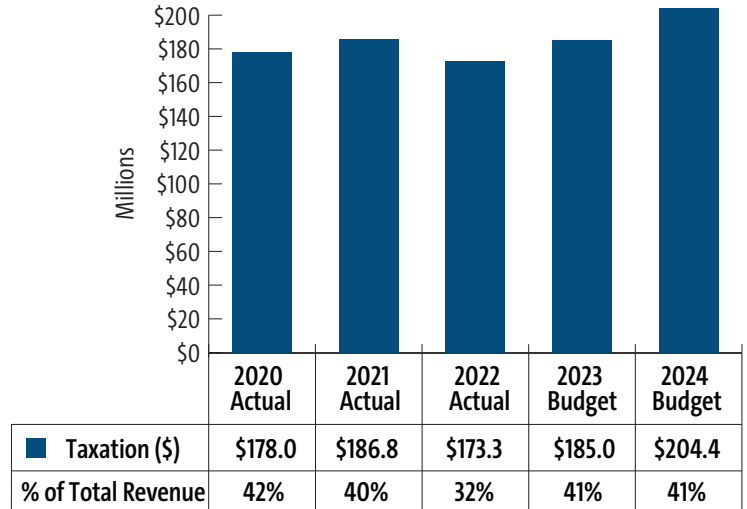
	2020 Actual	2021 Actual	2022 Actual	2023 Budget	2024 Budget
Taxation	\$178.0	\$186.8	\$173.3	\$185.0	\$204.4
Fees, Rates and Service Charges	\$72.5	\$103.3	\$138.2	\$135.2	\$156.4
Municipal Land Sales	\$40.7	\$34.5	\$54.3	\$40.0	\$40.0
Developers' Contributions	\$13.3	\$47.1	\$68.3	\$20.9	\$24.4
Development Capital Asset Contributions	\$39.1	\$49.1	\$50.7	\$20.0	\$20.0
Grants	\$21.2	\$12.5	\$14.7	\$16.1	\$18.6
Investment Income	\$19.1	\$15.5	\$23.4	\$13.0	\$14.6
Casino Revenue	\$1.3	\$3.8	\$7.3	\$6.9	\$6.9
Cost Recoveries and Sundry	\$36.1	\$15.4	\$11.7	\$7.8	\$8.5

Taxation

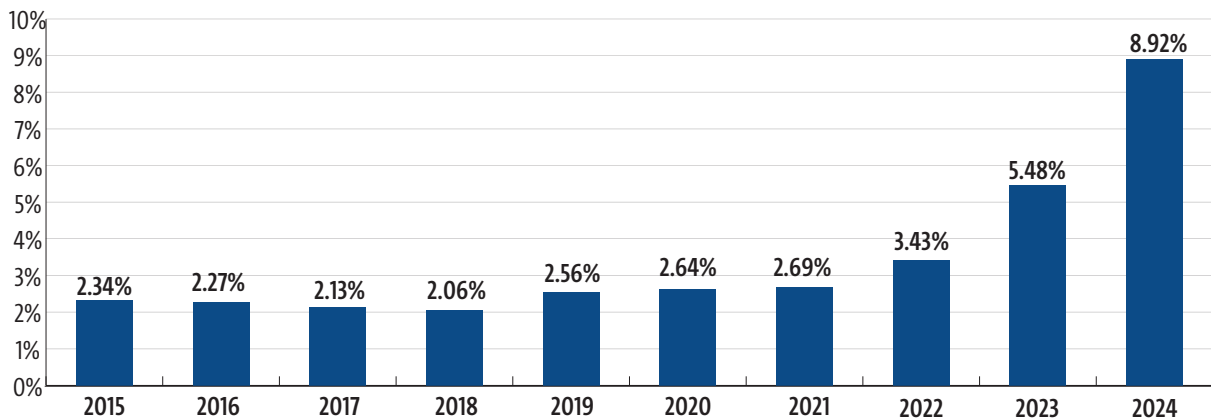
The primary funding source for City services in the 2024 – 2028 Financial Plan is taxation, at \$204 million or 41% of the total revenues on a consolidated basis. This includes a property tax levy increase of \$19.1 million – made up of \$3.2 million from new assessment growth and a \$15.9 million rate increase – to provide for inflation and increased services, for an average property tax increase of \$210 per household.

The City’s tax collection has increased from \$178 million in 2020 to \$204 million in 2024. Of this amount, \$24 million was related to the change of the Sewer Parcel Tax to a Sewer User Fee in 2022, shifting the revenue from taxation to fees, rates and charges, thus the reason for the decline in taxation revenues in 2022. The net taxation increase since 2020 of \$26 million is due to substantial new assessment growth and annual tax increases required to keep up with additional operating spending resulting from population growth, inflationary pressures and service increases. Despite increasing cost pressures, the City’s dependence on this revenue source has remained relatively steady when compared to the total revenues. This is due to the City’s success in diversifying its revenue sources.

Taxation Trends 2020–2024



Tax Rate History



Tax Rate Summary

The increase in the property tax levy for funding municipal services in Coquitlam in 2024 is \$15.9 million, equivalent of an average increase of 8.92% in property taxes, or \$210 increase for an average residential house. In addition, the City anticipates receiving approximately \$3.2 million of new assessment growth in 2024, stemming from new properties that have been added to the tax roll.

It is important to note that the property tax notice sent to Coquitlam homeowners for 2024 incorporates property taxation not only from the City but also from other taxing authorities such as Metro Vancouver Regional District, TransLink, BC Assessment, and others.

Property Taxation from Development Growth 2020–2024

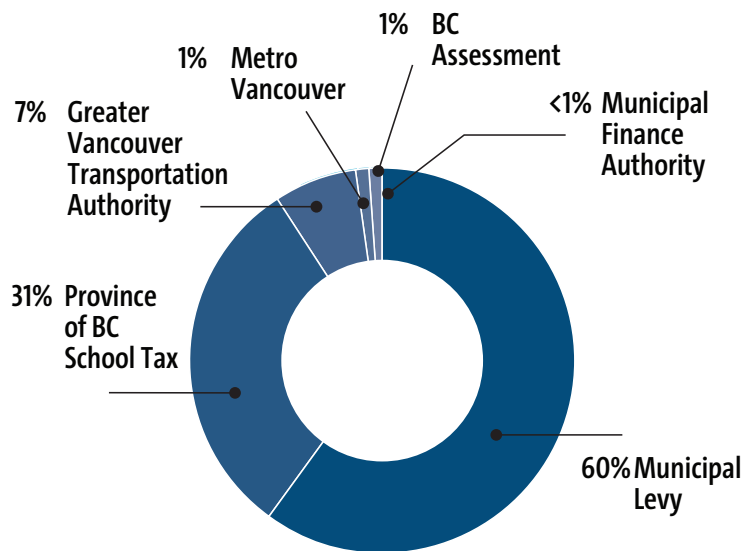
Property taxes increased by approximately \$26 million from 2020 to 2024, net of \$20 million which was transitioned from a sewer parcel tax to a sewer user fee in 2022. Of this increase, a cumulative total of \$12 million is from new growth in taxation. An additional \$34 million in property taxation revenue has been a result of property tax rate increases approved by Council, which, aside from 2023 and 2024 have historically been in the range of 2-3% annually. For 2024, Council approved an increase of 8.92% to support rising costs, expanded or newly-downloaded responsibilities and new facilities coming on stream, while maintaining a high level of services and investing in long-term infrastructure and the City’s asset renewal strategy.

Tax Rates

As per the *Community Charter*, specific tax rates for each property class must be approved each year by May 15. The Tax Rates Bylaw will be presented to Council for adoption in the spring of 2024, once final information related to the 2024 Assessment Roll is received from the BC Assessment Authority.

The City’s municipal levy makes up approximately 60% of total levies collected from property owners with the remainder collected for other governments as illustrated in the table below.

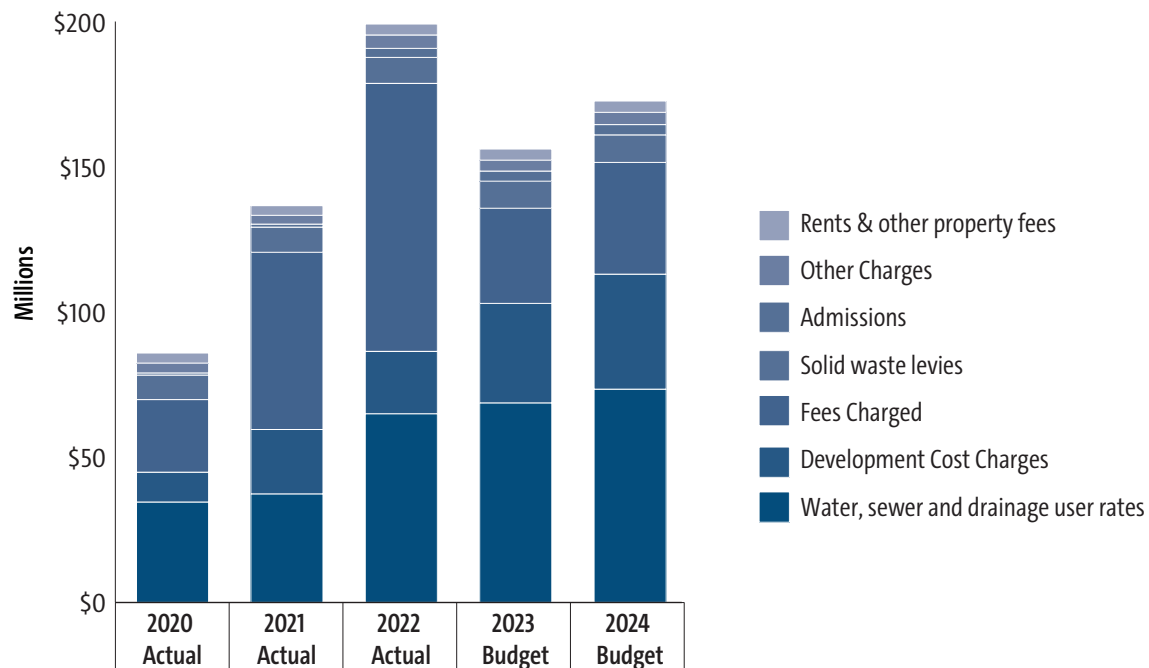
Taxation Levies	2023 Actual	2024 Budget	%
Municipal Levy	185,480,000	204,420,000	60%
Other Governments			
Province of BC School Tax	107,250,000	108,000,000	31%
Greater Vancouver Transportation Authority	21,740,000	22,000,000	7%
Metro Vancouver	4,790,000	4,800,000	1%
BC Assessment	3,240,000	3,300,000	1%
Municipal Finance Authority	19,000	18,000	0%
Total Other Governments	137,039,000	138,118,000	40%
Total	322,519,000	342,538,000	100%



Fees, Rates and Charges

The 2024 – 2028 *Financial Plan* includes a total of \$173 million in Fees, Rates and Other Charges.

Budgeted Fees, Rates and Charges
2024 Budgeted Revenues (\$173 million)



	2020 Actual	2021 Actual	2022 Actual	2023 Budget	2024 Budget
Water, sewer and drainage user rates	\$34.5	\$37.3	\$65.0	\$68.7	\$73.4
Development Cost Charges	\$10.3	\$22.2	\$21.5	\$34.2	\$39.6
Fees Charged	\$25.0	\$61.0	\$92.3	\$32.8	\$38.5
Solid waste levies	\$8.4	\$8.7	\$8.9	\$9.3	\$9.5
Admissions	\$0.7	\$1.0	\$3.1	\$3.5	\$3.5
Other Charges	\$3.4	\$3.0	\$4.6	\$3.8	\$4.2
Rents and other property fees	\$3.5	\$3.3	\$3.8	\$3.8	\$3.9

The revenue from fees, rates and charges increases from \$86 million in 2020 to \$173 million in 2024. Development Cost Charges provide funding for capital projects. DCCs are treated as fees, rates and charges in the City’s financial statements, but included in Transfers from Reserves in the *Financial Plan*. Other developer revenues included in fees, rates and charges are density bonus revenues and affordable housing fees received from developers for high-density construction.

In addition to the Council-approved utility fees for water and solid waste, this category also includes the sewer user fee, which, prior to 2022 was administered as a parcel tax. 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 costs to maintain the water distribution network, operate and maintain the sewer and drainage infrastructure and address ongoing pressures in the solid waste utility. MVRD’s 2024 *Five-Year Plan* indicates significant rate increases over the next few years as a result of a number of planned significant capital projects. In 2024, the City’s costs related to MVRD water purchases will increase by 7.6%, with future annual increases ranging from 3%-9%. For the Fraser Sewerage Area (FSA), the MVRD levy will increase by 19.9% and Coquitlam’s portion of this increase is 22.6%. Future FSA annual increases are in the range of 7%-13%.

In anticipation of significant cost increases as a result of MVRD’s expanded capital programs and infrastructure investments to meet service requirements, growth demands

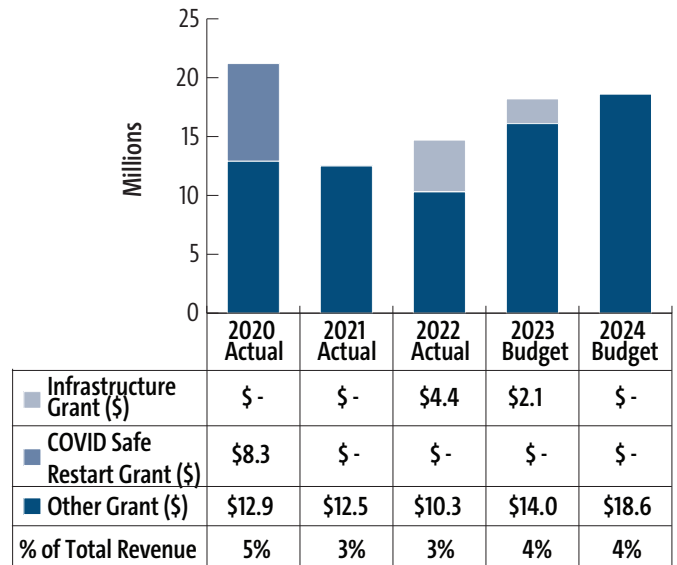
and resilience upgrades, the City has been budgeting a contingency to assist in stabilizing these increases and mitigating the volatility in the rate increases for Coquitlam ratepayers. While MVRD's 2024 – 2028 Financial Plan has resulted in lower overall rate increases than originally anticipated, there continues to be a significant risk of higher

rate increases in the future due to a variety of factors such as capital project deferrals and significant cost escalations. As a result, the utility fund budgets continue to include a contingency to help stabilize future MVRD rate increases. This has resulted in an average fee increase of 5% for water, 5% for sewer and drainage and 2% for solid waste in 2024.

Grants

This funding source includes annual grants provided to the municipality by TransLink, a provincial traffic fine revenue grant, Canada Community Building Fund, Local Government Climate Action Program, Building Safer Communities Fund and grants in lieu of taxes, as well as a number of other smaller grants. These estimates are based on applications in progress or on firm estimates provided by the grantor. The increase in 2020 reflects the receipt of the Provincial *COVID-19 Safe Restart Grant* provided to local governments to help address the financial impacts resulting from the pandemic. Infrastructure grant secured include the Spani Pool Renewal Project as part of the Investing in *Canada Infrastructure Program - Community, Culture, and Recreation Program* for 2022, and the Cedar Drive Project as part of the *Disaster Mitigation and Adaptation Fund* for 2023.

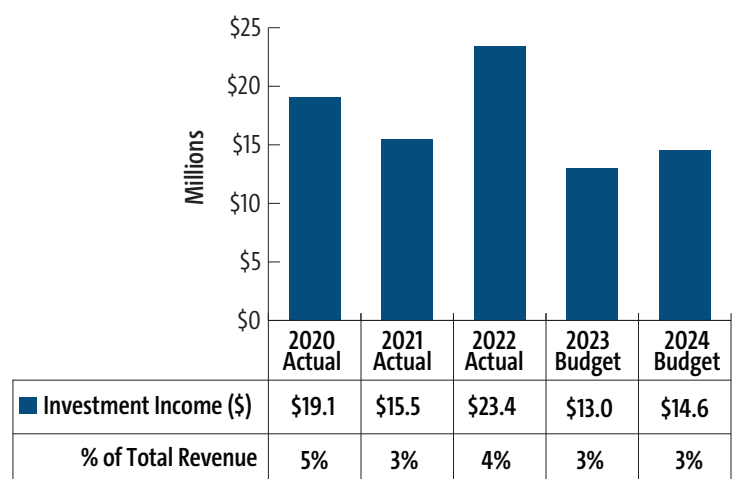
Grant Revenue Trends 2020–2024



Investment Income

The City continues to focus on refining the working capital needs and cash flow forecasting, resulting in increased investment income earned over the past few years. 2021 is lower than past investment earnings due to the plummeting interest rates as a result of the pandemic, while 2022 reflects the increasing interest rate environment. While the 2024 budget has been increased to reflect the growing working capital base and higher interest rates, given the fluctuations in the interest rate environment, coupled with the significant cash flow needed over the next few years as a result of the capital investments incorporated in the *Capital Plan*, the budget is maintained at a conservative amount.

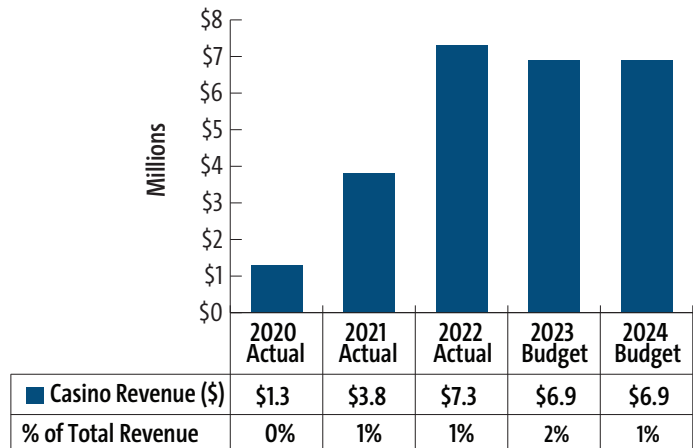
Investment Income Trends 2020–2024



Casino Revenue

Since October 2001, the City has received revenue from a Provincial casino operation in the City. As per the host agreement with the provincial government, the City receives 10% of the net earnings from the casino operations of the Hard Rock Casino Vancouver. Starting March 2020, all casinos were closed due to the Provincial Health Order related to the pandemic but were permitted to reopen in July 2021 with reduced capacity. Since its reopening, operations have returned to normal and have been reflected accordingly in the budget.

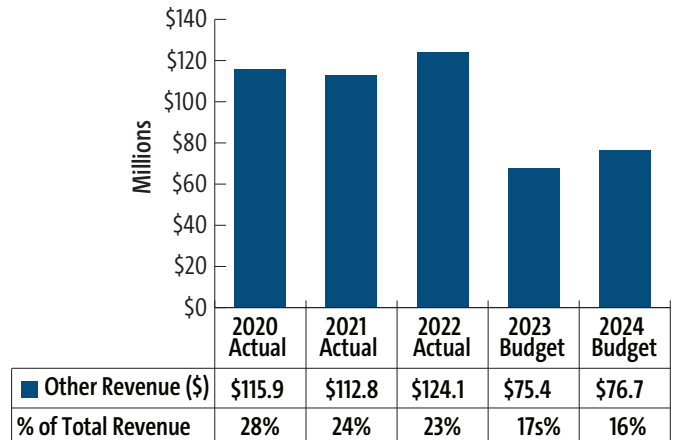
Casino Revenue Trends 2020–2024



Other Revenue

The revenue from other sources has been volatile as the majority of it is made up of Municipal Land Sales and Developer Contributions, which vary significantly in volume and dollar value from year to year due to fluctuations in development activity and the real estate market. Due to this volatility and the uncertainty of the current market, a conservative amount has been budgeted for Municipal Land Sales and Developer Contributions.

Other Revenue Trends 2020–2024

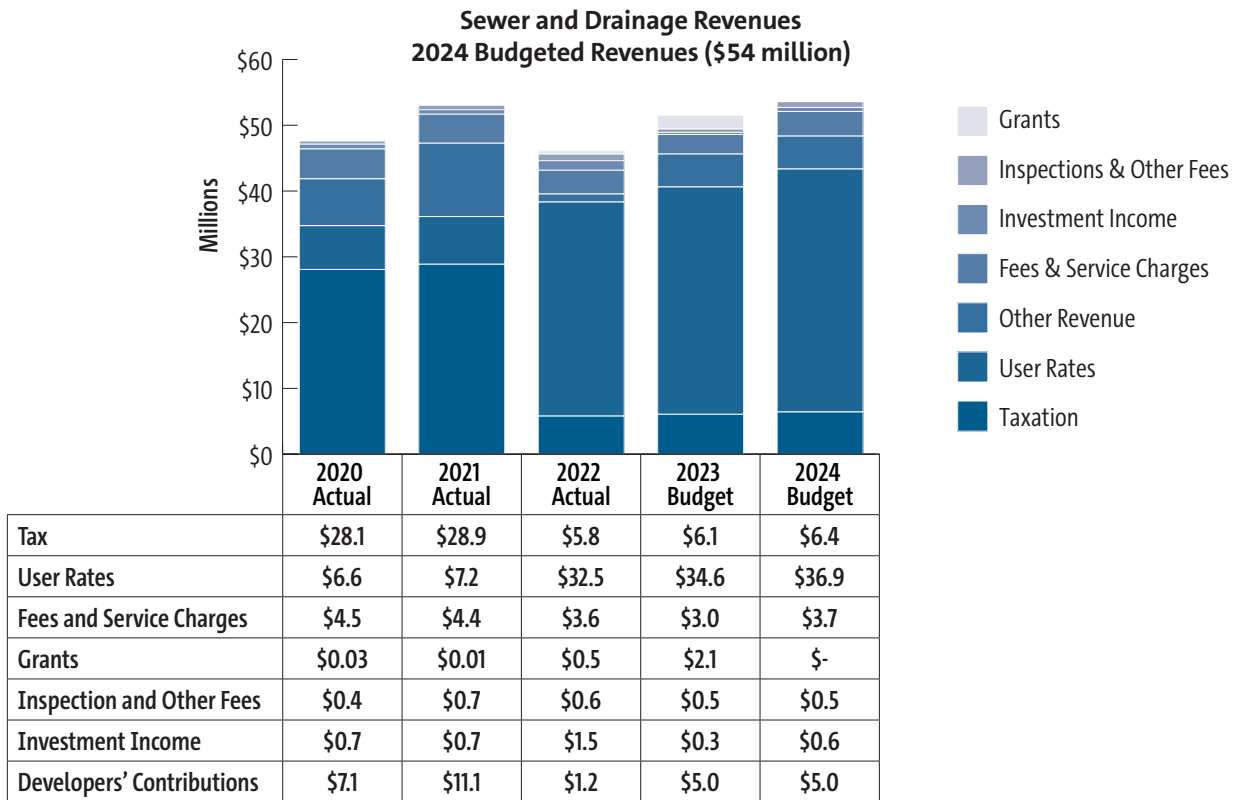


Revenues—Sewer and Drainage

Sewer and Drainage Utility Revenues

In 2024, the City of Coquiltlam will collect \$54 million in revenues from a number of sources including the drainage levy, sewer user rates, service charges, investment income, and inspection and other fees, an increase of \$2 million from 2023. The increase in user rates and decrease in taxation in 2022 is due to a transition from a sewer parcel tax to a sewer user fee to improve utility fee alignment and clarity, reduce administration, enhance future flexibility and improve fairness. The overall decrease in 2022 is due to a decline in developer contributed assets which are included in other revenue in the chart below, which can fluctuate significantly from year to year.

The following graph shows the proportional funding from each of these sources for the 2024 – 2028 Financial Plan.

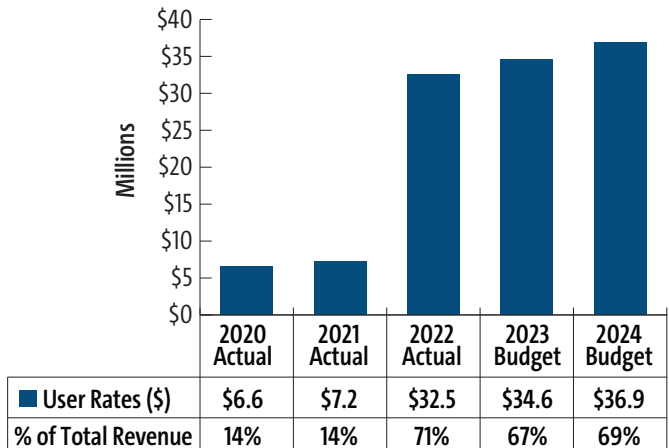


**Effective 2022, Sewer Parcel Tax changed to Sewer User Fee.*

Sewer and Drainage User Rate Revenue

The largest source of revenue is user rates, which include the flat rate charged to rental units, suites and metered customers, as well as penalty revenue. The increase in 2022 reflects the transition from a sewer parcel tax to a sewer user fee. The revenue in 2024 reflects a combination of the 5% increase approved by Council (\$522 to \$549) and volume adjustments.

Sewer and Drainage User Rate Trends 2020–2024

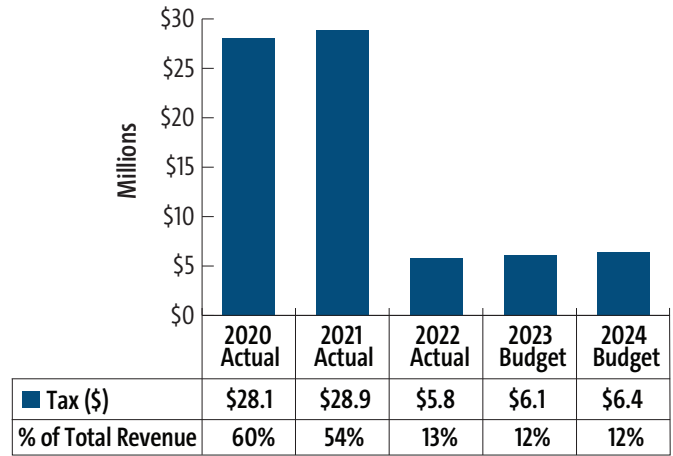


**Effective 2022, Sewer Parcel Tax changed to Sewer User Fee.*

Drainage Tax Revenue

The drainage tax levy per home increased from an average of \$80 in 2023 to \$84 in 2024.

Sewer and Drainage Tax Trends 2020–2024

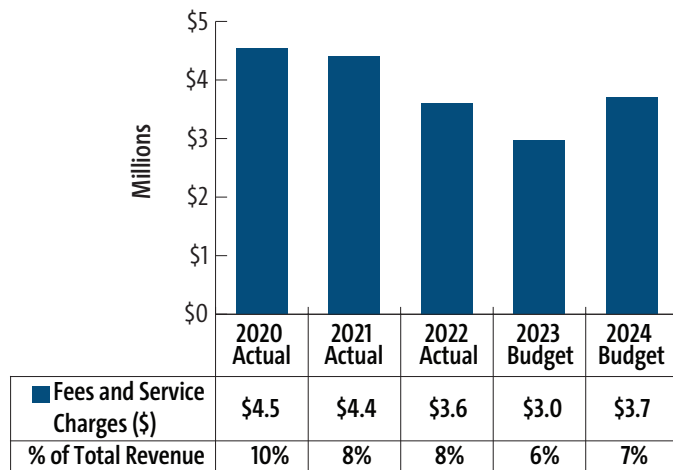


*Effective 2022, Sewer Parcel Tax changed to Sewer User Fee.

Sewer and Drainage Fees and Service Charges Revenue

Transfers from Development Cost Charges to fund capital infrastructure for sewer and drainage are accounted for under fees, rates and charges in the financial statements, and can fluctuate significantly from year to year depending on the timing of the growth related capital projects. The higher fees in 2020 and 2021 are due to an increase in the number of growth-related projects funded from DCCs in Northeast Coquitlam. The slight decline in 2022, 2023 and 2024 are due to a shortage of DCCs available for capital infrastructure funding. To bridge the cash flow gap in Sewer DCCs, the related growth projects are funded through internal borrowing from the City’s Sewer and Drainage Operating Surplus with repayment from future Sewer DCCs.

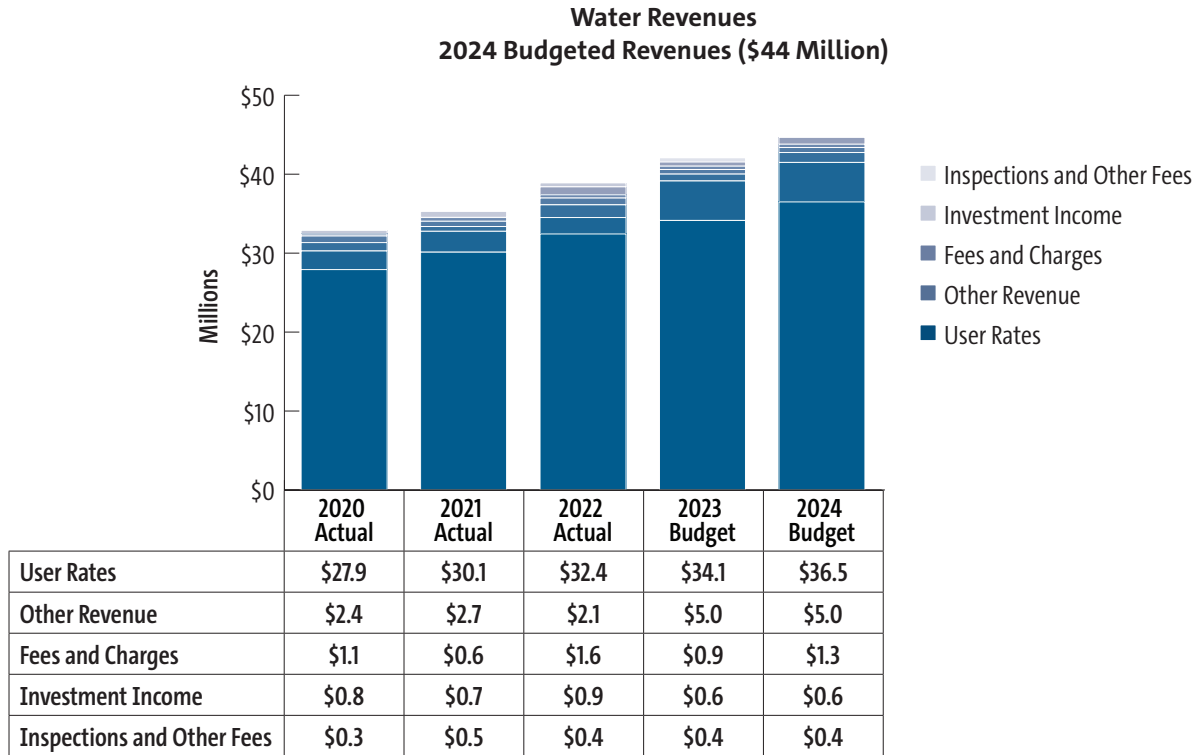
Sewer and Drainage Fees and Service Charge Trends 2020–2024



Revenues—Water

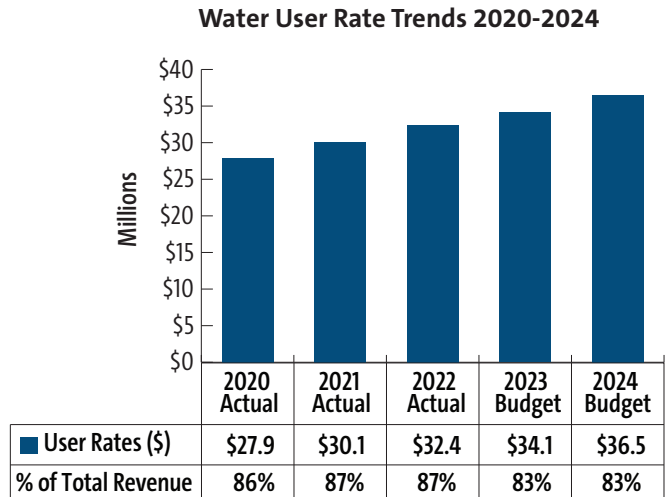
Water Utilities Revenue

In 2024, the City of Coquiltlam will collect \$44 million in revenues from a number of sources, including water user rates, investment income, and inspection and other fees. The following chart shows the proportional funding from each of these sources for the 2024 – 2028 Financial Plan.



Water User Rate Revenue

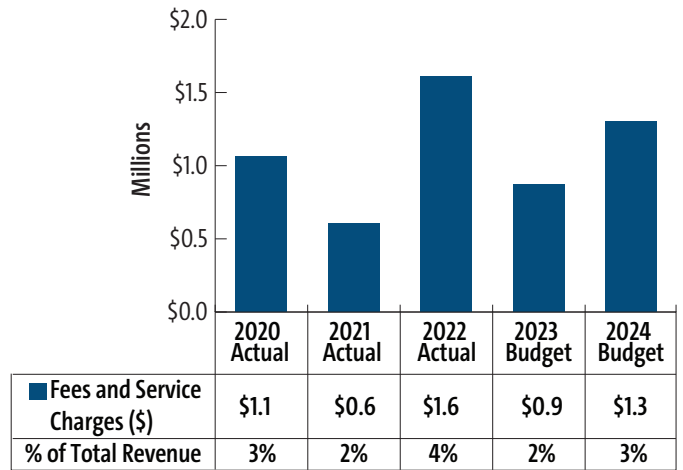
The largest source of revenue in the utility is the water user rate, which is the flat rate charged to all homeowners. The revenue in 2024 reflects the 5% average rate increase approved by Council. There is a 40% rate differential between single-family units and multi-family units, as multi-family homes are less costly to service than single-family homes. Therefore, the single-family rate is increasing from \$640 in 2023 to \$672 in 2024 and multi-family rates increasing from \$384 in 2023 to \$403 in 2024.



Water Fees and Service Charges Revenue

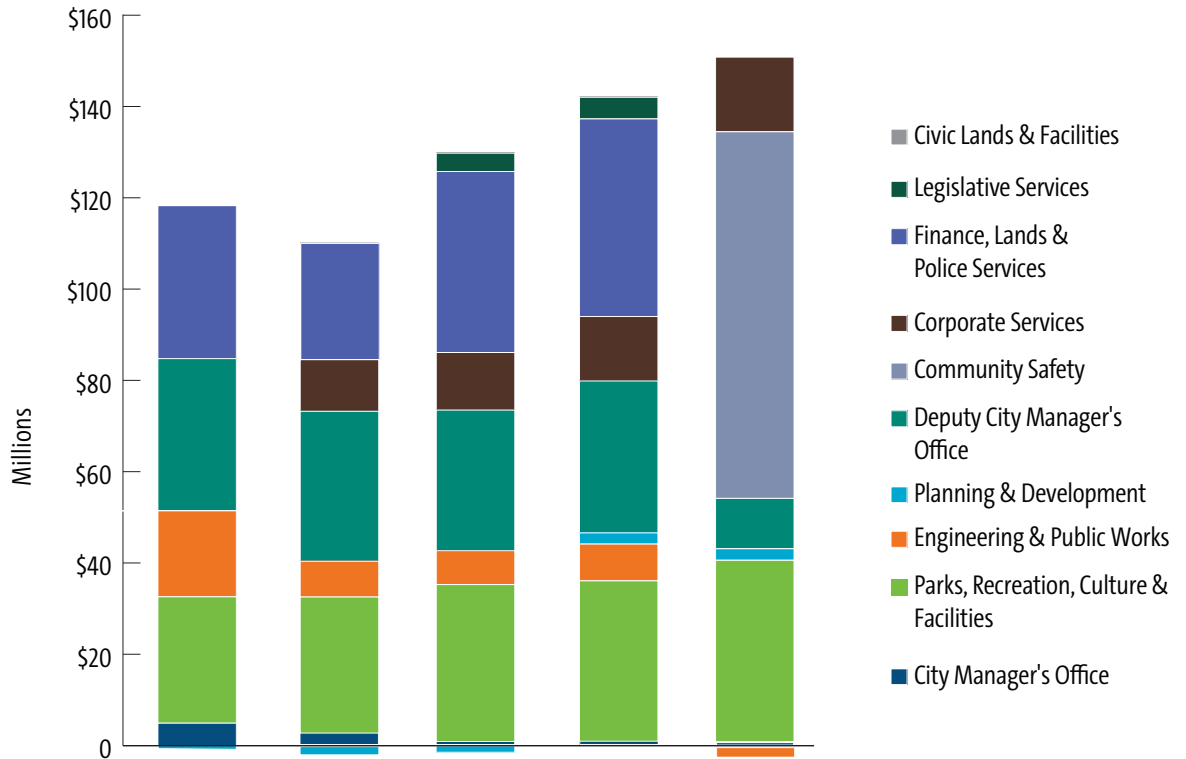
Transfers from DCCs to fund water infrastructure are accounted for under fees, rates and charges in the financial statements, and can fluctuate from year to year due to the timing of growth related capital projects. The Development Cost Charges revenues are higher in the 2022 budget due to an increase in the number of growth-related projects funded from DCCs in Northeast Coquitlam.

Water Fees and Service Charges Trends 2020-2024



2024 Operating Plan By Department

Net Expenditures by Department
2024 Budgeted Department Net Expenditures



	2020 Actual	2021 Actual	2022 Actual	2023 Budget	2024 Budget
City Manager's Office	\$4.9	\$2.5	\$0.7	\$0.7	\$0.7
Parks, Recreation, Culture & Facilities	\$27.7	\$30.0	\$34.6	\$35.4	\$39.8
Engineering and Public Works	\$18.8	\$7.8	\$7.4	\$8.0	\$(2.2)
Planning and Development	\$(0.5)	\$(1.4)	\$(1.3)	\$2.5	\$2.5
Deputy City Manager's Office	\$33.3	\$32.8	\$30.8	\$33.3	\$11.0
Community Safety	-	-	-	-	\$80.3
Corporate Services	-	\$11.3	\$12.6	\$14.1	\$16.3
Finance, Lands and Police Services	\$33.5	\$25.5	\$39.7	\$43.3	-
Legislative Services	-	-	\$4.0	\$4.7	-
Total	\$117.8	\$108.6	\$128.5	\$142.0	\$148.6

*Note: Corporate Services was a new department in 2021 and Legislative Services was a new department in 2022 created through a reorganization of existing divisions.

**Note: Community Safety was a new department in 2024 created through a reorganization of existing divisions.



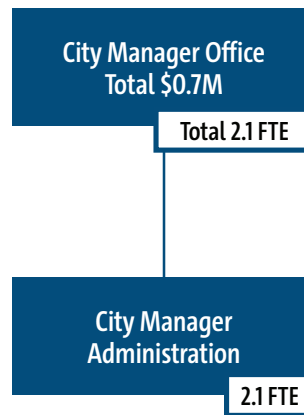
City Manager's Office

Central Leadership for Community Progress

The City Manager's Office oversees the broad spectrum of City operations, with the City Manager as Chief Administrative Officer. This team shapes Coquitlam's long-term vision, providing strategy and high-level oversight on organizational priorities.

- Overseeing the broad requirements of the organization
- Providing advice to Council and executing its decisions

For details on the strategic priorities for the City Manager's Office, please see the *Business Plan* section starting on p. 20.



Key Performance Measures:

City Manager	2019	2020	2021	2022	2023 ³
Citizens' Rating of Quality of Life	98%	N/A ¹	97%	N/A ²	94%
Citizens' Overall Satisfaction of City Services	96%	N/A ¹	96%	N/A ²	93%
Taxpayer Confidence	88%	N/A ¹	89%	N/A ²	80%

¹The Ipsos Citizen Satisfaction Survey was not conducted in 2020 due to the COVID-19 pandemic.

²The Ipsos Citizen Satisfaction Survey was not conducted in 2022 due to the civic election.

³In 2023, the City of Coquitlam renamed its annual survey to the Community Satisfaction Survey.

2024 – 2028 City of Coquitlam Budget

Fund: (10) Gen Optg Department: (120) City Manager Office	Actual 2022	Budget 2023	Budget 2024	Budget 2025	Budget 2026	Budget 2027	Budget 2028
Expenditures							
Division: (120) City Manager							
City Manager Administration	664,498	729,147	739,876	780,301	800,119	826,581	826,872
Total Division: (120) City Manager	664,498	729,147	739,876	780,301	800,119	826,581	826,872
Total Expenditures	664,498	729,147	739,876	780,301	800,119	826,581	826,872
Net Expenditure (Contribution):	664,498	729,147	739,876	780,301	800,119	826,581	826,872

Deputy City Manager's Office

Strategic Support across Departments

The Deputy City Manager leads corporate initiatives, supporting the City Manager's office and each City department in delivering key projects. The Deputy City Manager oversees the City's finances, assets, lands and real estate and economic development functions, and plays a critical role in the City's operations through the City Clerks, Legal, and Intergovernmental Relations (including Indigenous Reconciliation) departments.

Finance

Key responsibilities include:

- Managing the operating, utility, and capital budgets
- Preparing the annual *Five-Year Financial Plan*
- Collecting and managing City revenues, including property taxes, utility charges, grants-in-lieu of taxes and local improvement charges
- Financial analysis and budgeting for business planning and corporate-wide initiatives
- Managing investments and cash flow
- Statutory reporting and accounting processes of the City
- Accounts management, payroll and deductions
- Purchasing goods and procurement services for the City

Legal Services

Key responsibilities include:

- Providing legal advice and support to the City and to Council
- Overseeing all legal matters
- Supporting the business plan priorities of the City

City Clerks Office

Key responsibilities include:

- Operates as a key communication link between City Council, staff, and the community
- Managing statutory notification processes
- Preparing agendas and minutes for Council and Committee meetings
- Managing corporate records, including City bylaws and Freedom of Information requests
- Providing administrative support to Council and its Committees
- Providing operational support services (reception and mail services)

Intergovernmental Relations and Reconciliation

Key Responsibilities include:

- Liaising with other levels of government on initiatives that impact Coquitlam
- Supporting a government-to-government relationship with neighboring First Nations
- Engaging in reconciliation initiatives with the kwikwə'əłəm First Nation and other Indigenous peoples, including urban indigenous peoples that reside in the Coquitlam

City Lands and Real Estate

Key responsibilities include:

- Management of the City's real estate assets
- Optimizing City-owned land development activities to create value for the community through land sales revenue

Economic Development

Key responsibilities include:

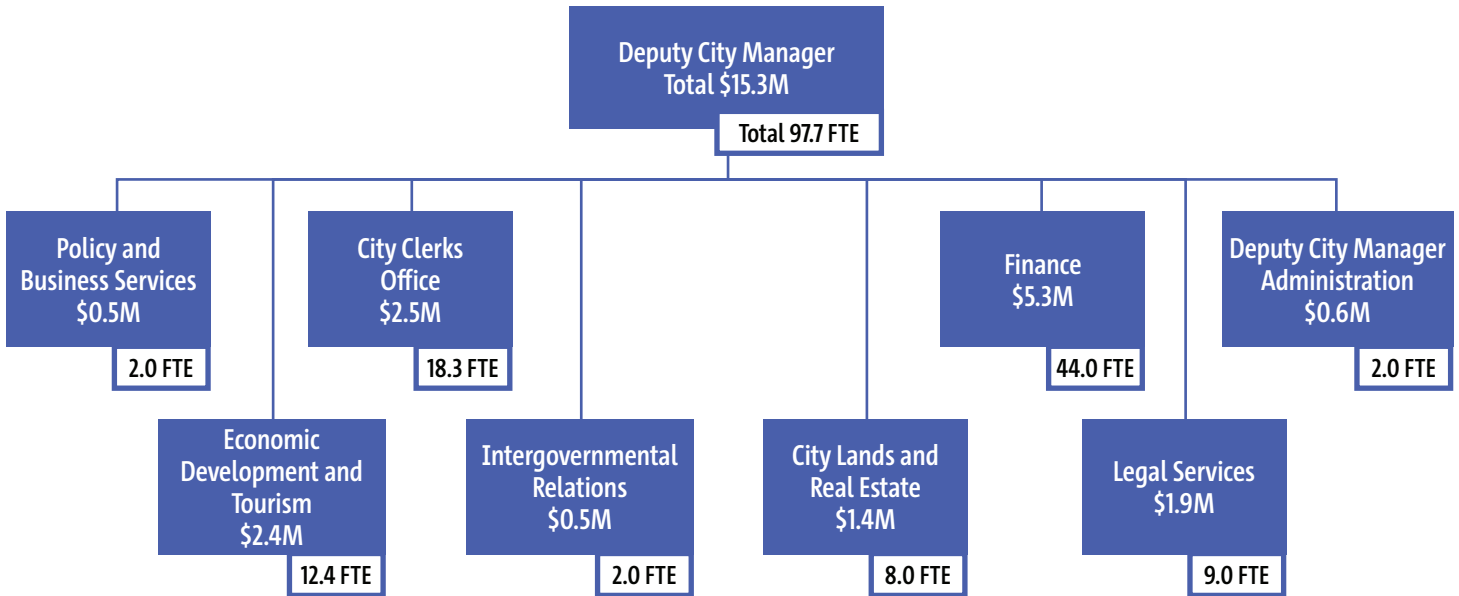
- Developing, managing and implementing a variety of strategic initiatives in an effort to promote, attract and grow the local business community
- Marketing the competitive advantage of the City and its businesses and attracting investors, tourists and film productions
- Supporting the City's Business LinQ program to support, expand and retain new and existing businesses
- Building relationships with key stakeholders such as provincial/federal government agencies, international trade offices, real estate firms, industry associations and others
- Hosting City-led events as well as supporting community festivals and events
- Securing strategic partnerships and corporate sponsorship

Business and Innovation Services

Key responsibilities include:

- Developing policies and conducting strategic and business planning
- Coordinating financial planning and reporting
- Leading various internal reviews and innovation projects to streamline and enhance services.

For details on the strategic priorities for the Deputy City Manager’s Office, please see the *Business Plan* section starting on p. 20.

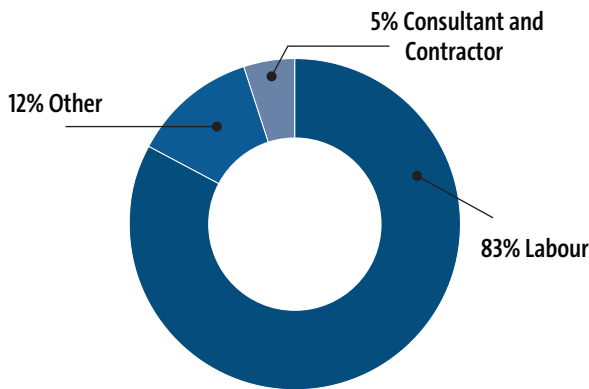


Key Performance Measures:

Deputy City Manager	2019	2020	2021	2022	2023
Total Tax Folios	48,777	49,932	50,879	52,004	53,070
Inventory Turn Over Rates	4.67	3.31	3.22	3.30	3.20
No. of Purchase Orders Issued	8,520	8,648	8,673	9,122	9,531
No. of Invoices Processed	20,388	20,425	19,072	19,122	19,875

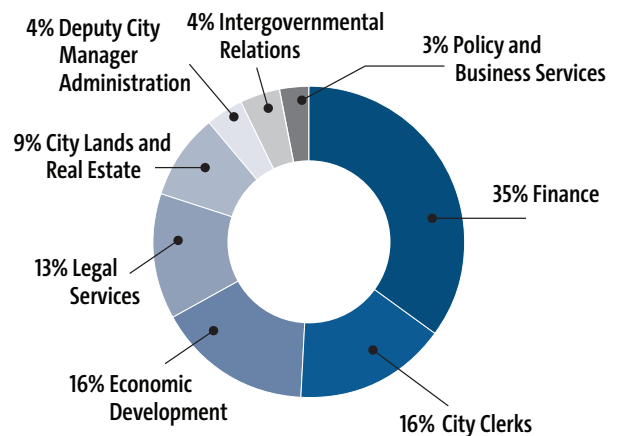
Deputy City Manager’s Office

Expenditures by Type



Deputy City Manager’s Office

Expenditures by Function



2024 City of Coquitlam Budget

Fund: (10) Gen Optg Department: (600) Deputy City Manager Expenditures	Actual 2022	Budget 2023	Budget 2024	Budget 2025	Budget 2026	Budget 2027	Budget 2028
Division: (210) Policy and Business Services							
Policy and Business Services	129,365	273,696	537,657	363,717	378,522	388,705	395,125
Total Division: (210) Policy and Business Services	129,365	273,696	537,657	363,717	378,522	388,705	395,125
Division: (620) Deputy City Manager Administration							
Deputy City Manager Administration	547,546	534,102	589,739	631,691	631,847	632,006	632,169
Total Division: (620) Deputy City Manager Administration	547,546	534,102	589,739	631,691	631,847	632,006	632,169
Division: (230) City Clerks Office							
City Clerk Administration	1,222,927	1,272,648	1,390,457	1,455,038	1,476,370	1,489,257	1,498,723
Records Management	305,293	336,201	365,720	379,155	379,182	379,209	379,237
Elections	430,092	0	0	0	350,000	0	0
Central Mail and Switchboard	401,235	389,522	408,638	415,003	415,035	415,067	415,100
City Archives	299,042	319,377	350,381	369,713	372,952	373,553	374,167
Total Division: (230) City Clerks Office	2,658,588	2,317,748	2,515,196	2,618,909	2,993,539	2,657,086	2,667,227
Division: (270) Finance							
Payroll	486,496	507,508	631,671	668,132	681,015	685,117	689,332
Financial Services Administration	669,545	638,601	740,704	784,428	809,151	829,538	830,775
Accounting	1,077,208	1,070,478	1,201,872	1,270,994	1,288,585	1,298,624	1,304,225
Revenue Services	828,687	861,203	825,018	858,405	864,165	868,076	870,917
Budgeting	812,688	1,148,300	854,607	915,315	941,934	955,144	963,315
Purchasing	618,905	649,043	727,859	753,970	753,970	753,970	753,970
Stores	303,322	330,204	359,712	370,672	370,677	370,682	370,687
Total Division: (270) Finance	4,796,851	5,205,337	5,341,443	5,621,916	5,709,497	5,761,151	5,783,221
Division: (650) Economic Development and Tourism							
Economic Development	812,899	1,011,336	1,137,220	1,166,667	1,188,031	1,202,392	1,213,307
Corporate Partner Sponsorships	0	0	72,131	69,449	69,449	69,449	69,449
Events	0	0	1,239,632	965,405	978,184	986,590	995,088
Total Division: (650) Economic Development and Tourism	812,899	1,011,336	2,448,983	2,201,521	2,235,664	2,258,431	2,277,844
Division: (730) Intergovernmental Relations							
Intergovernmental Relations	72,723	207,645	272,630	291,481	273,217	273,217	273,217
Indigenous Relations	798	161,390	267,385	232,784	196,357	204,189	204,189
Total Division: (730) Intergovernmental Relations	73,521	369,035	540,015	524,265	469,574	477,406	477,406



Fund: (10) Gen Optg Department: (600) Deputy City Manager	Actual 2022	Budget 2023	Budget 2024	Budget 2025	Budget 2026	Budget 2027	Budget 2028
Division: (740) City Lands and Real Estate							
Real Estate Management	855,057	740,078	824,747	866,946	884,724	900,843	907,929
City Land Development Admin	444,675	576,863	611,563	643,226	651,724	651,869	651,937
Total Division: (740) City Lands and Real Estate	1,299,732	1,316,941	1,436,310	1,510,172	1,536,448	1,552,712	1,559,866
Division: (760) Legal Services							
Legal Services	1,376,677	1,428,617	1,930,517	2,030,458	2,073,577	2,106,818	2,111,546
Total Division: (760) Legal Services	1,376,677	1,428,617	1,930,517	2,030,458	2,073,577	2,106,818	2,111,546
Total Expenditures	11,695,181	12,456,812	15,339,860	15,502,649	16,028,668	15,834,315	15,904,404
Revenues							
Division: (210) Policy and Business Services							
Policy and Business Services	0	0	(200,000)	0	0	0	0
Total Division: (210) Policy and Business Services	0	0	(200,000)	0	0	0	0
Division: (230) City Clerks Office							
City Clerk Administration	(21,390)	(14,218)	(14,968)	(15,324)	(15,324)	(15,324)	(15,324)
Records Management	(4,333)	0	0	0	0	0	0
Elections	(430,092)	0	0	0	(350,000)	0	0
Total Division: (230) City Clerks Office	(455,815)	(14,218)	(14,968)	(15,324)	(365,324)	(15,324)	(15,324)
Division: (270) Finance							
Payroll	(450)	(1,125)	(1,125)	(1,125)	(1,125)	(1,125)	(1,125)
Accounting	(8,008)	(27,500)	(27,500)	(27,500)	(27,500)	(27,500)	(27,500)
Revenue Services	(1,358,185)	(1,225,000)	(1,050,000)	(1,050,000)	(1,050,000)	(1,050,000)	(1,050,000)
Budgeting	(64,749)	0	0	0	0	0	0
Purchasing	(45,592)	(30,000)	(30,000)	(30,000)	(30,000)	(30,000)	(30,000)
Total Division: (270) Finance	(1,476,984)	(1,283,625)	(1,108,625)	(1,108,625)	(1,108,625)	(1,108,625)	(1,108,625)
Division: (650) Economic Development and Tourism							
Economic Development	(488,023)	(277,618)	(333,167)	(314,406)	(314,525)	(314,647)	(314,771)
Corporate Partner Sponsorships	0	0	(5,000)	0	0	0	0
Events	0	0	(454,585)	(148,085)	(148,085)	(148,085)	(148,085)
Total Division: (650) Economic Development and Tourism	(488,023)	(277,618)	(792,752)	(462,491)	(462,610)	(462,732)	(462,856)
Division: (730) Intergovernmental Relations							
Indigenous Relations	0	0	(118,000)	(70,000)	0	0	0
Total Division: (730) Intergovernmental Relations	0	0	(118,000)	(70,000)	0	0	0

Fund: (10) Gen Optg Department: (600) Deputy City Manager	Actual 2022	Budget 2023	Budget 2024	Budget 2025	Budget 2026	Budget 2027	Budget 2028
Division: (740) City Lands and Real Estate							
Real Estate Management	(1,089,178)	(1,054,170)	(1,078,559)	(1,087,712)	(1,090,499)	(1,093,312)	(1,096,210)
City Land Development Admin	(431,251)	(449,874)	(609,419)	(637,315)	(645,748)	(645,826)	(645,826)
Total Division: (740) City Lands and Real Estate	(1,520,429)	(1,504,044)	(1,687,978)	(1,725,027)	(1,736,247)	(1,739,138)	(1,742,036)
Division: (760) Legal Services							
Legal Services	(427,415)	(348,848)	(385,668)	(405,209)	(414,277)	(419,821)	(419,821)
Total Division: (760) Legal Services	(427,415)	(348,848)	(385,668)	(405,209)	(414,277)	(419,821)	(419,821)
Total Revenues	(4,368,667)	(3,428,353)	(4,307,991)	(3,786,676)	(4,087,083)	(3,745,640)	(3,748,662)
Net Expenditure (Contribution):	7,326,514	9,028,459	11,031,869	11,715,973	11,941,585	12,088,675	12,155,742

Community Safety

Protecting and Educating the Public

The Community Safety department works closely with partner agencies to support community safety programs that helps ensure that Coquitlam is a safe, secure, and resilient city. Its responsibilities include emergency management, bylaw enforcement, Fire/Rescue services and oversight of Coquitlam's RCMP detachment

Bylaw Enforcement, Animal Services and Business Licensing

Key responsibilities include:

- Managing bylaw education, compliance and enforcement
- Operating Coquitlam's animal shelter and animal-care services
- Issuing business licences to businesses operating in Coquitlam
- Offering information services to current and prospective businesses through the Business LinQ

Risk and Emergency Management

Key Responsibilities:

- Developing strategies for risk governance and disaster mitigation.
- Managing the City's insurance portfolio and handling property and liability claims.
- Coordinating emergency preparedness plans and public education seminars.
- Leading responses to emergencies and facilitating recovery from natural disasters.

Fire/Rescue Division

Key Responsibilities:

- Responding to fire emergencies and providing fire-suppression services.
- Conducting fire prevention inspections to ensure compliance with fire safety codes and regulations.
- Providing vital emergency medical response and support during accidents and natural disasters.

- Engaging in community outreach and public education through fire-safety awareness programs.
- Responding to hazardous materials incidents.

RCMP (Royal Canadian Mounted Police) and Civilian Staff

Key Responsibilities:

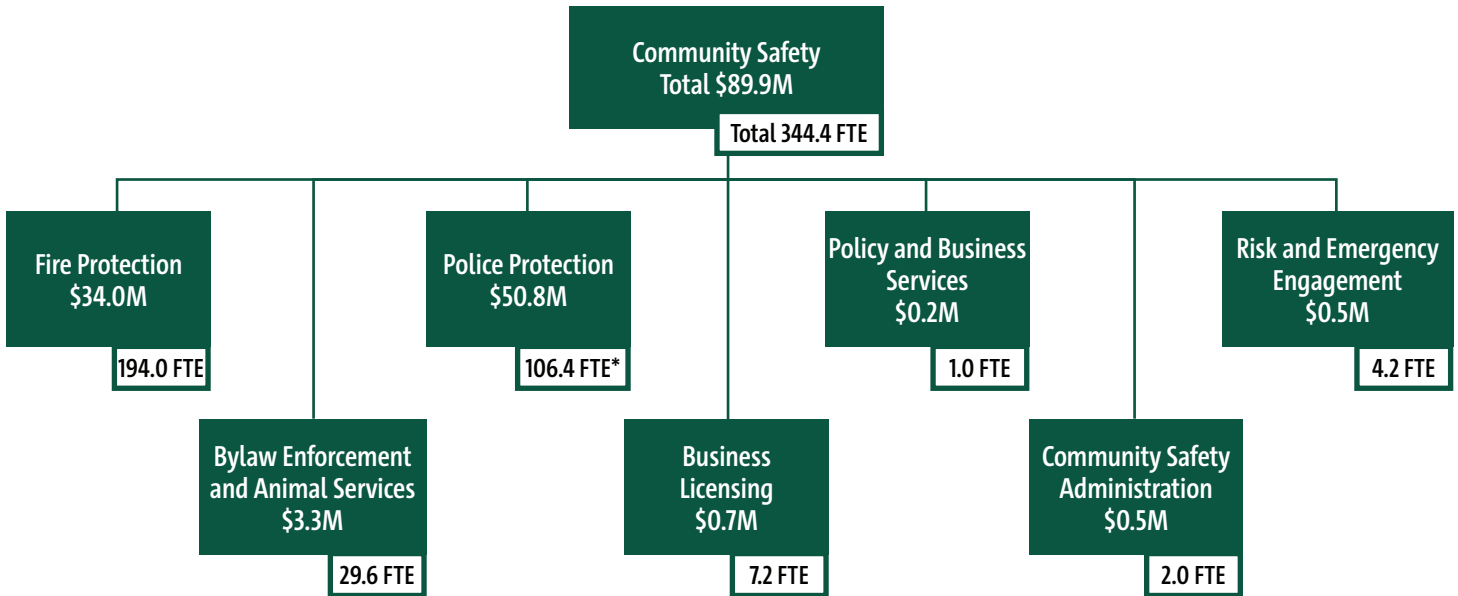
- Upholding public safety and law enforcement within Coquitlam along with Port Coquitlam, Anmore, Belcarra and kʷikwəłəm (Kwikwetlem) First Nation.
- Investigating criminal activities and ensuring community policing.
- Partnering with community groups for crime prevention and awareness.
- Providing traffic control and road safety measures.
- Providing administrative and operational municipal support for policing and community safety-related services.

Business and Innovation Services

Key responsibilities include:

- Developing policies and conducting strategic and business planning
- Coordinating financial planning and reporting for Community Safety
- Leading various internal reviews and innovation projects to streamline and enhance services.

For details on the strategic priorities for Community Safety, please see the Business Plan section starting on p. 20.



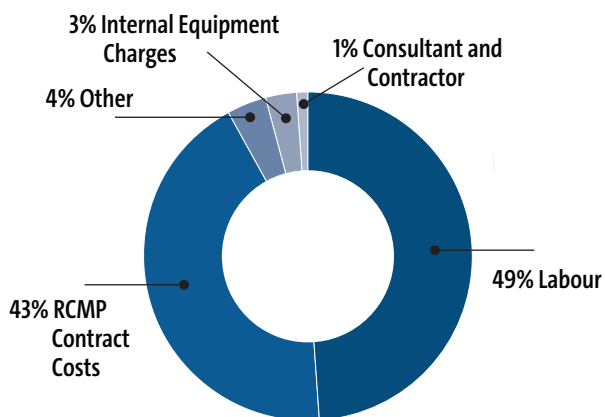
¹ Municipal employees only. RCMP members reflected on page 111.

Key Performance Measures:

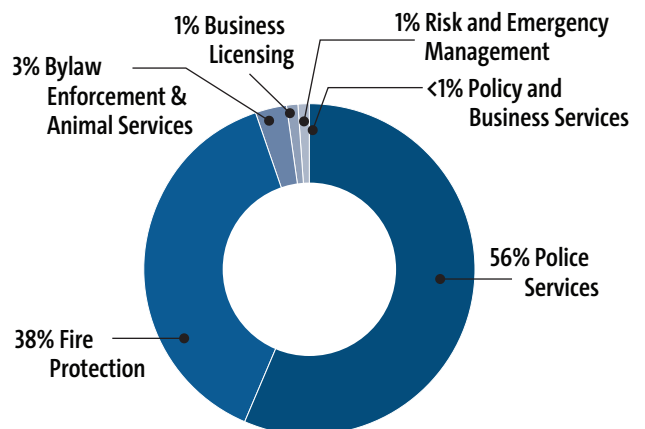
Community Safety	2019	2020	2021	2022	2023
Business LinQ Inquiries	666	636	845	343 ¹	122
Business Licences Renewed	5,498	5,518	5,661	5,722	6,116
Bylaw Enforcement Notices	17,297	11,938	14,665	16,143	17,129

¹Data set incomplete due to phone system transition.

Community Safety
Expenditures by Type



Community Safety
Expenditures by Function



2024 City of Coquitlam Budget



Fund: (10) Gen Optg Department: (660) Community Safety Expenditures	Actual 2022	Budget 2023	Budget 2024	Budget 2025	Budget 2026	Budget 2027	Budget 2028
Division: (610) Fire Protection							
Fire Administration	2,588,360	2,630,149	2,871,274	2,997,074	3,027,422	3,035,714	3,036,919
Fire Communications	1,122,055	1,361,415	1,527,311	1,527,336	1,527,361	1,527,387	1,527,413
Fire Prevention	1,124,302	1,284,647	1,397,774	1,417,041	1,420,646	1,420,722	1,420,799
Fire Suppression	24,327,209	25,780,028	26,996,622	27,827,674	28,134,886	28,350,913	28,426,115
Fire Training Division	803,929	753,579	802,651	821,838	834,408	839,027	843,086
Fire Facility Maintenance	405,509	367,185	403,365	408,004	412,735	417,562	422,485
Total Division: (610) Fire Protection	30,371,363	32,177,003	33,998,997	34,998,967	35,357,458	35,591,325	35,676,817
Division: (630) Police Protection							
Police Administration Operations	8,460,267	8,877,337	9,572,234	9,968,931	10,026,721	10,067,811	10,080,341
Community Policing	951,778	1,065,693	1,173,407	1,220,751	1,234,341	1,242,940	1,251,574
Police Contract	32,213,553	34,007,100	39,152,060	41,166,864	43,086,864	45,086,864	47,186,864
Police Facility Management	568,186	690,448	702,695	707,012	711,416	715,908	720,489
E-Comm	141,656	166,204	166,204	166,204	166,204	166,204	166,204
Total Division: (630) Police Protection	42,335,440	44,806,782	50,766,600	53,229,762	55,225,546	57,279,727	59,405,472
Division: (790) Community Safety Admin							
Community Safety Admin	484	0	452,771	486,360	505,322	520,964	520,989
Legislative Services Admin	398,511	573,135	0	0	0	0	0
Total Division: (790) Community Safety Admin	398,995	573,135	452,771	486,360	505,322	520,964	520,989
Division: (770) Bylaw Enforcement and Animal Services							
Bylaw Enforcement	1,934,449	2,233,565	2,633,316	2,739,532	2,762,043	2,785,596	2,794,749
Animal Shelter	588,678	567,050	686,403	705,173	705,953	706,749	707,561
Total Division: (770) Bylaw Enforcement and Animal Services	2,523,127	2,800,615	3,319,719	3,444,705	3,467,996	3,492,345	3,502,310
Division: (780) Business Licensing							
Licensing	720,347	618,213	705,923	740,355	752,494	761,810	762,956
Total Division: (780) Business Licensing	720,347	618,213	705,923	740,355	752,494	761,810	762,956
Division: (670) Policy and Business Services							
Policy and Business Services	0	0	212,484	228,636	237,761	242,041	242,049
Total Division: (670) Policy and Business Services	0	0	212,484	228,636	237,761	242,041	242,049
Division: (680) Risk and Emergency Management							
Risk and Emergency Management	230,826	279,066	477,698	458,999	466,373	466,519	466,667
Total Division: (680) Risk and Emergency Management	230,826	279,066	477,698	458,999	466,373	466,519	466,667
Total Expenditures	76,580,098	81,254,814	89,934,192	93,587,784	96,012,950	98,354,731	100,577,260

Fund: (10) Gen Optg Department: (660) Community Safety	Actual 2022	Budget 2023	Budget 2024	Budget 2025	Budget 2026	Budget 2027	Budget 2028
Revenues							
Division: (610) Fire Protection							
Fire Administration	(65,601)	(35,591)	(41,102)	(41,102)	(41,102)	(41,102)	(41,102)
Fire Prevention	(166,647)	(125,002)	(145,002)	(145,002)	(145,002)	(145,002)	(145,002)
Fire Suppression	(208,702)	(6,000)	(62,000)	(17,500)	(17,500)	(17,500)	(17,500)
Fire Training Division	(5,176)	(1,000)	(16,000)	(16,000)	(16,000)	(16,000)	(16,000)
Total Division: (610) Fire Protection	(446,126)	(167,593)	(264,104)	(219,604)	(219,604)	(219,604)	(219,604)
Division: (630) Police Protection							
Police Administration Operations	(4,691,389)	(1,545,254)	(1,571,254)	(1,545,254)	(1,545,254)	(1,545,254)	(1,545,254)
Community Policing	(120,085)	(114,228)	(114,228)	(114,228)	(114,228)	(114,228)	(114,228)
Police Contract	(4,067,095)	(3,749,159)	(4,320,265)	(3,665,815)	(3,665,815)	(3,665,815)	(3,665,815)
Police Facility Management	(33,080)	(112,488)	(112,510)	(112,510)	(112,510)	(112,510)	(112,510)
Total Division: (630) Police Protection	(5,911,648)	(5,521,129)	(6,118,257)	(5,437,807)	(5,437,807)	(5,437,807)	(5,437,807)
Division: (790) Community Safety Admin							
Legislative Services Admin	(314)	0	0	0	0	0	0
Total Division: (790) Community Safety Admin	(314)	0	0	0	0	0	0
Division: (770) Bylaw Enforcement and Animal Services							
Bylaw Enforcement	(619,521)	(676,782)	(706,782)	(706,782)	(706,782)	(706,782)	(706,782)
Animal Shelter	(558,758)	(570,114)	(607,164)	(607,164)	(607,164)	(607,164)	(607,164)
Total Division: (770) Bylaw Enforcement and Animal Services	(1,178,279)	(1,246,896)	(1,313,946)	(1,313,946)	(1,313,946)	(1,313,946)	(1,313,946)
Division: (780) Business Licensing							
Licensing	(1,903,386)	(1,814,365)	(1,874,565)	(1,894,632)	(1,894,632)	(1,894,632)	(1,894,632)
Total Division: (780) Business Licensing	(1,903,386)	(1,814,365)	(1,874,565)	(1,894,632)	(1,894,632)	(1,894,632)	(1,894,632)
Division: (680) Risk and Emergency Management							
Risk and Emergency Management	0	(250)	(41,750)	(250)	(250)	(250)	(250)
Total Division: (680) Risk and Emergency Management	0	(250)	(41,750)	(250)	(250)	(250)	(250)
Total Revenues	(9,439,755)	(8,750,233)	(9,612,622)	(8,866,239)	(8,866,239)	(8,866,239)	(8,866,239)
Net Expenditure (Contribution):	67,140,343	72,504,581	80,321,570	84,721,545	87,146,711	89,488,492	91,711,021

Corporate Services

Supporting City Operations

Corporate Services works with each of the City's departments, partnering with them to deliver programs and services to residents. This includes leading the organization's business and strategic planning, managing the City's communications and civic engagement, providing information and technology support, leading equity, diversity and inclusion initiatives, and overseeing the programs that impact the City's human resources. Corporate Services provides strategic expertise and is an integral partner in the delivery of City operations.

Communications and Civic Engagement

Key responsibilities include:

- Supporting effective internal and external communications, including advertising, marketing, media relations, community engagement and consultation, and strategic multi-media advice
- Managing the City website, social media channels and other digital communications tools, including content development and design
- Leading civic engagement opportunities and strategies across the organization

Corporate Planning

Key responsibilities include:

- Working with Council, staff and residents to establish the vision, mission and values for the community and City
- Developing the *Strategic Plan*, which guides all other long-range planning for the City
- Leading the business planning process, which sets out the organization's annual goals, objectives and priorities
- Allocating facility space effectively, planning for current and future use

Equity, Diversity and Inclusion

Key responsibilities include:

- Advancing a culture of inclusion and belonging
- Collaborating across the organization to ensure that equity, diversity and inclusion is considered in work across all City departments
- Creating the City's first-ever Accessibility Plan, which will continue to enhance accessibility in our organization and in the community.

Human Resources

Key responsibilities include:

- Employee recruitment, selection and onboarding
- Labour relations including collective bargaining, collective agreement administration and employment disputes
- Staff evaluation, engagement, training and development
- Occupational health, safety and wellness

Information and Communications Technology

Key responsibilities include:

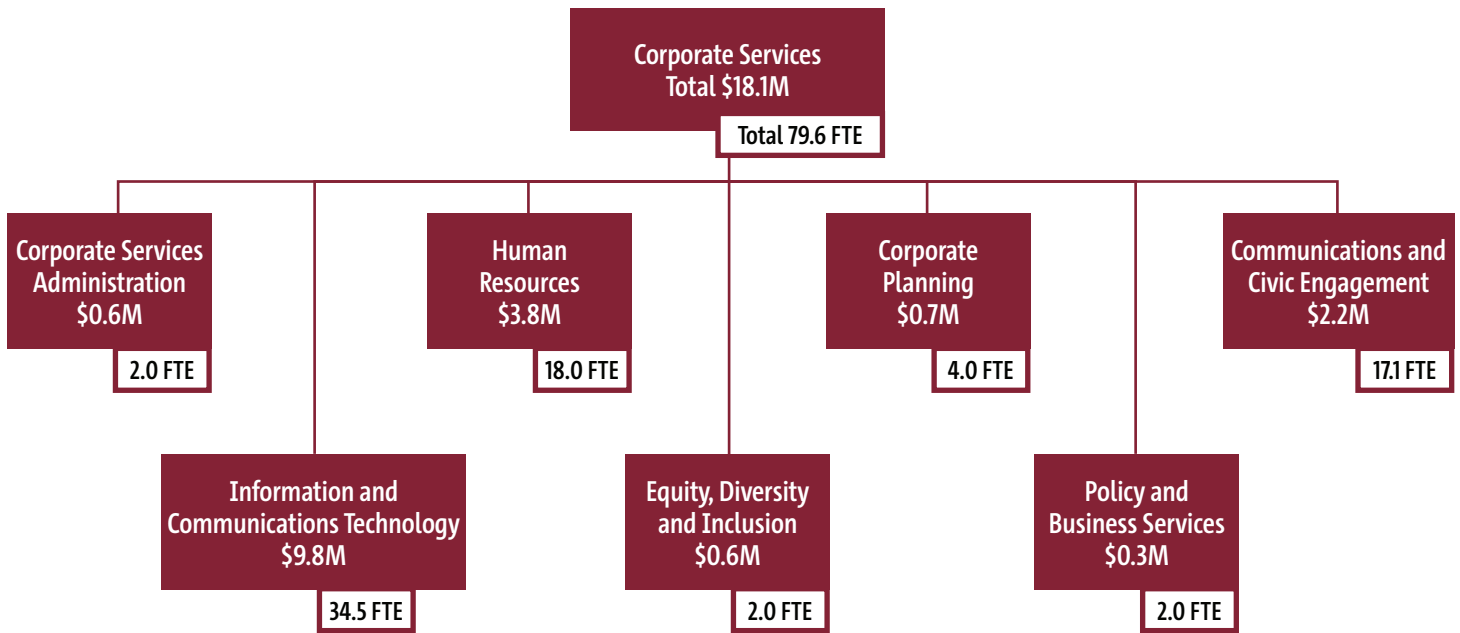
- Developing and executing the City's prioritized Technology Modernization Strategy
- Improving and supporting citizen access to City services through online services
- Providing information and communications technology services across the organization
- Planning and supports for QNet, the City's fibre optics network

Business and Innovation Services

Key responsibilities include:

- Developing policies and conducting strategic and business planning
- Coordinating financial planning and reporting for Corporate Services
- Leading various internal reviews and innovation projects to streamline and enhance services.

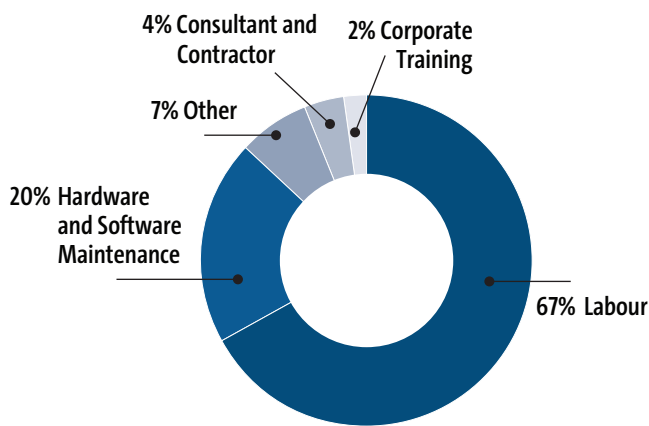
For details on the strategic priorities for Corporate Services, please see the *Business Plan* section starting on p. 20.



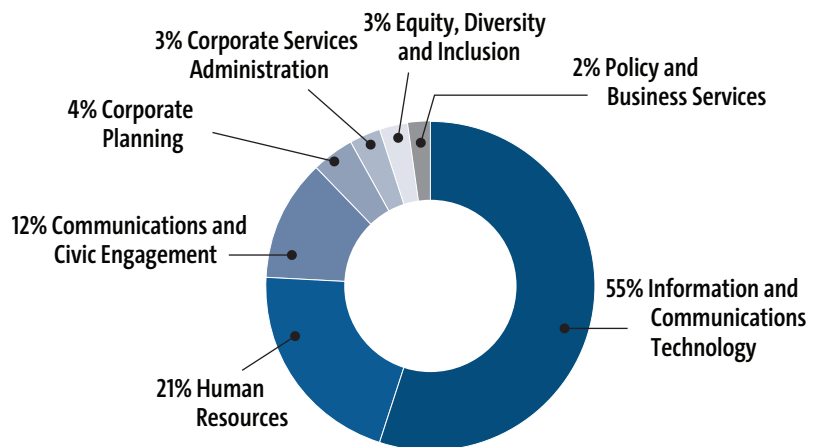
Key Performance Measures:

Corporate Services	2019	2020	2021	2022	2023
Website Visits	1,241,880	1,062,729	1,251,757	1,837,479	3,689,732
Viewpoint Members	1,536	1,959	2,016	2,017	-
QNET Fibre Utilization - metres of fibre	87,246	92,746	97,934	100,914	105,014
Business Improvement Initiatives Completed	60	72	76	103	97
% Transactions Online	52%	65%	82%	72%	73%

Corporate Services
Expenditures by Type



Corporate Services
Expenditures by Function



2024 City of Coquitlam Budget

Fund: (10) Gen Optg Department: (800) Corporate Services	Actual 2022	Budget 2023	Budget 2024	Budget 2025	Budget 2026	Budget 2027	Budget 2028
Expenditures							
Division: (240) Information and Communications Technology							
Information and Communications Technology Admin	302,274	290,317	562,601	590,654	601,791	613,365	637,302
Technical Services	3,076,483	2,972,956	3,396,769	3,587,055	3,615,975	3,627,014	3,629,444
Application Services	3,086,654	3,350,655	3,885,938	4,348,237	4,471,123	4,596,717	4,731,800
Telecom Services	65,635	352,692	407,025	407,772	407,829	407,887	407,947
ICT Project Management	236,519	420,950	484,629	519,137	533,200	534,365	534,365
QNet	711,370	708,785	728,578	748,965	769,964	791,593	813,872
Digital Strategy	-	162,090	333,429	358,748	368,477	368,477	368,477
Total Division: (240) Information and Communications Technology	7,478,936	8,258,445	9,798,969	10,560,568	10,768,359	10,939,418	11,123,207
Division: (250) Human Resources							
Human Resources Administration	1,928,544	2,193,488	2,389,100	2,496,897	2,507,050	2,507,299	2,507,553
Organizational Health and Safety	1,262,046	722,773	862,577	895,105	901,996	905,159	905,922
Organizational Development and Training	-	550,242	589,899	618,803	629,576	634,207	638,931
Total Division: (250) Human Resources	3,190,590	3,466,503	3,841,576	4,010,805	4,038,622	4,046,665	4,052,406
Division: (260) Corporate Planning							
Corporate Planning	923,572	657,246	735,124	772,209	774,535	774,549	774,564
Total Division: (260) Corporate Planning	923,572	657,246	735,124	772,209	774,535	774,549	774,564
Division: (280) Communications and Civic Engagement							
Communications and Civic Engagement	1,815,532	2,023,003	2,234,993	2,328,743	2,359,958	2,363,855	2,367,923
Total Division: (280) Communications and Civic Engagement,	1,815,532	2,023,003	2,234,993	2,328,743	2,359,958	2,363,855	2,367,923
Division: (810) Corporate Services Admin							
Corporate Services Administration	689,523	797,487	631,986	656,155	657,955	659,791	661,664
Total Division: (810) Corporate Services Admin	689,523	797,487	631,986	656,155	657,955	659,791	661,664
Division: (820) Equity Diversity and Inclusion							
Equity Diversity and Inclusion	138,489	196,444	563,879	441,436	449,941	456,158	456,158
Total Division: (820) Equity Diversity and Inclusion	138,489	196,444	563,879	441,436	449,941	456,158	456,158
Division: (830) Policy and Business Services							
Policy and Business Services	-	0	297,129	317,297	326,421	330,703	330,712
Total Division: (830) Policy and Business Services	-	0	297,129	317,297	326,421	330,703	330,712
Total Expenditures	14,236,641	15,399,128	18,103,656	19,087,213	19,375,791	19,571,139	19,766,634

Fund: (10) Gen Optg Department: (800) Corporate Services	Actual 2022	Budget 2023	Budget 2024	Budget 2025	Budget 2026	Budget 2027	Budget 2028
Revenues							
Division: (240) Information and Communications Technology							
Technical Services	12,000	0	0	0	0	0	0
Telecom Services	(292,095)	(307,786)	(307,786)	(307,786)	(307,786)	(307,786)	(307,786)
QNet	(711,370)	(708,785)	(728,578)	(748,965)	(769,964)	(791,593)	(813,872)
Total Division: (240) Information and Communications Technology	(991,465)	(1,016,571)	(1,036,364)	(1,056,751)	(1,077,750)	(1,099,379)	(1,121,658)
Division: (250) Human Resources							
Human Resources Administration	(256,061)	(250,000)	(250,000)	(250,000)	(250,000)	(250,000)	(250,000)
Organizational Health and Safety	(208,690)	(209,065)	(286,607)	(292,088)	(292,088)	(292,088)	(292,088)
Total Division: (250) Human Resources	(464,751)	(459,065)	(536,607)	(542,088)	(542,088)	(542,088)	(542,088)
Division: (280) Communications and Civic Engagement							
Communications and Civic Engagement	(9,905)	(29,070)	(34,652)	(30,245)	(40,950)	(31,467)	(32,097)
Total Division: (280) Communications and Civic Engagement	(9,905)	(29,070)	(34,652)	(30,245)	(40,950)	(31,467)	(32,097)
Division: (810) Corporate Services Admin							
Corporate Services Administration	(157,405)	0	0	0	0	0	0
Total Division: (810) Corporate Services Admin	(157,405)	0	0	0	0	0	0
Division: (820) Equity Diversity and Inclusion							
Equity Diversity and Inclusion	0	0	(150,000)	0	0	0	0
Total Division: (820) Equity Diversity and Inclusion	0	0	(150,000)	0	0	0	0
Total Revenues	(1,623,526)	(1,504,706)	(1,757,623)	(1,629,084)	(1,660,788)	(1,672,934)	(1,695,843)
Net Expenditure (Contribution):	12,613,115	13,894,422	16,346,033	17,458,129	17,715,003	17,898,205	18,070,791

Engineering and Public Works

Infrastructure for a Sustainable Community

The Engineering and Public Works department plans, implements, operates and maintains the City's systems that enable and support the delivery of high-quality water for drinking and firefighting, sanitary waste disposal, solid waste collection, storm water management, environmental protection and transportation services, along with corporate fleet and GIS services.

Design and Construction

Key responsibilities include:

- Coordinating and implementing the City's road and utility capital projects
- Inspection services of City engineering infrastructure for City and land development projects
- Survey services including legal and topographic surveys, and construction layout for City capital projects

Utilities

Key responsibilities include:

- Policy and planning for construction and replacement of water, sewer and drainage infrastructure
- Asset management, monitoring and analytics for Engineering and Public Works
- Overseeing QtheMap, auto cad mapping and GIS tools for all City

Environment

Key responsibilities include:

- Providing environmental policies and setting targets to conserve energy and water, reduce waste, protect the environment, and reduce greenhouse gas emissions
- Providing education and enforcement for environmental programs, including solid waste

Public Works

Key responsibilities include:

- Operating and maintaining the City's roads, water, sewer and drainage systems
- Maintaining the corporate fleet of vehicles and equipment
- Managing solid waste services
- Emergency engineering services for water, sewer, drainage and roads (24/7)

Transportation

Key responsibilities include:

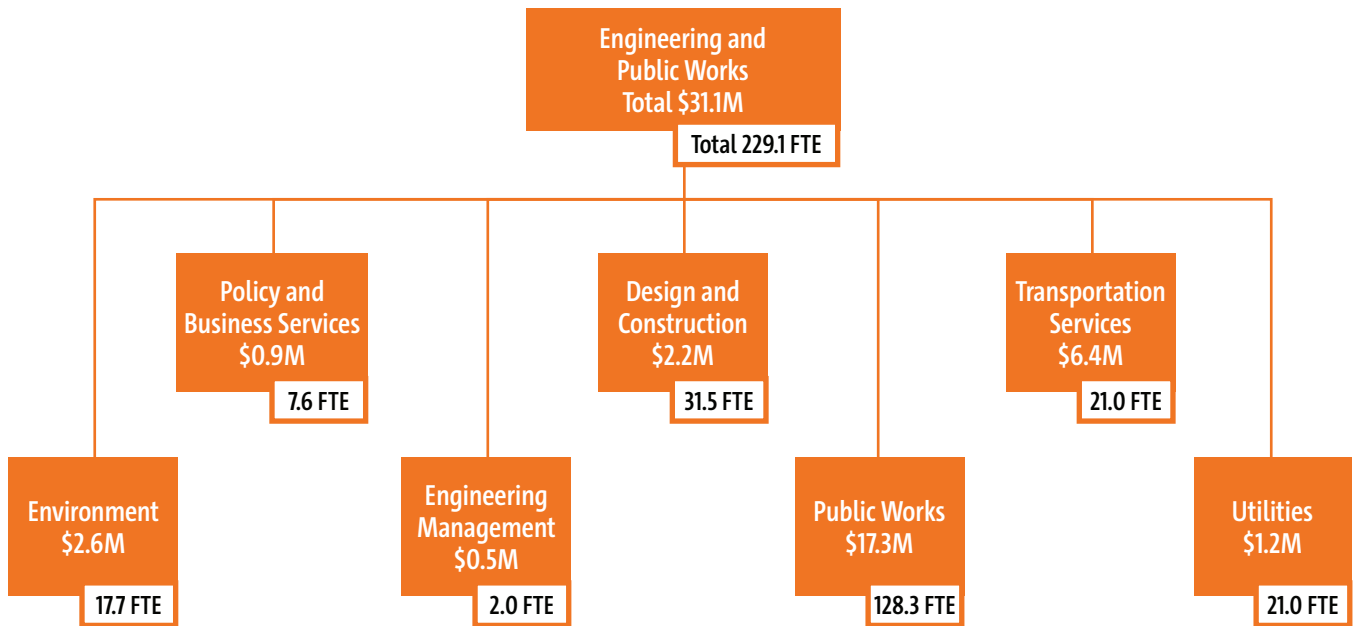
- Policy and planning for the City's transportation needs to accommodate new growth and infrastructure replacement
- Managing the City's traffic signal network and CCTV intersection cameras
- Traffic operations, including streetlights, pavement markings, signage and road safety
- Managing street use, electric vehicle charging stations, on-street parking and City-owned parking lots

Business and Innovation Services

Key responsibilities include:

- Developing policies and conducting strategic and business planning
- Coordinating financial planning and reporting for EPW
- Providing support through engineering customer service
- Leading various internal reviews and innovation projects to streamline and enhance services

For details on the strategic priorities for Engineering and Public Works, please see the *Business Plan* section starting on p. 20.



Key Performance Measures:

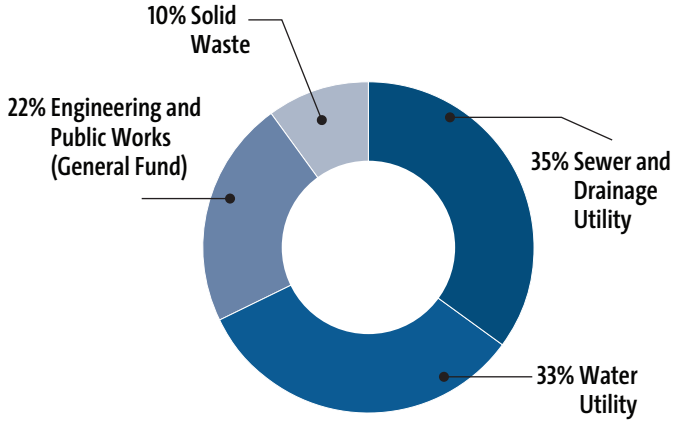
Engineering and Public Works	2019	2020	2021	2022	2023 ³
KM of multi-modal transportation					
New	16	10	6	4	7
Total	645	655	661	665	672
Watermains cleaned (km's)	119	128	140	70	79
Roads swept (lane km's)	10,419	11,798	8,870	5,598	6,450
Total Metered Water Consumption (m3)	3,030,915	2,665,585	2,913,537	3,203,937	3,123,735
Citizen Satisfaction with					
Public Works	97%	N/A ¹	98%	N/A ²	90%
Recycling and Garbage	98%	N/A ¹	93%	N/A ²	87%
Road Maintenance	98%	N/A ¹	83%	N/A ²	77%

¹ The Ipsos Citizen Satisfaction Survey was not conducted in 2020 due to the COVID-19 pandemic.

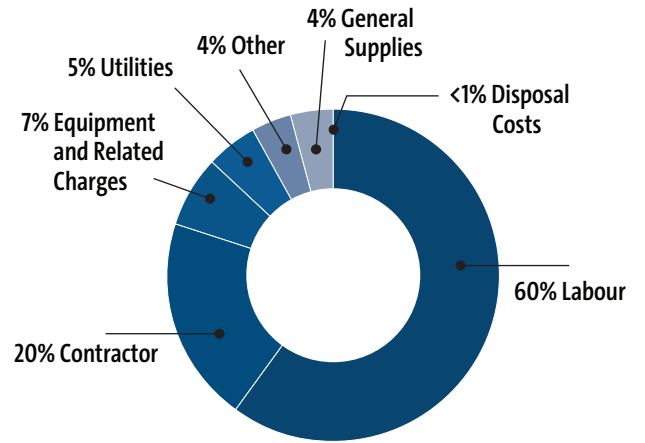
² The Ipsos Citizen Satisfaction Survey was not conducted in 2022 due to the civic election.

³ In 2023, the City of Coquitlam renamed its annual survey to the Community Satisfaction Survey.

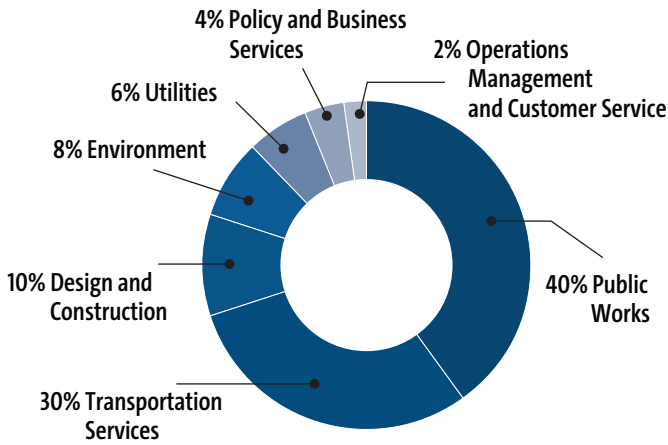
Engineering and Public Works
Expenditures by Fund



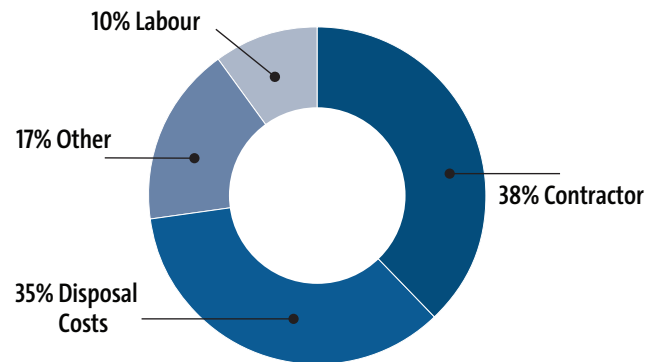
Engineering and Public Works
Expenditures by Type



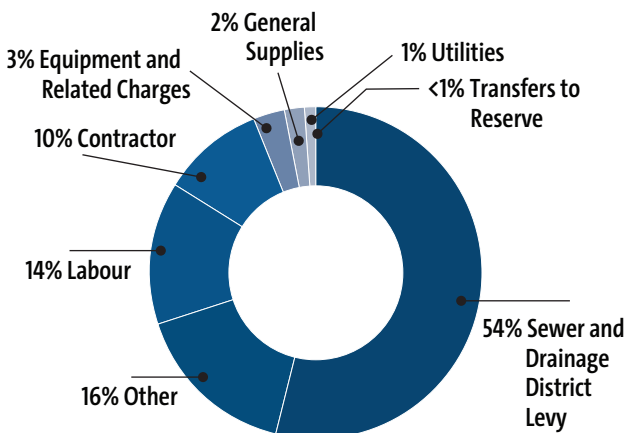
Engineering and Public Works
Expenditures by Function



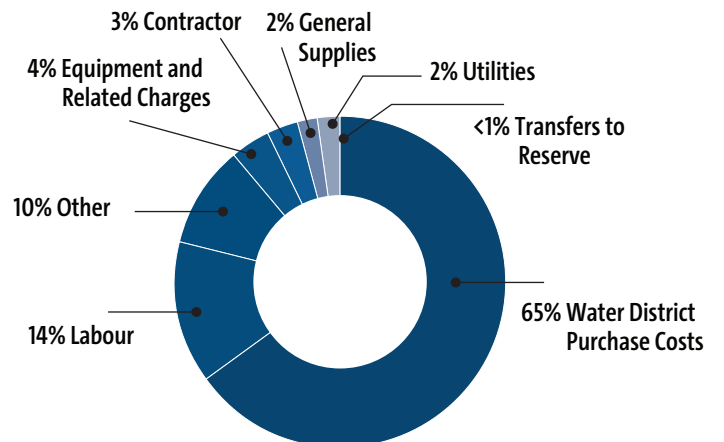
Solid Waste
Expenditures by Type



Sewer and Drainage Utility
Expenditures by Type



Water Utility
Expenditures by Type



2024 City of Coquitlam Budget

Fund: (10) Gen Optg Department: (400) Engineering and Public Works	Actual 2022	Budget 2023	Budget 2024	Budget 2025	Budget 2026	Budget 2027	Budget 2028
Expenditures							
Division: (410) Engineering Management							
Operations General Management Administration	444,045	441,448	501,945	541,673	546,909	547,227	547,553
Total Division: (410) Engineering Management	444,045	441,448	501,945	541,673	546,909	547,227	547,553
Division: (420) Design and Construction							
Administrative Support	537,582	520,883	567,250	593,097	596,577	596,786	596,998
Infrastructure Inspections	707,933	746,296	935,858	977,111	986,019	994,384	999,764
Project Management	1,975,117	239,096	264,549	274,529	276,024	277,610	278,145
Survey	361,453	404,262	439,356	456,994	462,179	464,914	467,079
Total Division: (420) Design and Construction	3,582,085	1,910,537	2,207,013	2,301,731	2,320,799	2,333,694	2,341,986
Division: (450) Public Works							
Public Works Administration	517,353	570,800	622,275	645,422	649,236	650,131	650,723
Communication	8,254	11,000	11,000	11,000	11,000	11,000	11,000
Service Centre Administration	231,921	239,959	254,957	260,036	260,881	261,743	262,622
Fleet	570,739	250,000	250,000	250,000	250,000	250,000	250,000
Work Control	292,682	300,610	327,020	338,251	338,470	338,693	338,922
Roads	7,664,102	6,472,977	7,037,916	6,873,631	6,907,544	6,942,697	6,955,094
Solid Waste Operations	8,996,810	8,539,381	8,776,426	9,201,424	9,585,731	9,997,933	10,432,733
Total Division: (450) Public Works	18,281,861	16,384,727	17,279,594	17,579,764	18,002,862	18,452,197	18,901,094
Division: (460) Transportation Services							
Traffic Operations	3,478,942	3,761,715	3,794,236	3,901,646	3,956,203	4,002,577	4,022,379
Parking Management	222,404	443,268	802,807	805,345	805,674	806,010	806,352
Transportation Planning	1,420,602	1,588,329	1,837,185	1,912,987	1,777,741	1,778,476	1,778,814
Total Division: (460) Transportation Services	5,121,948	5,793,312	6,434,228	6,619,978	6,539,618	6,587,063	6,607,545
Division: (490) Utilities							
Geographic Information Systems (GIS)	810,174	852,010	935,510	971,250	971,741	971,998	972,260
Methane Recovery System	112,068	100,650	100,650	100,650	100,650	100,650	100,650
Utility Programming	119,723	170,840	192,133	204,362	209,588	214,297	214,297
Total Division: (490) Utilities	1,041,965	1,123,500	1,228,293	1,276,262	1,281,979	1,286,945	1,287,207
Division: (160) Environment							
Environmental Services	1,192,288	1,361,685	1,608,020	1,675,231	1,625,296	1,642,855	1,643,473
Waste Management	939,116	828,022	966,296	763,371	738,373	793,342	816,050
Total Division: (160) Environment	2,131,404	2,189,707	2,574,316	2,438,602	2,363,669	2,436,197	2,459,523

Fund: (10) Gen Optg Department: (400) Engineering and Public Works	Actual 2022	Budget 2023	Budget 2024	Budget 2025	Budget 2026	Budget 2027	Budget 2028
Division: (170) Policy and Business Services							
Customer Service	427,972	452,511	498,597	519,335	522,204	522,273	522,343
Policy and Business Services	208,388	319,131	352,146	369,478	374,978	380,647	382,964
Total Division: (170) Policy and Business Services	636,359	771,642	850,743	888,813	897,182	902,920	905,307
Total Expenditures	31,239,667	28,614,873	31,076,132	31,646,823	31,953,018	32,546,243	33,050,215
Revenues							
Division: (420) Design and Construction							
Infrastructure Inspections	(4,504,311)	(1,079,545)	(1,125,445)	(1,125,445)	(1,125,445)	(1,125,445)	(1,125,445)
Project Management	(2,765,622)	(325,500)	(425,500)	(425,500)	(425,500)	(425,500)	(425,500)
Total Division: (420) Design and Construction	(4,269,934)	(1,405,045)	(1,550,945)	(1,550,945)	(1,550,945)	(1,550,945)	(1,550,945)
Division: (450) Public Works							
Service Centre Administration	(8,199)	0	0	0	0	0	0
Fleet	(8,773)	0	0	0	0	0	0
Roads	(1,965,412)	(1,175,000)	(1,496,000)	(1,218,000)	(1,240,000)	(1,263,000)	(1,263,000)
Solid Waste Operations	(8,996,810)	(9,367,403)	(9,682,722)	(9,904,795)	(10,324,104)	(10,791,275)	(11,248,783)
Total Division: (450) Public Works	(10,979,194)	(10,542,403)	(11,178,722)	(11,122,795)	(11,564,104)	(12,054,275)	(12,511,783)
Division: (460) Transportation Services							
Traffic Operations	(4,493,285)	(1,306,400)	(1,323,400)	(1,340,400)	(1,358,400)	(1,376,400)	(1,376,400)
Parking Management	(373,952)	(571,390)	(925,300)	(925,300)	(925,300)	(925,300)	(925,300)
Transportation Planning	(289,673)	(215,954)	(320,611)	(326,733)	(181,033)	(181,033)	(181,033)
Total Division: (460) Transportation Services	(2,156,910)	(2,093,744)	(2,569,311)	(2,592,433)	(2,464,733)	(2,482,733)	(2,482,733)
Division: (490) Utilities							
Geographic Information Systems (GIS)	(26,967)	(22,000)	(22,000)	(22,000)	(22,000)	(22,000)	(22,000)
Methane Recovery System	(112,068)	(100,650)	(100,650)	(100,650)	(100,650)	(100,650)	(100,650)
Utility Programming	0	(10,000)	(10,000)	(10,000)	(10,000)	(10,000)	(10,000)
Total Division: (490) Utilities	(139,035)	(132,650)	(132,650)	(132,650)	(132,650)	(132,650)	(132,650)
Division: (160) Environment							
Environmental Services	(194,146)	(182,000)	(275,778)	(262,000)	(111,200)	(111,200)	(111,200)
Waste Management	(939,116)	0	(60,000)	(60,000)	0	0	0
Total Division: (160) Environment	(1,133,263)	(182,000)	(335,778)	(322,000)	(111,200)	(111,200)	(111,200)
Division: (170) EPW Policy and Business Services							
Customer Service	(12,201)	(8,000)	(8,000)	(8,000)	(8,000)	(8,000)	(8,000)
Total Division: (170) EPW Policy and Business Services	(12,201)	(8,000)	(8,000)	(8,000)	(8,000)	(8,000)	(8,000)
Total Revenues	(18,690,536)	(14,363,842)	(15,775,406)	(15,728,823)	(15,831,632)	(16,339,803)	(16,797,311)
Net Expenditure (Contribution):	12,549,132	14,251,031	15,300,726	15,918,000	16,121,386	16,206,440	16,252,904

2024 City of Coquitlam Budget

Fund: (20) Sew and Drain Optg Department: (400) Engineering and Public Works	Actual 2022	Budget 2023	Budget 2024	Budget 2025	Budget 2026	Budget 2027	Budget 2028
Expenditures							
Division: (450) Public Works							
Storm Sewerage	5,321,458	3,803,023	4,496,518	4,297,946	4,333,997	4,370,426	4,407,224
Sanitary Sewerage	4,102,406	3,416,941	3,698,537	3,792,776	3,824,339	3,851,988	3,877,071
Total Division: (450) Public Works	9,423,864	7,219,964	8,195,055	8,090,722	8,158,336	8,222,414	8,284,295
Division: (490) Utilities							
Sewer Infrastructure Management	27,191,106	26,812,241	23,621,437	26,056,656	27,862,534	29,275,452	31,423,558
Drainage Infrastructure Management	607,948	2,400,507	968,947	1,046,172	1,103,062	1,151,746	1,212,326
Total Division: (490) Utilities	27,799,054	29,212,748	24,590,384	27,102,828	28,965,596	30,427,198	32,635,884
Division: (160) Environment							
Environmental Services	181,471	274,321	307,156	326,782	337,727	311,381	316,297
Total Division: (160) Environment	181,471	274,321	307,156	326,782	337,727	311,381	316,297
Total Expenditures	37,404,389	36,707,033	33,092,595	35,520,332	37,461,659	38,960,993	41,236,476
Revenues							
Division: (450) Public Works							
Storm Sewerage	(7,469,675)	(6,477,850)	(6,832,764)	(7,220,521)	(7,631,601)	(8,067,616)	(8,529,713)
Sanitary Sewerage	(558,516)	(522,000)	(522,000)	(522,000)	(522,000)	(522,000)	(522,000)
Total Division: (450) Public Works	(8,028,192)	(6,999,850)	(7,354,764)	(7,742,521)	(8,153,601)	(8,589,616)	(9,051,713)
Division: (490) Utilities							
Sewer Infrastructure Management	(33,188,745)	(34,583,944)	(37,458,889)	(39,841,740)	(42,825,061)	(45,118,453)	(47,790,723)
Drainage Infrastructure Management	(661)	0	0	0	0	0	0
Total Division: (490) Utilities	(33,189,406)	(34,583,944)	(37,458,889)	(39,841,740)	(42,825,061)	(45,118,453)	(47,790,723)
Total Revenues	(41,217,598)	(41,583,794)	(44,813,653)	(47,584,261)	(50,978,662)	(53,708,069)	(56,842,436)
Net Expenditure (Contribution):	(3,813,209)	(4,876,761)	(11,721,058)	(12,063,929)	(13,517,003)	(14,747,076)	(15,605,960)



2024 City of Coquitlam Budget

Fund: (30) Wat Optg Department: (400) Engineering and Public Works	Actual 2022	Budget 2023	Budget 2024	Budget 2025	Budget 2026	Budget 2027	Budget 2028
Expenditures							
Division: (450) Public Works							
Water Infrastructure Maintenance	4,587,808	5,638,508	5,937,587	6,084,030	6,128,441	6,172,292	6,207,441
Construction Crew	89	0	0	0	0	0	0
Total Division: (450) Public Works	4,587,897	5,638,508	5,937,587	6,084,030	6,128,441	6,172,292	6,207,441
Division: (490) Utilities							
Water Infrastructure Management	27,139,044	27,938,606	24,686,308	27,000,243	28,992,663	30,432,992	31,891,981
Total Division: (490) Utilities	27,139,044	27,938,606	24,686,308	27,000,243	28,992,663	30,432,992	31,891,981
Division: (160) Environment							
Environmental Services	723,374	496,702	522,154	532,587	537,438	541,792	545,191
Total Division: (160) Environment	723,374	496,702	522,154	532,587	537,438	541,792	545,191
Total Expenditures	32,450,315	34,073,816	31,146,049	33,616,860	35,658,542	37,147,076	38,644,613
Revenues							
Division: (450) Public Works							
Water Infrastructure Maintenance	(419,328)	(424,000)	(424,000)	(424,000)	(424,000)	(424,000)	(424,000)
Total Division: (450) Public Works	(419,328)	(424,000)	(424,000)	(424,000)	(424,000)	(424,000)	(424,000)
Division: (490) Utilities							
Water Infrastructure Management	(33,331,417)	(34,194,951)	(36,543,753)	(39,358,555)	(41,663,735)	(44,111,358)	(46,705,705)
Total Division: (490) Utilities	(33,331,417)	(34,194,951)	(36,543,753)	(39,358,555)	(41,663,735)	(44,111,358)	(46,705,705)
Division: (160) Environment							
Environmental Services	(5,019)	0	0	0	0	0	0
Total Division: (160) Environment	(5,019)	0	0	0	0	0	0
Total Revenues	(33,755,764)	(34,618,951)	(36,967,753)	(39,782,555)	(42,087,735)	(44,535,358)	(47,129,705)
Net Expenditure (Contribution):	(1,305,449)	(545,135)	(5,821,704)	(6,165,695)	(6,429,193)	(7,388,282)	(8,485,092)

Coquitlam Fire and Rescue

Community Safety and Public Service

Coquitlam Fire and Rescue Services responds to emergencies and protects the safety of citizens and property throughout the community.

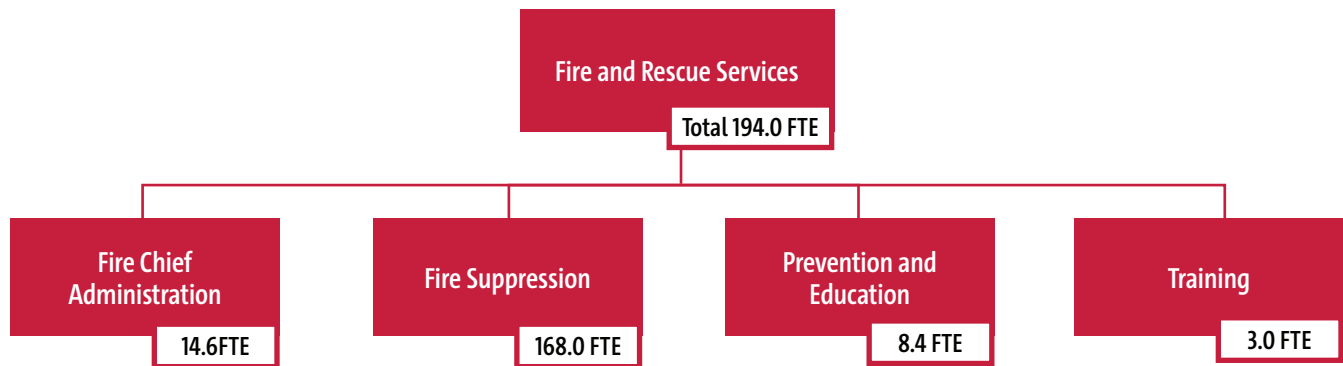
Key responsibilities include:

- Fighting structure and wildland fires
- Responding to medical emergencies, motor-vehicle incidents and requests for public assistance
- Providing specialized and technical rescues, such as those involving heights, industry, confined space, trench and water
- Responding to hazardous materials incidents

- Delivering fire prevention and education programs such as school education, fire extinguisher training, fire reduction instruction, juvenile fire-setter interventions and public relations events
- Conducting up to 5,000 inspections each year in multi-family, industrial, institutional and commercial buildings for compliance to the Fire Code and related life-safety regulations

The department operates from four firehalls distributed throughout Coquitlam.

For details on the strategic priorities for Coquitlam Fire/Rescue, please see the *Business Plan* section starting on p. 20.



Key Performance Measures:

Fire and Rescue	2019	2020	2021	2022	2023 ⁵
Fire Incident Responses	6,221	4,361 ¹	6,859	7,880	8,325
Annual Inspections	5,562	4,559 ²	5,252	5,149	4,951
Citizen Satisfaction with Fire Services	97%	N/A ³	96%	N/A ⁴	90%

¹ Other than high-acuity cardiac and overdose incidents, medical responses suspended by PHO (April 1 - Sept 15)

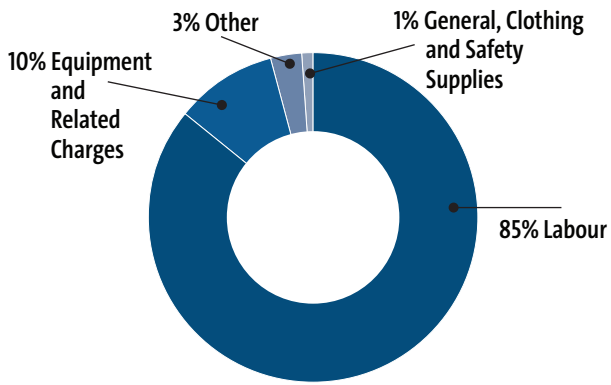
² Annual inspections suspended March 16 to June 1 and again November 30 to year-end (Covid restrictions)

³ The Ipsos Citizen Satisfaction Survey was not conducted in 2020 due to the COVID-19 pandemic.

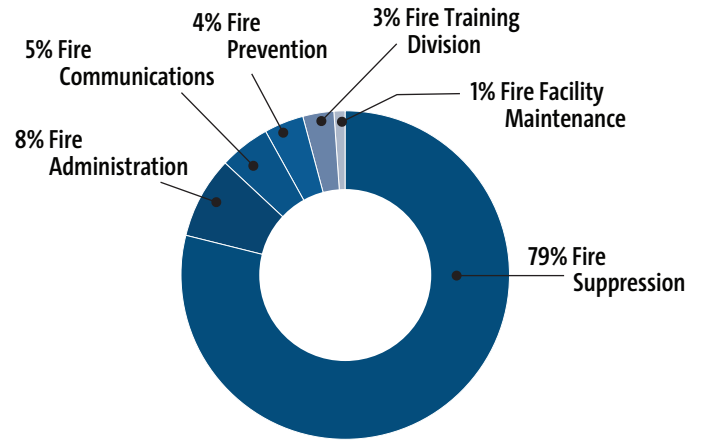
⁴ The Ipsos Citizen Satisfaction Survey was not conducted in 2022 due to the civic election.

⁵ In 2023, the City of Coquitlam renamed its annual survey to the Community Satisfaction Survey.

Fire and Rescue
Expenditures by Type



Fire and Rescue
Expenditures by Function



Parks, Recreation, Culture and Facilities

Enriching Lives Through Community, Culture and Connection

The Parks, Recreation, Culture, and Facilities department is one of the most diverse areas within the City, dedicated to maintaining Coquitlam's parks, facilities, and public green spaces, while also delivering arts, culture, and recreation programs for all ages. Additionally, the Parks, Recreation, Culture, and Facilities team coordinates the planning and project delivery of future civic, recreation and culture facilities, develops policies, conducts strategic and business planning and guides projects through expertise in new park and facility design and construction.

Community Recreation, Arts and Culture Services

Key responsibilities include:

- Providing a range of community recreation services across the City including aquatics, arenas, fitness and community centre programming targeting children, youth, adults and seniors as well as other specialized populations
- Leading a range of arts, culture and heritage initiatives

Park Services

Key responsibilities include:

- Managing the City's parks and public green spaces
- Promoting civic pride, community beautification initiatives and gardening, and nature appreciation through public education programming
- Fostering community engagement through the Park Spark and volunteer programs
- Maintaining, allocating and managing lifecycle replacement of the City's outdoor recreation amenities including fields, courts, and playgrounds
- Managing the City's cemetery, trails, forests and trees
- Administration of the private property Tree Management Bylaw

Park and Facility Planning

Key responsibilities include:

- Planning and designing future parks and park capital improvements
- Providing GIS mapping and analysis services to the entire Parks, Recreation, Culture, and Facilities Department
- Strategic and conceptual planning for new and upgraded recreation, culture and community facilities
- Community engagement for park and facility projects
- Reviewing and providing input for parks, recreation and cultural amenities for private land development processes

Business and Innovation Services

Key responsibilities include:

- Developing policies and conducting strategic and business planning
- Research and data analysis supporting Parks, Recreation, Culture, and Facilities
- Coordinating business and financial analysis
- Managing recreation management software and facility bookings

Capital Projects and Facilities

Key responsibilities include:

- Developing strategic and capital plans for construction of City facilities
- Project management for the construction of City facilities and major parks projects
- Managing and maintaining the City's civic facility assets to provide long-term, sustained community value
- Ensuring adequate, safe, clean and functional civic facilities for the community

For details on the strategic priorities for Parks, Recreation, Culture and Facilities, please see the *Business Plan* section starting on p. 20.



Key Performance Measures:

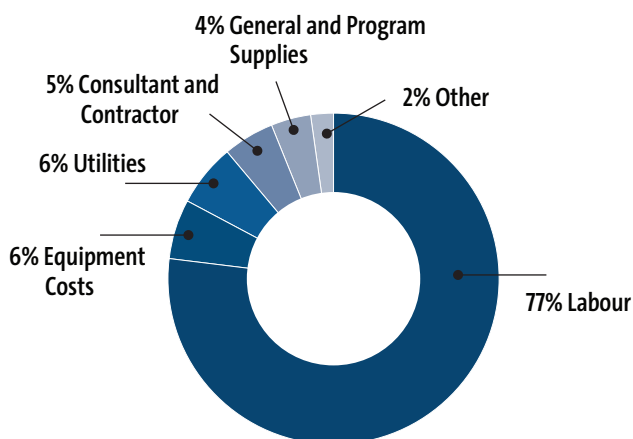
Parks, Recreation, Culture and Facilities	2019	2020	2021	2022	2023 ³
Parkland (hectares)	997	998	1,002	1,001	1,005
Participation in Recreation Activities					
Registration	-	20,743	35,196	53,411	70,799
Drop-in	-	306,396	472,422	878,684	1,108,384
Number of Participants - In-Person Festivals and Events	167,475	11,486	18,876	198,105	252,000
Citizen Satisfaction with:					
Parks, Trails, Green Space	96%	N/A ¹	95%	N/A ²	97%
Recreational and Cultural Opportunities	90%	N/A ¹	94%	N/A ²	89%
Sports Fields	92%	N/A ¹	93%	N/A ²	78%

¹ The Ipsos Citizen Satisfaction Survey was not conducted in 2020 due to the COVID-19 pandemic.

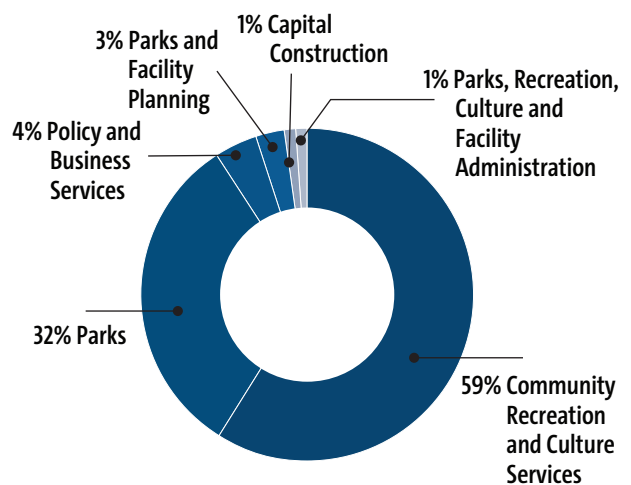
² The Ipsos Citizen Satisfaction Survey was not conducted in 2022 due to the civic election.

³ In 2023, the City of Coquitlam renamed its annual survey to the Community Satisfaction Survey.

Parks, Recreation, Culture and Facilities Expenditures by Type



Parks, Recreation, Culture and Facilities Expenditures by Function



2024 City of Coquitlam Budget

Fund: (10) Gen Optg Department: (300) Parks, Recreation, Culture and Facilities	Actual 2022	Budget 2023	Budget 2024	Budget 2025	Budget 2026	Budget 2027	Budget 2028
Expenditures							
Division: (310) Parks Recreation Culture and Facilities Admin							
Parks, Recreation and Culture Administration	477,776	519,796	581,213	617,928	646,496	648,830	651,210
Total Division: (310) Parks Recreation Culture and Facilities Admin	477,776	519,796	581,213	617,928	646,496	648,830	651,210
Division: (320) Policy and Business Services							
Admin Services	298,974	259,646	287,440	301,193	303,741	303,741	303,741
Bookings	278,283	326,259	357,633	377,234	380,979	383,917	383,917
Performance Analysis	183,553	220,713	235,534	249,390	250,391	250,391	250,391
Business Services Admin	325,693	331,192	347,184	354,344	354,604	354,869	355,140
Planning and Business Services Admin	214,782	218,028	236,603	244,763	244,785	244,807	244,830
Partnerships and Policy	743,969	532,978	530,940	557,071	562,269	562,757	562,757
Total Division: (320) Policy and Business Services	2,045,254	1,888,816	1,995,334	2,083,995	2,096,769	2,100,482	2,100,776
Division: (330) Parks							
Parks Admin	428,896	246,148	265,782	274,481	274,639	274,800	274,965
Parks Capital Construction	0	0	286,945	308,262	320,431	326,661	331,390
Cemetery Services	1,113,651	876,331	1,038,181	1,058,870	1,079,944	1,101,761	1,123,976
Parks Operations	1,133,393	1,110,871	1,192,796	1,214,518	1,229,690	1,232,610	1,233,495
Westwood Plateau Specified Area Maintenance	116,494	101,000	101,000	101,000	101,000	101,000	101,000
Pacific Reach Specified Area Maintenance	118,580	113,000	113,000	113,000	113,000	113,000	113,000
Parks Services Community Programs and Events	485,803	509,634	615,553	638,375	643,638	645,472	647,342
Landscape Services	4,114,169	4,236,062	4,694,162	4,837,289	4,852,799	4,865,907	4,879,524
Sport Services	2,847,524	2,723,733	2,887,365	2,963,874	2,977,604	2,990,016	3,002,677
Infrastructure Maintenance	3,252,952	2,687,405	2,966,279	3,052,847	3,073,179	3,085,042	3,097,399
Urban Forestry Operations	2,753,230	2,700,574	3,026,679	3,110,844	3,134,839	3,153,650	3,165,161
Total Division: (330) Parks	16,364,692	15,304,758	17,187,742	17,673,360	17,800,763	17,889,919	17,969,929

Fund: (10) Gen Optg Department: (300) Parks, Recreation, Culture and Facilities						
Division: (390) Community Rec and Culture Services	Actual 2022	Budget 2023	Budget 2024	Budget 2025	Budget 2026	Budget 2027
Facilities Administration	1,452,829	2,169,905	2,282,325	2,326,920	2,335,992	2,343,936
Facilities Operations Admin	0	0	175,385	188,784	196,357	204,189
Facilities Custodial	2,696,003	3,116,812	3,735,312	3,965,188	3,993,264	4,009,578
Facilities Maintenance	7,151,127	6,957,070	7,539,060	7,590,068	7,664,887	7,741,235
Community Rec - Aquatics Arenas and Fitness Admin	186,534	282,340	307,066	317,781	317,782	317,783
Community Rec - Programs Health and Wellness Admin	199,768	182,398	195,917	205,047	205,048	205,049
PSLC-Arenas	525,421	490,388	631,611	660,083	667,914	674,932
Poirier Community Centre	548,421	585,359	638,953	664,929	670,874	674,782
Maillardville Community Centre	(27,473)	1,193,964	1,302,285	1,352,190	1,357,692	1,362,033
Dogwood Pavilion	972,321	895,656	1,003,259	1,039,841	1,048,471	1,054,072
Blue Mountain Wading Pool	0	0	35,469	36,702	36,712	36,722
Planet Ice	782,243	805,710	829,882	829,882	829,882	829,882
Scout Hall	154	0	0	0	0	0
Spani Pool	0	0	515,406	533,902	535,115	535,177
Centennial Activity Centre	176,550	208,610	222,168	228,748	228,971	229,199
PSLC-Aquatics	2,742,902	2,799,097	3,050,551	3,159,537	3,164,178	3,169,168
Community Rec Fitness and NE Coquitlam Admin	177,651	182,398	198,141	205,047	205,048	205,049
Outdoor Pools	361,055	366,079	0	0	0	0
Cultural Services	1,315,442	1,074,588	277,599	290,064	293,742	297,519
Community Recreation and Culture Admin	237,216	226,144	254,685	273,600	280,471	280,472
Community Rec: Aquatics Admin	107,775	166,166	187,715	202,005	205,048	205,049
City Centre Aquatics Complex	2,663,164	2,962,846	3,205,788	3,325,775	3,339,421	3,345,829
Pinetree Community Centre	1,582,969	1,691,577	1,808,390	1,876,491	1,886,221	1,891,167
Eagle Ridge Pool	0	0	177,701	183,876	183,935	183,995
Victoria Community Hall	102	62,888	66,876	69,182	69,230	69,278
Summit Community Centre	45,205	78,870	92,217	95,279	95,317	95,355
Glen Pine Pavilion	875,847	942,125	1,032,443	1,071,533	1,079,795	1,085,063
Community Services	400,450	483,348	595,387	618,203	628,348	633,790
Neighbourhood and Outdoor Recreation	171,519	212,039	226,000	232,299	232,559	232,825
Smiling Creek Elementary School	82,616	201,389	224,609	230,261	230,347	230,435
Poirier Forum	0	4,272	4,357	4,444	4,533	4,624
Northeast Programming	(1,507)	0	0	0	0	0
Town Centre Park Community Centre (TCPCC)	0	0	522,451	786,580	800,118	814,609
Total Division: (390) Community Rec and Culture Services	25,426,305	28,342,038	31,339,008	32,564,241	32,787,272	32,962,796
						33,105,485

Fund: (10) Gen Optg Department: (300) Parks, Recreation, Culture and Facilities	Actual 2022	Budget 2023	Budget 2024	Budget 2025	Budget 2026	Budget 2027	Budget 2028
Division: (750) Capital Construction							
Capital Construction	153,586	204,169	752,150	798,483	812,501	828,664	839,259
Strategic and Capital Projects Admin	351,237	687,155	0	0	0	0	0
Total Division: (750) Capital Construction	504,823	891,324	752,150	798,483	812,501	828,664	839,259
Division: (3AB) Parks and Facility Planning							
Park Planning and Design	848,467	911,551	1,192,692	1,258,997	1,272,507	1,283,884	1,283,973
Rec and Culture Facility Planning Admin	362,100	352,268	359,630	386,969	395,978	395,989	396,000
Total Division: (3AB) Parks and Facility Planning	1,210,567	1,263,819	1,552,322	1,645,966	1,668,485	1,679,873	1,679,973
Total Expenditures	46,029,417	48,210,551	53,407,769	55,383,973	55,812,286	56,110,564	56,346,632
Revenues							
Division: (320) Policy and Business Services							
Business Services Admin	(14,807)	(8,000)	(8,000)	(8,000)	(8,000)	(8,000)	(8,000)
Partnerships and Policy	(237,500)	0	0	0	0	0	0
Total Division: (320) Policy and Business Services	(252,307)	(8,000)	(8,000)	(8,000)	(8,000)	(8,000)	(8,000)
Division: (330) Parks							
Cemetery Services	(1,113,651)	(876,331)	(1,038,181)	(1,058,870)	(1,079,944)	(1,101,761)	(1,123,976)
Parks Operations	(34,355)	(12,166)	(27,166)	(12,166)	(12,166)	(12,166)	(12,166)
Westwood Plateau Specified Area Maintenance	(116,494)	(101,000)	(101,000)	(101,000)	(101,000)	(101,000)	(101,000)
Pacific Reach Specified Area Maintenance	(118,580)	(113,000)	(113,000)	(113,000)	(113,000)	(113,000)	(113,000)
Parks Services Community Programs and Events	(806)	(1,360)	(1,425)	(1,425)	(1,425)	(1,425)	(1,425)
Landscape Services	(5,550)	(3,000)	(3,000)	(3,000)	(3,000)	(3,000)	(3,000)
Sport Services	(329,997)	(247,633)	(281,683)	(282,183)	(282,183)	(282,183)	(282,183)
Infrastructure Maintenance	(271,725)	0	0	0	0	0	0
Urban Forestry Operations	(14,222)	(28,000)	(43,000)	(28,000)	(28,000)	(28,000)	(28,000)
Total Division: (330) Parks	(2,005,380)	(1,382,490)	(1,608,455)	(1,599,644)	(1,620,718)	(1,642,535)	(1,664,750)

Fund: (10) Gen Optg Department: (300) Parks, Recreation, Culture and Facilities	Actual 2022	Budget 2023	Budget 2024	Budget 2025	Budget 2026	Budget 2027	Budget 2028
Division: (390) Community Rec and Culture Services							
Facilities Administration	(1,211,517)	(1,422,228)	(1,408,622)	(1,416,963)	(1,421,732)	(1,426,600)	(1,431,790)
Facilities Maintenance	(158,889)	(20,312)	(186,642)	(37,271)	(37,912)	(38,566)	(39,233)
Community Rec - Aquatics Arenas and Fitness Admin	(50,000)	(50,000)	(50,000)	(50,000)	(50,000)	(50,000)	(50,000)
PSLC-Arenas	(1,078,544)	(1,200,084)	(1,292,824)	(1,293,724)	(1,293,724)	(1,293,724)	(1,293,724)
Poirier Community Centre	(260,458)	(313,687)	(314,387)	(314,587)	(314,587)	(314,587)	(314,587)
Maillardville Community Centre	(41,972)	(740,000)	(740,000)	(740,000)	(740,000)	(740,000)	(740,000)
Dogwood Pavilion	(341,247)	(368,643)	(371,343)	(369,543)	(369,543)	(369,543)	(369,543)
Planet Ice	(260,975)	(276,136)	(284,036)	(287,436)	(287,436)	(287,436)	(287,436)
Scout Hall	(7,065)	(5,500)	(5,700)	(5,750)	(5,750)	(5,750)	(5,750)
Spani Pool	0	0	(154,000)	(154,000)	(154,000)	(154,000)	(154,000)
Centennial Activity Centre	(104,121)	(162,900)	(163,300)	(163,300)	(163,300)	(163,300)	(163,300)
PSLC-Aquatics	(1,903,929)	(2,286,637)	(2,312,037)	(2,312,537)	(2,312,537)	(2,312,537)	(2,312,537)
Mundy Park Field House	(10,896)	(5,450)	(5,700)	(5,700)	(5,700)	(5,700)	(5,700)
Outdoor Pools	(188,367)	(186,943)	0	0	0	0	0
Cultural Services	(113,822)	(66,800)	0	0	0	0	0
City Centre Aquatics Complex	(1,984,432)	(2,487,375)	(2,497,095)	(2,497,095)	(2,497,095)	(2,497,095)	(2,497,095)
Pinetree Community Centre	(855,049)	(936,958)	(947,978)	(948,678)	(948,678)	(948,678)	(948,678)
Eagle Ridge Pool	0	0	(97,388)	(97,388)	(97,388)	(97,388)	(97,388)
Victoria Community Hall	(22,276)	(54,917)	(55,617)	(55,817)	(55,817)	(55,817)	(55,817)
Summit Community Centre	(34,992)	(50,110)	(50,110)	(50,110)	(50,110)	(50,110)	(50,110)
Glen Pine Pavilion	(223,131)	(395,197)	(397,397)	(395,397)	(395,397)	(395,397)	(395,397)
Community Services	0	(2,000)	(11,000)	(2,000)	(2,000)	(2,000)	(2,000)
Neighbourhood and Outdoor Recreation	(78,231)	(103,800)	(103,800)	(103,800)	(103,800)	(103,800)	(103,800)
Smiling Creek Elementary School	(46,361)	(98,000)	(98,000)	(98,000)	(98,000)	(98,000)	(98,000)
Poirier Forum	(78,993)	(89,286)	(92,286)	(93,136)	(93,136)	(93,136)	(93,136)
Town Centre Park Community Centre (TCPCC)	0	0	(157,519)	(274,320)	(274,320)	(274,320)	(274,320)
Total Division: (390) Community Rec and Culture Services	(9,055,266)	(11,322,963)	(11,796,781)	(11,766,552)	(11,771,962)	(11,777,484)	(11,783,341)
Division: (3AB) Parks and Facility Planning							
Park Planning and Design	(117,428)	(143,828)	(158,047)	(163,579)	(163,579)	(163,579)	(163,579)
Total Division: (3AB) Parks and Facility Planning	(117,428)	(143,828)	(158,047)	(163,579)	(163,579)	(163,579)	(163,579)
Total Revenues	(11,430,380)	(12,857,281)	(13,571,283)	(13,537,775)	(13,564,259)	(13,591,598)	(13,619,670)
Net Expenditure (Contribution):	34,599,037	35,353,270	39,836,486	41,846,198	42,248,027	42,518,966	42,726,962

Planning and Development

Guiding the City's Future Development

With a focus on sustainability, housing access and inclusivity, Planning and Development guides Coquitlam's growth. This department works with the public and other involved parties to ensure that as the City expands, it continues to reflect our community's priorities while meeting legislative and safety requirements.

Building Permits

Key responsibilities include:

- Providing plan and inspection review services to encourage compliance with codes, bylaws and standards
- Shaping the City's policies and procedures related to buildings and the built environment to encourage compliance with codes, bylaws and best practices standards

Business and Innovation Services

Key responsibilities include:

- Coordinating departmental strategic, financial and business planning processes
- Leading business improvement initiatives to streamline and improve the efficiency of departmental application processes
- Acting as a liaison between all departments to support service enhancements

Community Planning

Key responsibilities include:

- Developing plans (such as the Official Community

Plan) and strategies for shaping growth to meet land use, transportation, environmental, social, cultural, infrastructure, business, neighbourhood and other needs

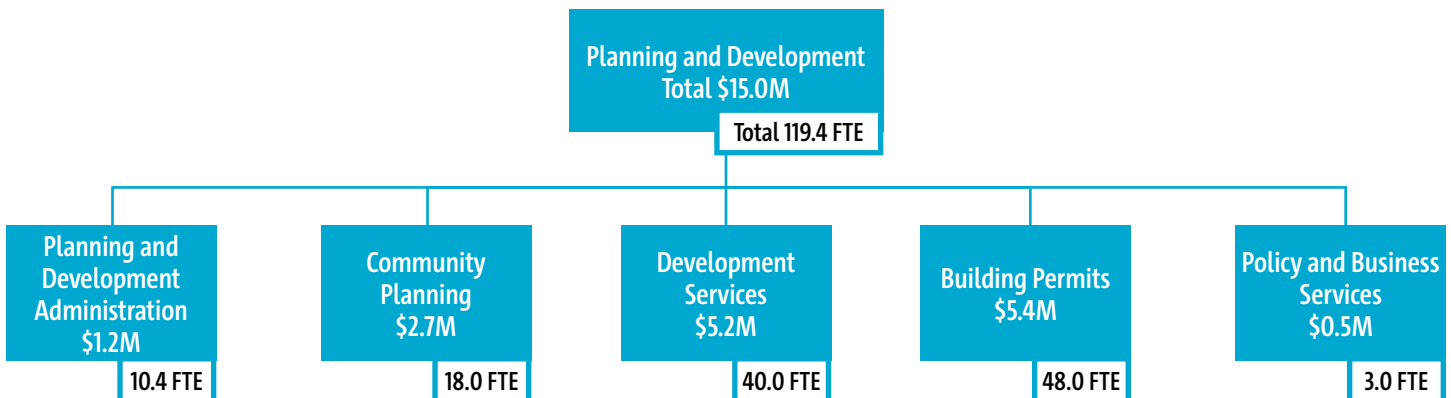
- Conducting public consultation, stakeholder engagement and research to support planning functions

Development Services

Key responsibilities include:

- Processing development applications in compliance with City plans and bylaws to encourage high-quality urban design, promote housing affordability and ensure new development contributes to Coquitlam's high quality of life
- Guiding and providing advice on development matters to the City and Council from a policy perspective
- Managing servicing and infrastructure upgrades associated with new development

For details on the strategic priorities for Planning and Development, please see the *Business Plan* section starting on p. 20.



Key Performance Measures

Planning and Development	2019	2020	2021	2022	2023 ³
Total Commercial, Industrial and Institutional GFA added (m ²)	16,364	24,219	2,390 ²	23,552	34,057
Citizen Satisfaction with Neighbourhood Planning	75%	N/A ¹	78%	N/A ³	63%

¹ The Ipsos Citizen Satisfaction Survey was not conducted in 2020 due to the COVID-19 pandemic.

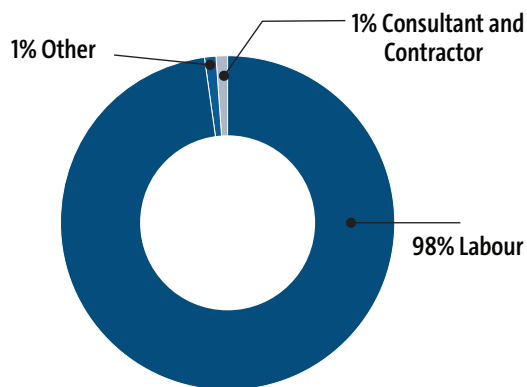
² The majority of ICI construction is related to alterations (tenant improvements) and additions (additional floor area) to existing buildings. While the additional gross floor area (GFA) added was relatively low, the majority of the value of construction was represented by tenant improvement projects with no additional GFA.

³ The Ipsos Citizen Satisfaction Survey was not conducted in 2022 due to the civic election.

⁴ In 2023, the City of Coquitlam renamed its annual survey to the Community Satisfaction Survey.

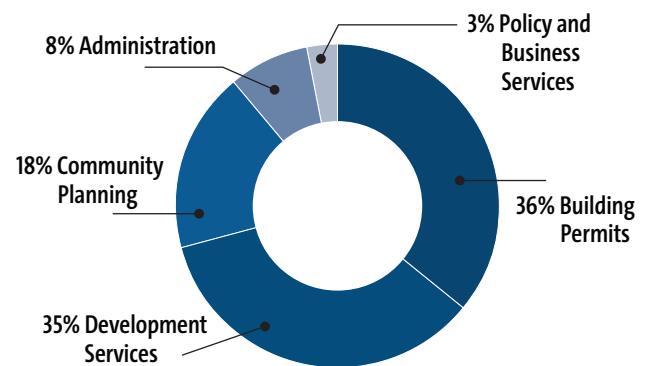
Planning and Development

Expenditures by Type



Planning and Development

Expenditures by Function



2024 City of Coquitlam Budget

Fund: (10) Gen Optg Department: (500) Planning and Development	Actual 2022	Budget 2023	Budget 2024	Budget 2025	Budget 2026	Budget 2027	Budget 2028
Expenditures							
Division: (510) Planning and Development Administration							
Planning and Development Administration	946,838	808,753	1,221,505	1,286,939	1,313,715	1,334,873	1,360,166
Total Division: (510) Planning and Development Administration	946,838	808,753	1,221,505	1,286,939	1,313,715	1,334,873	1,360,166
Division: (520) Community Planning							
Community Planning	1,879,420	2,170,030	2,672,064	2,804,998	2,844,761	2,866,381	2,878,592
Total Division: (520) Community Planning	1,879,420	2,170,030	2,672,064	2,804,998	2,844,761	2,866,381	2,878,592
Division: (530) Development Services							
Development Services Administration	297,257	303,998	276,050	293,341	303,138	313,326	323,832
Development Planning	2,804,317	3,115,771	3,437,440	3,654,982	3,734,240	3,783,307	3,816,366
Development Servicing	1,021,385	1,281,999	1,447,195	1,528,347	1,550,895	1,571,484	1,576,912
Total Division: (530) Development Services	4,122,959	4,701,768	5,160,685	5,476,670	5,588,273	5,668,117	5,717,110
Division: (540) Building Permits							
Inspections	1,890,172	1,967,297	2,368,503	2,471,436	2,489,674	2,502,605	2,513,304
Permits	2,453,272	2,651,332	3,045,075	3,216,920	3,276,967	3,336,463	3,370,727
Total Division: (540) Building Permits	4,343,445	4,618,629	5,413,578	5,688,356	5,766,641	5,839,068	5,884,031
Division: (560) Policy and Business Services							
Policy and Business Services	266,890	409,771	482,547	514,032	523,468	527,818	527,897
Total Division: (560) Policy and Business Services	266,890	409,771	482,547	514,032	523,468	527,818	527,897
Total Expenditures	11,559,552	12,708,951	14,950,379	15,770,995	16,036,858	16,236,257	16,367,796
Revenues							
Division: (510) Planning and Development Administration							
Planning and Development Administration	(82,865)	0	0	0	0	0	0
Total Division: (510) Planning and Development Administration	(82,865)	0	0	0	0	0	0
Division: (520) Community Planning							
Community Planning	(38,096)	(12,520)	(12,520)	0	0	0	0
Total Division: (520) Community Planning	(38,096)	(12,520)	(12,520)	0	0	0	0
Division: (530) Development Services							
Development Services Administration	(5,875)	(15,344)	(15,344)	(15,344)	(15,344)	(15,344)	(15,344)
Development Planning	(2,282,361)	(2,164,412)	(2,268,013)	(2,273,099)	(2,273,099)	(2,273,099)	(2,273,099)
Development Servicing	(833)	(5,979)	(6,248)	(6,248)	(6,248)	(6,248)	(6,248)
Total Division: (530) Development Services	(2,289,070)	(2,185,735)	(2,289,605)	(2,294,691)	(2,294,691)	(2,294,691)	(2,294,691)

Fund: (10) Gen Optg Department: (500) Planning and Development	Actual 2022	Budget 2023	Budget 2024	Budget 2025	Budget 2026	Budget 2027	Budget 2028
Division: (540) Building Permits							
Permits	(10,330,744)	(8,053,543)	(10,113,067)	(10,413,067)	(10,713,067)	(11,013,067)	(11,313,067)
Total Division: (540) Building Permits	(10,330,744)	(8,053,543)	(10,113,067)	(10,413,067)	(10,713,067)	(11,013,067)	(11,313,067)
Division: (560) PandD Policy and Business Services							
PandD Policy and Business Services	(112,213)	0	0	0	0	0	0
Total Division: (560) PandD Policy and Business Services	(112,213)	0	0	0	0	0	0
Total Revenues	(12,852,988)	(10,251,798)	(12,415,192)	(12,707,758)	(13,007,758)	(13,307,758)	(13,607,758)
Net Expenditure (Contribution):	(1,293,436)	2,457,153	2,535,187	3,063,237	3,029,100	2,928,499	2,760,038

Coquitlam RCMP Detachment

Serving and Protecting the Public

Coquitlam RCMP works in partnership with the City to make Coquitlam a healthy, vibrant and safe community for residents, businesses and visitors. The detachment provides policing and community-related safety related services to Coquitlam along with Port Coquitlam, Anmore, Belcarra and the Kwikwetlem First Nations (kwikwəłəm). The sharing of costs and services allows for effective, efficient and affordable policing services. The Coquitlam RCMP team is made up of police officers, civilian staff and volunteers.

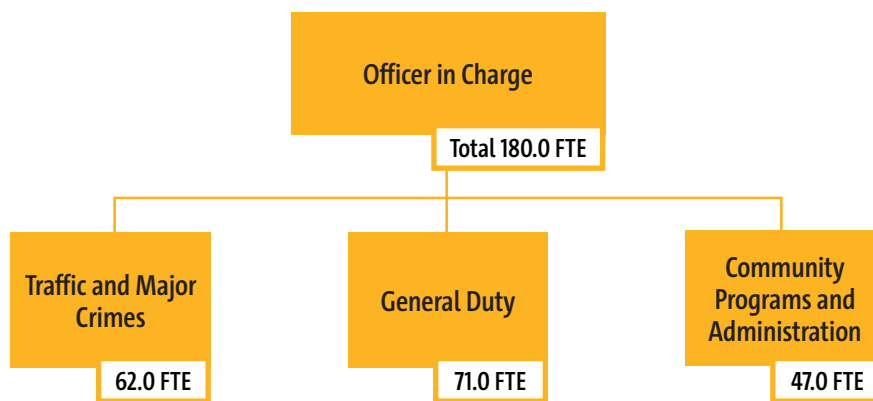
As highlighted in the 2023 – 2026 Coquitlam RCMP Strategic Plan, the detachment focuses on four long-term strategic outcomes are to:

1. Partner with the community
2. Promote public safety
3. Target criminal activity
4. Support our people.

Key responsibilities include:

- Reactive and response-oriented policing, including responses to calls for service by the General Duty and Major Crimes sections

- Strategic and proactive policing, through teams such as the Traffic Unit, Uniformed Crime Reduction Unit, the Community Response Team and Youth Section, and in partnership with stakeholders in local government and community organizations
- Regional and integrated policing, involving coordination with other law-enforcement agencies to more effectively address borderless public safety issues (such as organized crime and gang violence) and to access specialized services (such as police service dogs and forensic-identification services)



Key Performance Measures:

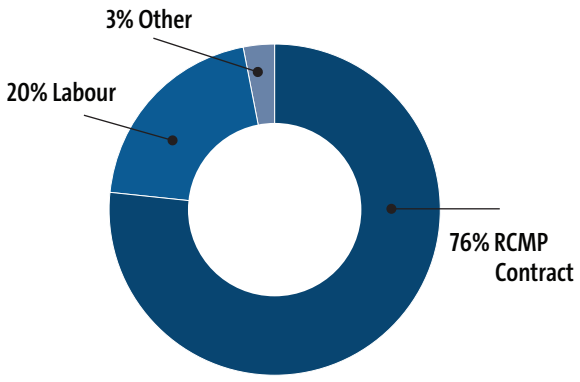
Police Services	2019	2020	2021	2022	2023 ³
Violation Tickets	5,507	3,627	4,361	3,420	5,005
Calls for Service	25,287	22,335	23,659	23,009	23,777
Citizen Satisfaction with Police Services	96%	N/A ¹	93%	N/A ²	86%

¹ The Ipsos Citizen Satisfaction Survey was not conducted in 2020 due to the COVID-19 pandemic.

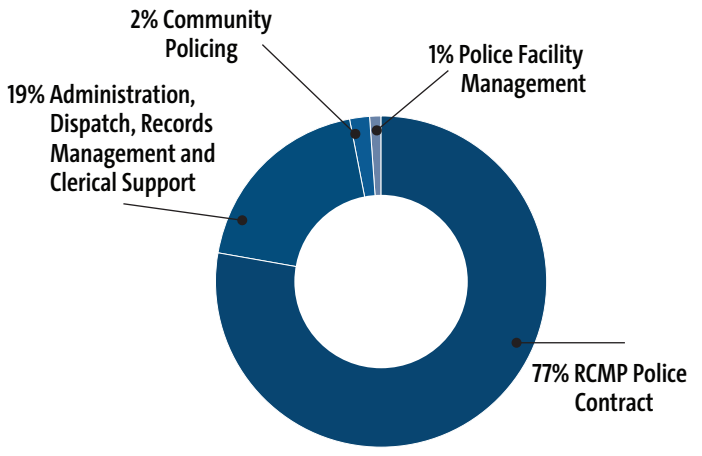
² The Ipsos Citizen Satisfaction Survey was not conducted in 2022 due to the civic election.

³ In 2023, the City of Coquitlam renamed its annual survey to the Community Satisfaction Survey.

Police Services
Expenditures by Type



Police Services
Expenditures by Function





Chapter 7

**2024 Five-Year
Capital Plan**



Chapter 7

2024 Five-Year Capital Plan

Capital Planning Process

Provincial Legislation Changes

Subsequent to the development of the 2024 – 2028 *Financial Plan*, the Province enacted a variety of housing-related legislative changes that directly impact growth and development in Coquitlam. The *Capital Plan* is informed by capital funding forecasts based on existing development revenue programs and fees such as Density Bonus, Community Amenity Contributions and Development Cost Charges. As noted earlier in the document, while a fulsome assessment of the implications of the newly enacted legislation related to housing and land use is under way, it is clear that these changes will affect the City’s established development revenue sources that fund the capital infrastructure and amenities required to support growth. Given the timing of the enactment of the new legislation and the uncertainty of its impacts, the 2024 – 2028 *Capital Plan* is based on the existing Density Bonus, Community Amenity Contribution and Development Cost Charges programs and bylaws, which will be amended over the coming year as more information becomes available, to align with the new legislation. In addition, the related funding policies, frameworks and strategies that inform the *Capital Plan* will be revised accordingly.

Integrated Planning Approach

The *Capital Plan* supports the City’s *Strategic and Business Plans* in delivering on the City’s strategic goals and supporting overarching themes that include: Community Safety; Housing Affordability and Supply; Equity, Diversity and Inclusion; and Reconciliation. The Plan is informed by Council endorsed strategies and budget principles including the Capital Funding Framework, Long-term Tax Strategy and Sustainable Infrastructure Renewal Funding Strategy. The *Capital Plan* is prepared in the context of community input through the annual online budget survey, asset management plans and the City’s financial policies.

Preparation of the *Capital Plan* is a challenging process since there are many competing priorities with already limited funding. One of the City’s key principles is that capital projects are not included in the *Capital Plan* until the related funding is secured. Although the 2024 – 2028 *Capital Plan* is fully funded through a variety of funding sources including debt, current forecasts of future receipts used to fund the desired projects in years outside of the current plan indicate that funding is not sufficient to fully fund all of the significant projects that are being contemplated over the the next 10 years. Therefore, future capital investments



as outlined in the various City strategic plans, including the draft Major Facilities Roadmap will be accompanied by a long-term funding strategy that will align with the new provincial legislation.

In line with the City's Sustainable Infrastructure Renewal Funding Strategy, the Plan includes priority asset and infrastructure replacement for the first five years of a 10-year plan. The strategy provides a two-pronged approach to ensuring the sustainability of the City's infrastructure and assets over the long term while balancing the impact on current and future taxpayers. The first is to address the funding required for a 10-Year Asset Replacement Capital Plan, which includes required asset replacement projects in the next 10 years. The second component is addressing the long-term infrastructure funding gap through gradual, reasonable tax and utility rate increases.

Planning for Growth

The 2024 – 2028 Five-Year Capital Plan also includes preparing for the ongoing community growth and development and funding for the capital investment required to provide a variety of infrastructure, amenities, programs and services for new and existing residents. This has fueled the City's capital investment plans and included significant work on a number of financial strategies in support of major capital project delivery to support a growing City.

As the City plans for new major capital projects and replacement of existing ones while also working towards greenhouse gas reduction targets, it is faced with significant cost pressures associated with the implementation of environmentally sustainable solutions. This is particularly the case with facility and fleet related assets. While the ultimate goal is to develop a long-term funding solution, such initiatives are currently considered on a project by project basis. The City is assessing viable long-term funding strategies as part of the City's upcoming Climate Action Plan and Green Fleet Strategic Plan.

Despite the robust capital planning framework, the projects included in the capital plan are challenged by extreme cost escalations experienced in the construction markets with many input material costs increasing by double digits from original quotes or projections. Given the City's plans for significant capital investment over the next few years, coupled with the significant uncertainty around the City's development revenues, the Plan incorporates a measured and flexible approach to advancing these projects in the near term. The primary focus is being placed on the projects that are high priority and currently in progress, with a careful assessment of initiating other capital projects.

As one of the top priority projects, the Northeast Community Centre and adjacent Burke Village Park is intended to be



fully funded by development revenues, but will require debt financing in order to bridge cash flow gaps. The accumulated development revenue reserves are insufficient to fully fund the Northeast Community Centre at the time of planned construction. A debt management strategy was developed to support the delivery of the project in the near term with debt repayment from future development revenues. While the City intends to finance the project internally through the Land Sales Reserve Fund, the City has an approved Northeast Community Centre, Park and Plaza Loan Authorization Bylaw which is valid for five years and enables the City to externally borrow from the Municipal Finance Authority if needed.

The 2024 – 2028 Capital Plan includes projects identified in the City’s current Development Cost Charges Program, which generates funding for growth-related infrastructure. To inform the Capital Plan, available Development Cost Charges funding was estimated based on development applications in process and adjusted to reflect the risk in the potential delay of receipts. However, as previously noted, the assumptions that are used to develop the City’s Development Cost Charges program, including growth projections and timing of revenues, are uncertain with the enactment of the new legislation, and the impacts to development revenues and funding of associated capital projects will be reassessed as additional information becomes available.

Within the context outlined above, over the next five years, the City will invest \$769 million in capital infrastructure to replace and improve transportation assets, enhance recreational opportunities and replace and expand water, sewer and drainage infrastructure within Coquitlam. In

addition to the expansion of the City’s infrastructure to service a growing community, the 2024 – 2028 Capital Plan addresses a variety of replacement and rehabilitation needs of existing infrastructure, ensuring the maintenance of existing service levels.

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 minimum five-year cycle with annual reviews and updates. The 2024 – 2028 Capital Plan includes projects that are consistent with corporate objectives and long-range plans such as the Development Cost Charges program, and incorporates long-term funding strategies such as the Capital Funding Framework and the Sustainable Infrastructure Renewal Funding Strategy.

Operating Cost Impact of Capital Projects

According to Council-adopted policy, the annual budget process requires that reasonable and adequate provisions be made for the incremental increases to the operating expenses for changes in the capital base. This is a key policy that is in line with Government Finance Officers Association best practices as it contributes to the long-term financial sustainability of City services and infrastructure.

Every year capital assets are developed by City departments or added to the City’s inventory during the course of

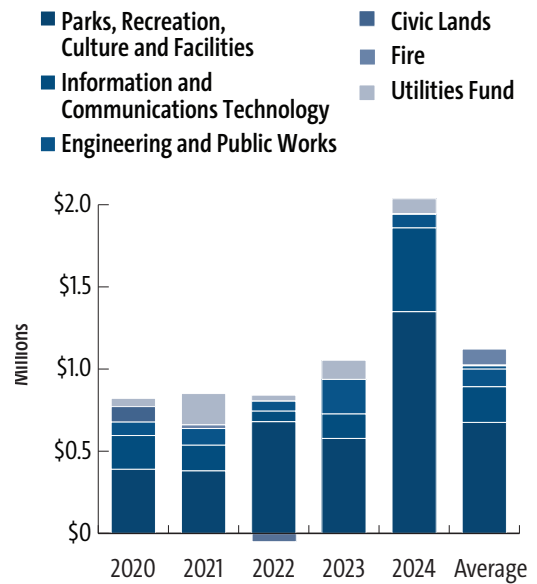


development. The operating budget impacts of this new capital are typically added to the operating budget upon completion. Each capital project in the Plan is reviewed to assess the impact it will have on the operating budget. Projects providing new infrastructure will typically require additional expenditures each year for operations and maintenance. Projects that replace or rehabilitate existing infrastructure will typically reduce operating costs in the short term; however, this does not generally result in an overall reduction of operating costs as other aging City infrastructure not replaced is progressively more expensive to operate and maintain. The increasing trend in operating costs for new capital projects reflects the City's growing capital plan, in particular the portion related to the purchase and construction of new capital assets. Included in the 2024 – 2028 Financial Plan is an additional \$1.9 million required for the operations and maintenance of new infrastructure. The additional programming and maintenance costs for the Spani Pool renewal and Town Centre Park Community Centre have been funded from the City's Development Stabilization Reserve intended to stabilize the operating budget impacts resulting from growth.

Over the past 5 years, the average operating costs for new capital in the General Fund for new buildings, roads, traffic and technology infrastructure has been \$1,022,000 and in the Utility Fund for water, sewer and drainage infrastructure the added operating cost has been an average of \$97,000.

In addition to the Operating Costs for New Capital Policy and to support the City's ongoing efforts to sustain City infrastructure and service delivery, the City's Asset Replacement Funding Policy recognizes an increase in the contribution to asset replacement in the annual budget each year. The increased contribution is based on the newly added assets in recognition of the growing asset base, as well as an incremental adjustment to address inflationary pressures on asset replacement funding. An additional \$1.0 million was included in the 2024 – 2028 Financial Plan for newly added infrastructure and to address inflationary pressures (\$0.6 million for the General Fund and \$0.4

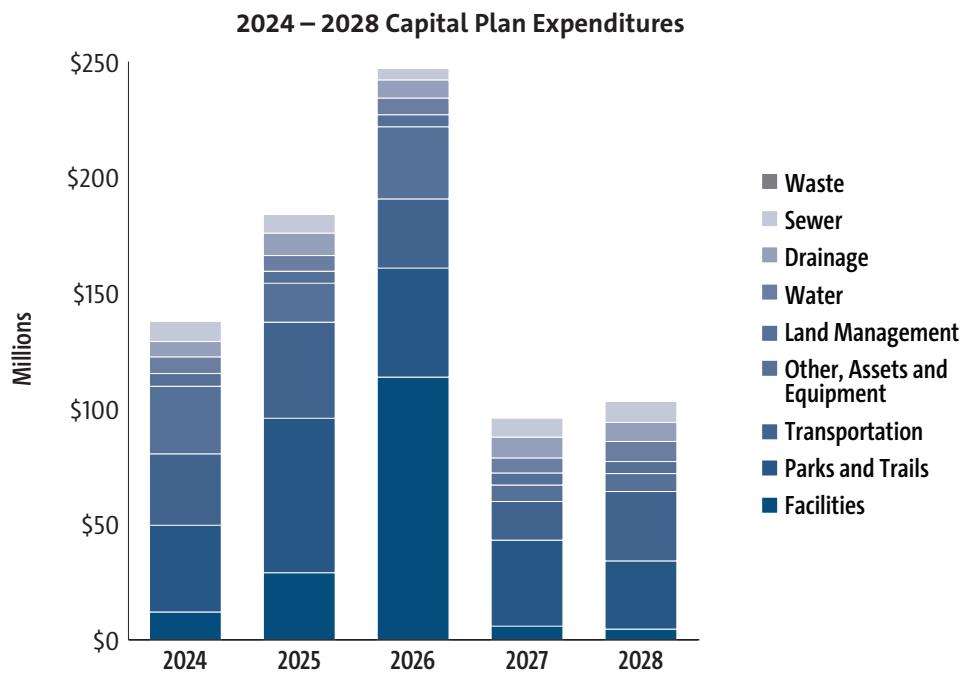
Operating Costs for New Capital Projects



million for the Utilities Funds). This does not include any building-related asset replacement for the Spani Pool or Austin Service Centre expansion. In line with the City's Long-term Tax Strategy, which provides a framework for stabilizing the resulting fluctuations in future tax increases, these costs will be phased in as part of future budget processes. Additionally, in line with the Sustainable Infrastructure Renewal Funding Strategy to help narrow the asset replacement funding gap, Council approved a further \$2.1 million (\$1.4 million for the General Fund and \$0.7 million for the Utilities Funds), resulting in a total increase in contribution for asset replacement of \$3 million in 2024. This further enhances the City's Asset Replacement Funding Framework ensuring City services are provided in the long-term, and its infrastructure is funded in a sustainable manner.

2024 – 2028 Capital Plan

The 2024 – 2028 Capital Plan adopted by Council includes approximately \$769 million to be expended on a number of projects. Please visit coquitlam.openbook.questica.com to explore the City's Capital Plan using a financial information visualization tool.



City of Coquitlam 2024 – 2028 Capital Expenditure Summary

Capital Expenditures	2024	2025	2026	2027	2028	TOTAL
Facilities	12,037,182	29,014,061	113,577,643	5,892,943	4,637,450	165,159,279
Parks & Trails	37,483,284	66,765,200	47,109,525	37,193,618	29,479,000	218,030,627
Transportation	30,888,759	41,559,524	29,934,964	16,701,478	29,995,822	149,080,547
Other, Assets & Equipment ¹	29,207,801	16,816,562	31,192,200	7,147,917	7,763,321	92,127,801
Land Management	5,500,000	5,200,000	5,200,000	5,200,000	5,200,000	26,300,000
Water	7,215,064	6,775,000	7,220,000	6,514,000	8,668,857	36,392,921
Drainage	6,627,220	9,706,220	7,838,000	8,988,000	8,250,000	41,409,440
Sewer	8,851,600	8,163,940	4,935,000	8,310,000	9,190,000	39,450,540
Waste	152,000	100,000	100,000	100,000	100,000	552,000
Total Capital Expenditures	137,962,910	184,100,507	247,107,332	96,047,956	103,284,450	768,503,155

¹ "Other" Category includes Capital Project Contingency to address current global market conditions of significant inflationary increases.

2024 – 2028 Capital Project Details

Facilities (\$165 Million)

Facilities projects include the expansion, replacement and upgrading of all City facilities, including recreation and cultural buildings, public works buildings and other facilities that support City operations such as fire halls, the Public Safety (RCMP) Building, and City Hall. Past Community Satisfaction Surveys indicated that residents place a high priority on recreation and cultural facilities and attribute these types of amenities to their high quality of life.

Over the next five years, \$165 million will be invested on civic facilities with \$12 million in 2024, which includes projects related to building renovations, expansions and component replacement. Funding for facilities is provided through capital reserves such as the Major Facilities Reserve, Building Component Asset Replacement Reserve, Density Bonus and Community Amenity Reserves, and grants such as the Growing Communities Fund.

Major Project Spending

- **Northeast Community Centre** – This project relates to anticipated growth and need for indoor community recreation and cultural space in Northeast Coquitlam. The related funding strategy consists of a combination of drawing down of funds from existing capital reserves and debt financing with repayment from future Density Bonus and Citywide Community Amenity Contribution receipts. This ensures that the Northeast Community Centre, including financing costs, is fully paid by developer revenues and not taxes. Funding allocated to this project to date is \$13.5 million. The remaining \$134.4 million represents placeholder funding for the estimated remaining cost of this project.
- **Facility Upgrade Program** – Key projects in this capital program include the renewal of a number of facility components including hot water tank and heat pump at Poirier Sport and Leisure Complex Arena; traffic light control, sanitary waste drain pit and rooftop condensing unit at Mariner Way Fire Station; air conditioners and rooftop condensing unit at Town Centre Admin Fire Hall; floor renewal and interior painting at Glen Pine Pavilion; boiler pumps and water heater pumps at City Centre Aquatic Complex; electrical distribution system at Dogwood Pavilion, Poirier Community Centre, Centennial Pavilion and Poirier Forum; restroom accessories and exterior wall painting at Austin Heights Fire Hall; and restroom fixtures and accessories and infrared radiant gas heater at Town Centre Fire Station.
- **RCMP Facility Upgrade Program and Minor Asset Renewal Program** – This relates to HVAC renewal, security grates, restroom fixture renewal, interior and exterior painting and door replacement for the Public Service Building. These costs are shared with the City of Port Coquitlam.

Parks, Trails and Sports Fields (\$218 Million)

As highlighted in the Community Satisfaction Survey, residents attach great importance to the City's neighbourhood parks as well as hiking, walking and biking trails. Sports fields and outdoor courts are also important amenities. As such the City invests in high-quality park, trail and sports field amenities and over the next five years, the City will spend \$218 million on these amenities, including parkland acquisition (\$124 million) and park development (\$70 million), with \$32 million required in 2024. Funding for these projects is from the Parkland Acquisition and Parkland Improvement Development Cost Charges Programs, Parks Infrastructure Asset Replacement Reserve, Recreation and Fitness Asset Replacement, Sportsfield Infrastructure Asset Replacement, Non-Development Cost Charges Eligible Park Amenities, Canada Community Building Fund, General Revenues, Contributions from Others, and grants such as the Growing Communities Fund. Sports field projects included in the Plan align with the 10-Year Capital Asset Replacement Plan as presented in the 2022 Parks Asset Management Plan Update. In addition to annual taxation funding of approximately \$800,000 toward funding for sports field renewal projects, the *2024 – 2028 Capital Plan* is supplemented with funding of \$1.1 million from the Land Sale Reserve Investment Fund, in line with the Sustainable Infrastructure Renewal Funding Strategy.

Major Project Spending

- **Parkland Acquisition** – Relates to parkland acquisition opportunities that may arise with a focus on upcoming new parks and the expansion of existing parks.
- **Park Development** includes funding for Dollar Crescent Park, Cottonwood Park (Phase 1C), and the below parks.
- **Burke Mountain Joint School and Park Site** – The Northeast Area of the City has seen significant redevelopment over the past 10-15 years, primarily in the Upper and Lower Hyde Creek, Smiling Creek and more recently Partington Creek neighbourhoods. The City and School District 43 plan to construct a long-awaited Secondary School and Park on Burke Mountain given the continuing growth in the area, and will be developing a joint-use agreement to provide for shared use of the site amenities. Amenities include a running track, artificial turf field, grass field, tennis courts, parking lot and washrooms.
- **Glen Park (Phase 3)** – Glen Park is a 16.7 acre park located in the City Centre. Following the recommendations set forth in the Glen Park Master plan, staff intend to design and implement the next phase of park improvements which may include a washroom, trail enhancements, sport courts, and new shared amenities with Ecole Glen Elementary.
- **Town Centre Park** – Town Centre Park is the urban jewel in the City's park system, and in 2017 was voted the top Great Public Space in Canada. At over 100 acres this well-loved destination park is heavily used to facilitate a myriad of recreational and cultural pursuits, drawing hundreds of thousands of visits annually. In 2018, Council approved the Town Centre Park Master Plan that outlined a 20-year vision for the park including a framework of short (2018-2022), medium (2023-2027) and long-term (2028-2037) priorities to guide the park's ongoing development and ensure this park continues to be improved in order to serve the needs of the community now and in the future. The *2024 – 2028 Capital Plan* includes funding to support the initiatives outlined in the master plan.
- **Burke Village Park** – This future park will be located in the heart of Burke Mountain Village directly adjacent to the NECC. As a key component of the Partington Creek Neighborhood Centre Master Plan, the park will be planned and constructed in conjunction with the new community facility and will provide a vibrant outdoor hub to serve the residents of Burke Mountain while providing an important green connection from Fremont Park (south) to a future trailhead at Burke Pinecone Provincial Park (north). Amenities may include play areas, gathering spaces, water play, flexible lawn areas.
- **Park Infrastructure Program** includes funding for a variety of playground, sport court and other park infrastructure upgrades.
- **Sportsfield Strategy** includes increased funding for fields highlighted in the 2022 updated Park Asset Management Plan including Town Centre Park (North Field) and Mundy Park.

Transportation (\$149 Million)

According to previous Community Satisfaction Surveys, transportation continues to be one of the highest priority for Coquitlam residents. The 2024 – 2028 Capital Plan includes \$149 million for transportation projects which are categorized under three project types: Road Rehabilitation, Road Expansion and Road Infrastructure Management.

- Rehabilitation projects are required to keep City infrastructure in a state of good repair
- Expansion projects deliver multimodal transportation infrastructure to meet the City’s growing population and employment needs
- Infrastructure Management comprises a mix of initiatives that support long-range planning

The significant investment in the City’s transportation network is possible due to a number of funding sources including the City’s Transportation Development Cost Charges Program, TransLink MRN and other program funding, Frontage Works, Parking in Lieu, Multi-Modal, Casino Municipal, Canada Community Building Fund, General Revenues, Contribution from Others and Grants. The Land Sale Reserve Policy also allocates funding for the City’s share of major transportation projects from the sale proceeds of Road Right of Ways into the City’s Major Transportation Reserve. In addition, this reserve receives a contribution from annual Density Bonus revenues. The reserve is used to set aside funding for the non-Development Cost Charges eligible portion of major transportation projects. In addition, this reserve receives a contribution from annual Density Bonus revenues ensuring funding is set aside for the non-Development Cost Charges eligible portion of major growth related transportation projects. These major transportation projects will be identified as part of the City’s update of the Strategic Transportation Plan, which is currently underway. Planned transportation spending in 2024 is \$31 million.

Major Project Spending

- **Local Road Network Rehabilitation** – Includes funding for the ongoing rehabilitation of the City’s transportation network including an acceleration of the local road network paving program which was endorsed by Council in 2020 to address public concern regarding pavement conditions.
- Rehabilitation of **structures, streetlights, sidewalks, traffic signals and traffic signs.**
- **Fremont Connector** – Includes funding for the planning and design of a key north-south arterial roadway connecting the expanding residential development in Northeast Coquitlam to the south of Port Coquitlam.
- **Cycling Facilities and Micro-mobility Infrastructure** – Include funding for the continuation of ongoing active transportation projects such as Cedar Drive (Gilleys Trail to Wellon Street), Nelson Street, Regan Avenue (from Gatensbury to Mundy Park), King Albert MUP and Guildford Greenway.
- **Frontage Work Program** – The Frontage Works Program seeks to improve older residential streets to the full subdivision bylaw standard including: curb and gutter, separated sidewalks, street trees, etc. The program is undertaken annually on a block by block basis, and is prioritized based on eliminating discontinuous works and angle parking, as well as other secondary criteria. Planned projects for 2024 include frontages on Dansey Avenue (from Blue Mountain to Marmont).
- **Sidewalk Improvement Program** – The sidewalk program includes the installation of sidewalks at high priority locations throughout the City. The annual program is prioritized based on an evaluation system that ranks all sidewalk requests using criteria categorized under pedestrian potential, safety and deficiency concerns.

Utilities (\$118 Million)

The Utilities *Capital Plan* includes infrastructure projects related to drainage, sewer, water and solid waste collection. The projects are categorized into three different areas including rehabilitation, expansion, and infrastructure management and sustainability. The *Capital Plan* includes the continuation of ongoing sewer and drainage improvement programs as well as the significant Cedar Drive project which will provide critical utility servicing along Cedar Drive in the area to the east of Burke Mountain Village allowing for development of lands within the Partington Creek Neighbourhood. Planned utilities spending in 2024 is \$23 million.

Major Project Spending

Drainage

- Cedar Drive Project
- Storm Main Replacement Program
- Storm Sewer Structural Rehabilitation

Sewer

- Sanitary Sewer Main Replacement Program
- Sanitary Sewer Structural Rehabilitation
- Southwest Austin Heights Sewer Upgrade (Phase 2)
- Sanitary Pump Station Replacement and Rehabilitation

Water

- Foster Avenue Watermain (North Road to Robinson)
- Water Main Replacement Program
- Foster Pump Station Expansion
- Pump Station Rehabilitation

Waste

- Waste Bins Replacement Program

Land Management (\$26 Million)

The City Lands Division is responsible for identifying and acquiring potential strategic land purchases. The City also owns significant green field land slated for both long-term holding and potential development. The City Lands Division manages the business of bringing this green field land to market through value-added site preparations and regulatory approvals. The *Capital Plan* includes costs related to the necessary steps to establish market readiness. This work is funded from the City's Land Sale Reserve Fund, which also receives the proceeds from the sale of the land. Planned land management spending in 2024 is \$5.5 million.

Major Project Spending

- Strategic Land Purchase Program
- Technical Work for Lands and Properties

Other Assets and Equipment (\$92 Million)

In addition to the capital projects related to City infrastructure, the City relies on a variety of capital assets and initiatives to carry out its operations. These include programs such as the City-owned fleet, information and communications technologies, and capital programs such as neighbourhood planning. In addition, the City's capital plan contingency program addresses capital cost escalations and owner's contingency for specific projects. The two largest categories are as follows:

Fleet—The *Five-Year Plan* includes costs related to the replacement of vehicles and equipment that have reached the end of their lifecycle and the purchase of additional fleet units resulting from growth in City services. The City currently has a vehicle fleet with a replacement value of approximately \$65M. During the five-year period of the *Capital Plan*, a number of significant vehicle replacements will occur including firetrucks, backhoes, dump trucks and pickup trucks.

Information and Communication Technology—The *Five-Year Plan* includes ongoing programs to upgrade and maintain current hardware, software and application requirements related to the City's computer and communications systems.

Major Project Spending

- Ongoing program to replace outdated or aged equipment and fleet to ensure functionality and dependability, including the advanced replacement of 5 fire trucks in 2024 and 1 fire truck in 2025 due to significant supply chain challenges.
- Ongoing program to expand, upgrade and maintain current hardware, software and application requirements.
- Fire Asset Replacement Program to address ongoing fire equipment replacement needs, including physical fitness equipment, structural firefighting turnout gear, power equipment, automated external defibrillators and Rescue Anne/Randy.
- Neighbourhood Planning Program to assist with planning for growth anticipated over the next 15 years.
- Purchase of small assets and other equipment.

Funding Sources

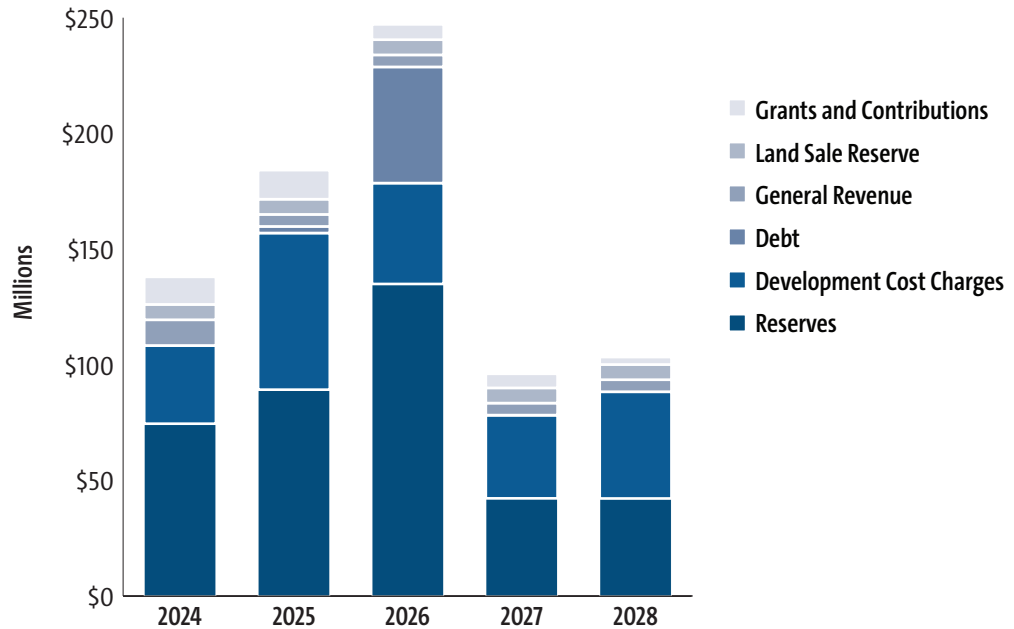
Cost pressures, together with increasing demands placed upon the City’s infrastructure and services by a growing community, challenge the City’s financial capacity to ensure that projects are adequately funded in the present without impairing the City’s ability to plan for the future. Funding for capital expenditures comes from a number of sources including general tax revenues, reserves, grants, contributions from developers, businesses or partners and debt financing.

In 2024, the City will see continued support from senior levels of government. In 2024, Translink will provide approximately \$4.8 million for operation, maintenance

and rehabilitation of the major road network located in Coquitlam. The City has been successful in securing government grant funding for the Cedar Drive project and will continue to actively seek other grant opportunities as they arise. The City is also the recipient of the Growing Communities Fund which has been incorporated in the Capital Plan.

The capital portion of the 2024 – 2028 *Financial Plan* is funded from the following sources in the graphic below. (For more information on reserve funding please refer to Chapter 4).

2024 – 2028 Capital Plan Funding Sources



Funding Source	2024	2025	2026	2027	2028	Total
Reserves	74,468,466	89,185,661	134,878,307	42,196,386	42,140,495	382,869,315
Development Cost Charges	33,808,774	67,716,710	43,614,509	35,982,010	46,146,058	227,268,061
General Revenue	6,639,816	6,574,816	6,574,816	6,574,816	6,574,816	32,939,080
Land Sale Reserve	11,119,204	5,200,000	5,200,000	5,200,000	5,200,000	31,919,204
Grants and Contributions	11,926,650	12,573,320	6,619,700	6,094,744	3,223,081	40,437,495
Debt	-	2,850,000	50,220,000	-	-	53,070,000
Total Funding	137,962,910	184,100,507	247,107,332	96,047,956	103,284,450	768,503,155

Debt Management

To date, the City has prudently managed its capital investment with minimal external debt financing. This has been facilitated, in part, by internally financing capital projects primarily from the City's Land Sale Reserve and also by adopting a "pay as you go" model (i.e. initiating projects once funding is available). This approach has reduced the overall impact to taxpayers, provided flexibility in times of financial crisis, built long-term sustainability and reduced overall borrowing costs. However, given the substantial level of capital investment anticipated over the next few years due to growth, aspects of debt financing will be required to bridge cash flow gaps. Therefore, the City's Debt Management Policy will guide the management of the City's capital financing program and provide a framework to establish prudent financing of capital and infrastructure needs. The Policy is based on existing legislation and aims to promote long-term financial sustainability, maintain the City's sound financial position, optimize borrowing costs and ensure that financial flexibility is maintained in the context of the City's opportunities and changing service priorities. The Debt Management Policy provides debt limits for both internal and external financing within the context of the City's ongoing sustainable revenue generating capacity. This is to ensure long-term sustainability of services in terms of affordability and equity.

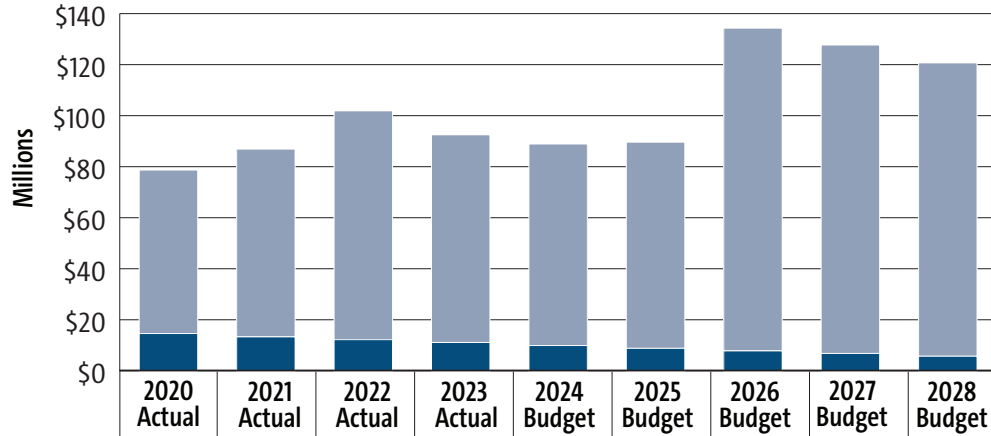
The City has used long-term borrowing to fund infrastructure projects that support growth in the community and that are repaid by development revenues, including Development Cost Charges collections. This borrowing usually precedes development and the use of long-term borrowing spreads the payment stream over time so it can be matched to the revenue stream. This ensures that these assets will be paid for by future development revenues, rather than increasing taxes. The 2024-2028 Capital Plan includes \$55 million of debt financing primarily for the Northeast Community Centre and Burke Village Park. While this project is intended to be fully funded by future development revenues, debt financing will be required in order to bridge cash flow gaps. While the City does have internal borrowing capacity through its Land Sales Reserve, in 2023, the Council approved a Loan Authorization Bylaw which allows the City to externally borrow through the Municipal Finance Authority should it be required. The final loan amount will be determined once capital project costs are refined and actual development revenues received are known. The goal is to mitigate the overall financing costs to the City in order to maximize the use of capital funding sources.



Debt Levels 2020 – 2028

Currently, the City has approximately \$90 million in debt outstanding which is made up of \$11 million in external debt and \$79 million in internal debt from reserves. The outstanding external debt is related to roads, sanitary sewer and water utilities works in Northeast Coquitlam. The repayment for the outstanding external debt is from Development Cost Charges. The outstanding internal debt is related to a variety of projects including utility infrastructure projects mainly in Northeast Coquitlam, the construction of civic facilities and community amenities. The repayment for the outstanding internal debt is primarily from taxation and Development Cost Charges.

As anticipated in past financial plans, there is an increase in internal borrowing in 2021 – 2023 due to the completion of the YMCA project. As noted above, the internal borrowing also includes financing for new sewer and drainage infrastructure in 2022 and 2023 related to servicing requirements in the Northeast, which is required to facilitate development in the area. In addition, the 2024 – 2028 *Financial Plan* includes anticipated borrowing in 2024 – 2026 for the construction of the Northeast Community Centre and the Burke Village Park. Outstanding debt (internal and external) at the end of 2023 was \$90 million or \$553 per capita. The City’s debt level is estimated to be \$88.9 million at the end of 2024.



■ Internal Debt Levels (millions)	\$64.9	\$73.6	\$89.7	\$81.4	\$79.0	\$80.8	\$126.5	\$120.9	\$115.0
■ External Debt Levels (millions)	\$14.6	\$13.3	\$12.2	\$11.1	\$9.9	\$8.8	\$7.8	\$6.8	\$5.7
Debt per Capita Internal	\$426	\$477	\$563	\$486	\$453	\$452	\$691	\$645	\$601
Debt per Capita External	\$96	\$86	\$76	\$66	\$57	\$49	\$42	\$36	\$30



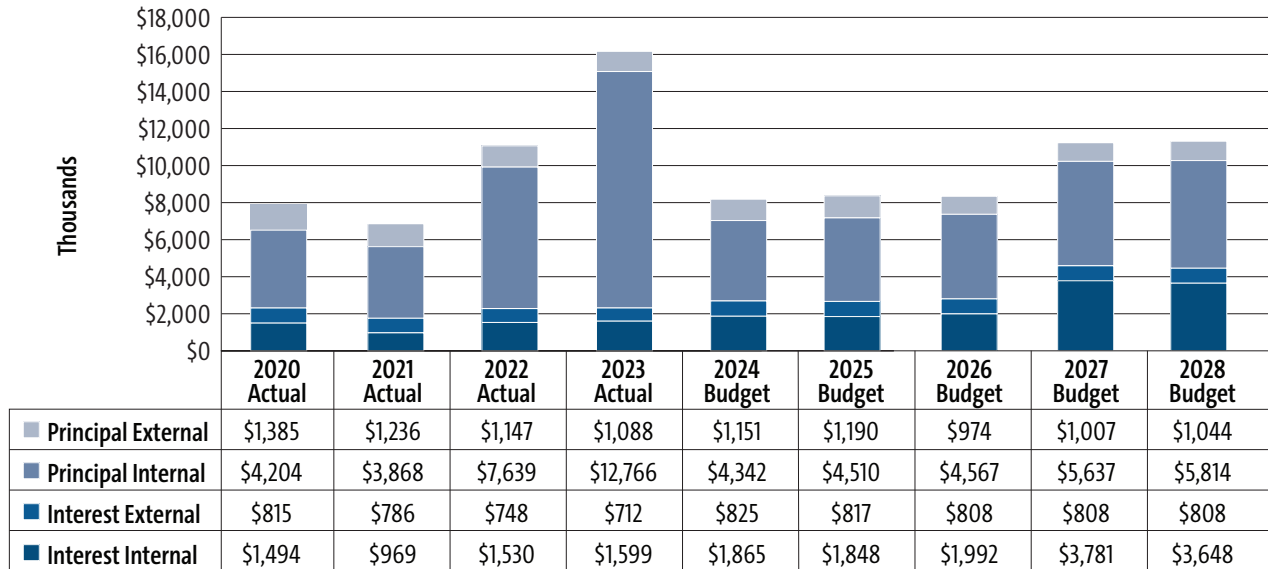
Debt Payments 2020 – 2028

The increase in borrowing in 2021 and 2022 due to the construction of the YMCA project has resulted in an increase in internal debt payments in 2022. In 2023, the increase in internal debt payments is due to a one-time payment for early debt retirement. Based on a funding strategy to address a funding gap of the City’s portion of the Development Cost Charges program, \$4.8 million from the City Initiatives Reserve was used to retire certain internal debt early thus freeing up tax funding to increase the City’s contribution towards the Development Cost Charges Program.

With the anticipated borrowing for the construction of the Northeast Community Centre and Burke Village Park an increase in debt payments is expected to start in 2027.

Liability Servicing Limits 2020 – 2028

The City’s legislated debt servicing limit as set by the *Community Charter* is defined as 25% of the municipality’s controllable and sustainable revenues and applies to external debt only. However, the City’s Debt Management Policy limits this to 15% per fund and applies to both internal and external debt. This will ensure the preservation of borrowing capacity for future capital assets and maintain flexibility to address other future priorities. Therefore, while Coquitlam’s legislated liability servicing limit was \$99 million in 2023 for external debt, the related debt borrowing limit under the City’s policy provides \$48 million of borrowing capacity for the general fund and \$5-\$6 million per utility for both internal and external debt. The budgeted cost of principal and interest debt payments for both internal and external debt range from \$7.8 to \$10.9 million in the 2024 – 2028 financial planning period, which is below the allowable limit as outlined in the City’s Debt Management Policy and well below the legislated allowable limit.



Infrastructure Sustainability— Asset Management

The City owns infrastructure with a net book value of \$1 billion (excluding land) which, in today's dollars, is estimated to be valued at over \$4 billion. The performance of, and access to, these capital assets is vital to the health, safety and quality of life of residents. Over time, this infrastructure will need to be replaced 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, financial policies and Council direction, the City will continue to operate successfully in a complex and changing world. As such, sound asset management practices are essential to sustaining these capital assets in the long-term.

The City's Corporate Asset Management Update is generally provided to Council biannually with the latest one completed in July 2022. This review provided an update to the City's asset management model and identified the current funding gaps per asset category. The annual funding gap calculated at the time was \$23 million (\$15 million in the General Fund, and \$8 million in the Utility Funds). The City's established methodology of calculating the Average Annual Target Investment considers a 20 year timeframe for General Fund assets (i.e. transportation, parks and buildings) and a 40 year timeframe for utility infrastructure (i.e. water, sewer and drainage). This funding gap is continuing to increase due to inflationary increases as well as the new infrastructure that is added every year to support a growing community. In addition, pressures related to climate adaptation, environmental sustainability and technological advancements also have potential impacts to capital costs.

Like most local governments, Coquitlam is faced with a gap in funding related to infrastructure replacement costs due to a growing infrastructure base and escalations in construction costs that surpass the annual inflationary adjustments made to the annual funding. However, Council has made significant progress in addressing the

infrastructure funding gap by methodically growing the annual funding contributions dedicated to asset replacement over the years. In addition, the City's Asset Replacement Funding Policy reflecting inflationary pressures and additional asset replacement funding for newly acquired assets in recognition of a growing asset base helps to prevent the identified funding gap from growing.

The City's 2022 Corporate Asset Management Update was accompanied with the Sustainable Infrastructure Renewal Funding Strategy, which addresses priority asset and infrastructure replacement and the ongoing funding gap. The strategy provides a two-pronged approach to ensuring the sustainability of the City's infrastructure and assets over the long term while balancing the impact on current and future taxpayers. The first is to address the funding required for a 10-Year Asset Replacement Capital Plan, which includes actual required asset replacement projects in the next 10 years. The *2024 – 2028 Capital Plan* incorporates these priority asset replacements, with funding supplemented from the Casino Municipal Reserve and Land Sale Reserve Investment Fund. The second component is addressing the long-term funding gap to support long-term sustainability through gradual, reasonable tax and utility rate increases. As the City's funding gap will continue to compound over time if not addressed, the *2024 – 2028 Financial Plan* incorporates a 0.75% property tax increase towards the General Fund, and a 1% utility rate increase for each of the Sewer and Drainage and Water Utility Funds.



Chapter 8
Appendix

Chapter 8

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.

ACCUAL 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.

AMENITY COST CHARGES (ACCS): A fee imposed on new development in accordance with the Local Government Act which is used to help fund growth-related amenities like community centres, recreation centres, daycares, and libraries, identified in a municipal bylaw.

AMORTIZATION: A method of accounting in which the cost of a long-term asset is spread out over the expected useful life of the asset.

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*.

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

CAPITAL EXPENDITURES: Expenditures incurred directly and necessarily in relation to a Capital Project.

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.

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 in accordance with the Local Government Act which is used to help fund specific growth-related infrastructure, including water, sewer, drainage, and roads, identified in a municipal bylaw.

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 corporate strategic goals that relate to the cornerstones of its vision: Coquitlam in 2023 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.

GVSandDD: Greater Vancouver Sewerage and Drainage District

GVTA: Greater Vancouver Transportation Authority

GVWD: Greater Vancouver Water District

METRO VANCOUVER REGIONAL DISTRICT (MVRD): (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. The City’s mission is to sustain Coquitlam’s high quality of life for current and future generations, and to serve the public interest through leadership, innovation and a focus on community priorities and strength.

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.

OFFICIAL COMMUNITY PLAN (OCP): A plan that provides long-term vision for the community.

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

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

- 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
- Have useful economic lives extending beyond an accounting period
- Are to be used on a continuing basis
- 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. 5356, 2023

A Bylaw to adopt the 2024 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. section 566 (3) of the *Local Government Act*, RSBC 2015, requires that the authority to make payments from the money held in development cost charge reserve funds must be authorized by bylaw;
- E. Council for the City of Coquitlam (the "City") has complied with section 166 of the *Community Charter*, S.B.C. 2003, c.26 and section 566 of the *Local Government Act*, RSBC 2015.

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

1. 2024 Five-Year Financial Plan Bylaw No. 5356, 2023

This Bylaw may be cited for all purposes as "2024 Five-Year Financial Plan Bylaw No. 5356, 2023".

2. Adoption of Financial Plan

In accordance with the requirements of section 165 of the *Community Charter*, S.B.C. 2003, c.26 and section 566 (3) of the *Local Government Act*, RSBC 2015, the Financial Plan set out in Schedules "A", "B" and "C" to this Bylaw is hereby adopted as the Financial Plan for the City for the period commencing January 1, 2024 and ending December 31, 2028.

File #: 09-3900-20/5356/1 Doc #: 5030422.v1

3. Full Force & Effect

This Bylaw has full force and effect from January 1, 2024 until amended, repealed or replaced.

READ A FIRST TIME this 4th day of December 2023.

READ A SECOND TIME this 4th day of December 2023.

READ A THIRD TIME this 4th day of December 2023.

GIVEN FOURTH AND FINAL READING and the Seal of the Corporation affixed this 11th day of December 2023.



MAYOR



CLERK

City of Coquitlam
2024 Five-Year Financial Plan Bylaw No. 5356, 2023
Consolidated Summary of Revenues & Expenditures

	2024	2025	2026	2027	2028
Revenues:					
Taxation, net	(204,418,808)	(221,378,501)	(237,474,601)	(256,907,087)	(273,777,099)
Fees and Service Charges	(154,868,173)	(176,773,343)	(153,335,920)	(179,687,552)	(172,856,171)
Proceeds from Borrowing (Note 1)	-	(2,850,000)	(50,220,000)	-	-
Municipal Land Sales	(40,000,000)	(40,000,000)	(40,000,000)	(40,000,000)	(40,000,000)
Developers' Contributions	(20,000,000)	(20,000,000)	(20,000,000)	(20,000,000)	(20,000,000)
Grants & Contributions from Others	(19,818,102)	(20,489,994)	(14,496,374)	(14,012,418)	(11,140,755)
Other	(14,591,343)	(14,852,169)	(15,121,109)	(15,352,201)	(15,496,488)
Transfers:					
Collections for Other Governments	(138,789,566)	(138,819,673)	(138,846,166)	(138,874,780)	(138,905,682)
Transfer from Reserves	(95,042,816)	(101,107,259)	(146,845,806)	(53,601,754)	(53,551,895)
Transfer from DCC's (Schedule "C")	(39,593,273)	(72,886,884)	(48,200,024)	(39,801,890)	(49,965,938)
	(727,122,081)	(809,157,823)	(864,540,000)	(758,237,682)	(775,694,028)
Expenditures:					
Other Municipal Purposes	335,332,652	354,156,401	374,778,321	398,599,989	419,451,322
Debt Payments	3,620,964	3,652,790	3,428,026	3,462,119	3,497,406
Capital Expenditures (Note 2)	137,962,910	184,100,507	247,107,332	96,047,956	103,284,450
Transfers:					
Transfer to Other Governments	138,789,566	138,819,673	138,846,166	138,874,780	138,905,682
Transfer to Land Sale Reserve	46,216,569	46,363,826	46,563,644	49,421,663	49,463,963
Developer Contributed Assets	20,000,000	20,000,000	20,000,000	20,000,000	20,000,000
Transfer to Reserves	82,299,420	99,164,626	70,916,511	88,931,175	78,191,205
Non-Cash Expenditure of Depreciation	(37,100,000)	(37,100,000)	(37,100,000)	(37,100,000)	(37,100,000)
	727,122,081	809,157,823	864,540,000	758,237,682	775,694,028

Note 1: Council approved Loan Authorization Bylaw, 5301, 2023 should the City decide to access financing from the Municipal Finance Authority within the next five years for the Northeast Community Centre and Burke Village Park and Plaza. The City is not externally borrowing in 2024, but may do so in the future.

Note 2: Excludes work-in-progress expenditures approved in previous budgets estimated at \$185 million.

Schedule “B” to Bylaw No. 5356, 2023

**2024 Five-Year Financial Plan Bylaw No. 5356, 2023
Revenue Plan Objectives and Policies**

As per Section 165 of the *Community Charter*, this schedule outlines the objectives and policies related to the proposed funding sources, proportion of revenues collected from them, the distribution of property value taxes among the property classes, and the City’s use of permissive tax exemptions.

1. Sources of Revenue

The financial planning principles, objectives and policies as they relate to the City’s revenue sources are as follows:

Property Tax Equity – Coquitlam treats property owners in a fair and consistent manner. The tax calculation methodology is consistent, transparent, understandable and comparable to neighbouring jurisdictions. See Section 3 of this Schedule for more information on property taxes.

Fees, Rates and Service Charges – It is the City’s policy to charge a user fee for services that are identifiable to specific users instead of levying a general tax to all property owners. The City levies a variety of fees and charges for activities related to parks, recreation and culture programs and services, planning and development services, engineering and public works services and a variety of other administrative services. These fees and charges are annually set in the Fees and Charges Bylaw as well as the Water, Sewer & Drainage and Solid Waste Bylaws.

Casino Revenues - The City receives a share of gaming revenues under the casino host agreement and these revenues are managed in accordance with the Casino Revenue Policy which primarily allocates this funding to municipal infrastructure and community grants.

Development Revenues – It is the City’s policy that development should substantially pay for the new infrastructure required to service the growth. In this regard, the City has established thorough policies and bylaws, and a variety of development revenue sources such as those from Development Cost Charges, Density Bonus fees and Community Amenity Contributions. These revenues fund the assets and infrastructure required to support the growing community.

Municipal Land Sales – The City receives revenue through the disposal of land assets. In 2010, Council set a vision to create to maintain sustainable land based resources for the benefit of the community now and in the future. The Land Sale Reserve policy

Schedule “B” to Bylaw No. 5356, 2023

reflects the following main objectives: 1) to fund strategic land investment (including land purchase and land development); 2) to provide interim borrowing for capital projects; 3) to provide funding for the municipal portion of major transportation projects that is allocated from land sales related to selling road right of ways; and 4) to provide immediate benefit to Coquitlam residents by allocating an amount equivalent to the interest earned on the Land Sale Reserve Fund cash balance and 5% of the land sales benefiting from the City’s land development activity to a Land Sale Reserve Investment Fund.

Developer’s Contributions – The City receives contributed assets through the development process. This source of revenue is based on the pace and intensity of development in the community and therefore will fluctuate from year to year.

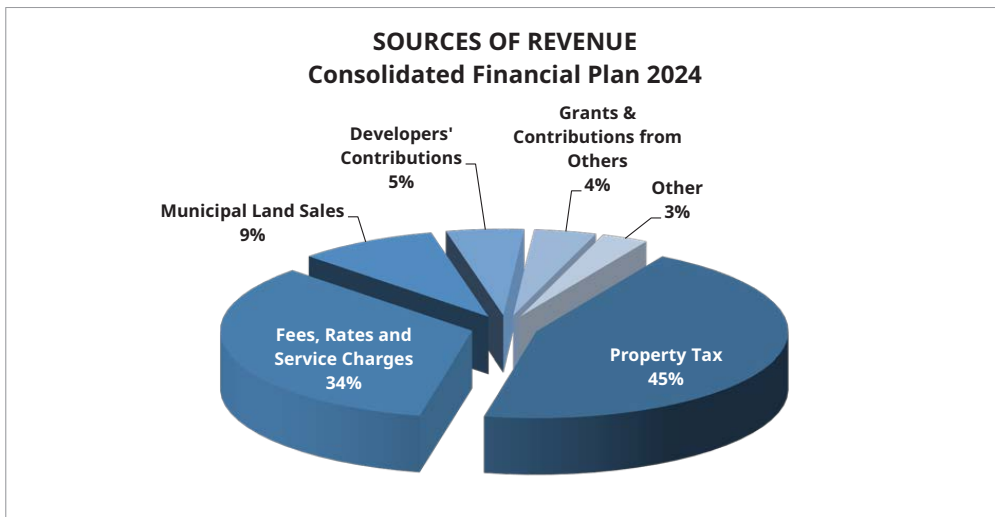
Other Revenues:

Grants & Contributions from Others – The City receives provincial and federal grants to support policing initiatives, transportation initiatives, capital and infrastructure projects.

Investment Income – The City has an Investment Policy that guides investment decisions with respect to management of the investment portfolio.

2. Proportion of Revenue

The chart below depicts the proportionate share of revenue to be received from the various funding sources in 2024.



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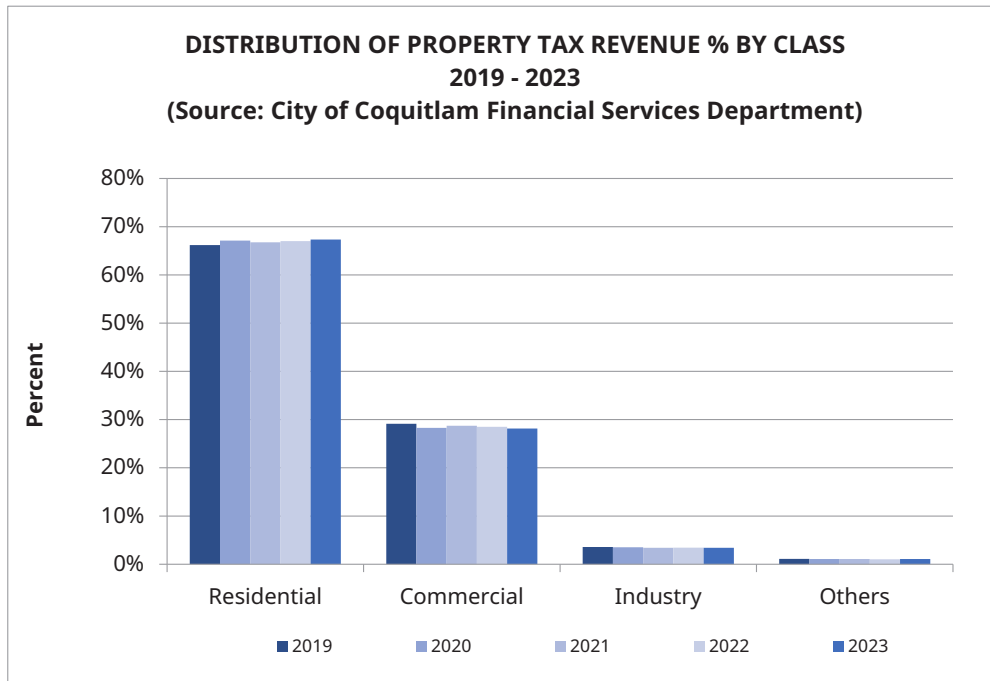
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Schedule “B” to Bylaw No. 5356, 2023

Property Tax Revenue % by Class

Property taxes are generated to support city services that are not covered by fees, charges, grants or parcel taxes. These taxes are calculated based on property assessment value and property class as determined by BC Assessment. The types of services that these revenues support include Police and Fire Services, Parks, Recreation, Culture and Facilities, Engineering and Public Works (excluding Utilities), and Planning and Development along with administrative services such as Legislative Services, Finance, Technology and Human Resources. Property taxes currently account for 45% of consolidated revenues collected.

Coquitlam’s approach to setting tax rates is to adjust the previous year’s rates to reflect the fluctuations in the market value of properties. A Council approved rate increase is then applied. The distribution of tax revenue among the classes may fluctuate year to year depending on what property class the non market activity, or new growth for the City, is in, year to year. The proportion for each class is calculated when the final assessment roll becomes available from BC Assessment and reflects the year’s non-market activity.



Schedule “B” to Bylaw No. 5356, 2023

3. Permissive Property Taxation Exemption Policy

Pursuant to Sections 224-227 of the *Community Charter*, the City of Coquitlam has a policy to provide permissive tax exemptions for certain categories of land or improvements that are permitted by the legislation, and which are understood to provide some general public benefit or good to the community.

The Permissive Tax Exemption Policy considers the following criteria in relation to applications for permissive exemptions:

- Exemptions are only provided to not-for-profit or charitable organizations;
- The type of programs and services that the organization provides to the community;
- Whether the organization benefits primarily Coquitlam residents;
- Whether the organization’s programs and services are readily accessible to residents;
- Whether the organization is operating consistently within City policies and bylaws; and
- The impact of the exemption on the City’s tax revenue and resulting ability to provide services to Coquitlam residents

The most recent Permissive Tax Exemption Bylaw provides exemptions to 48 properties with an approximate value of \$1.28 million or a 0.72% tax impact (based on 2023 assessment). These properties fit into four different groups as follows:

- 31 Places of Worship
- 7 Residential Care Facilities
- 5 Non-Profit Organizations
- 5 Recreational Lands

On an annual basis, organizations receiving a permissive tax exemption are asked to confirm their eligibility. In particular, they are asked to report if they are anticipating any changes to their property which might impact their ability to meet the conditions for exemption.

Schedule "C" to Bylaw No. 5356, 2023

2024 Five-Year Financial Plan Bylaw No. 5356, 2023
 Development Cost Charges Reserve Fund Expenditures

	Parkland Acquisition	Drainage	Sanitary Sewer	Water	Transportation	Park Improvement	TOTAL
Projects per Approved 2024 Capital Plan	\$23,000,000	\$904,459	\$878,200	\$799,920	\$1,966,575	\$6,259,620	\$33,808,774
Internal Debt Repayment		\$915,461	\$530,586			\$2,615,764	\$4,061,811
External Debt Repayment			\$224,083	\$486,033	\$1,012,572		\$1,722,688
Total Amount Appropriated	\$23,000,000	\$1,819,920	\$1,632,869	\$1,285,953	\$2,979,147	\$8,875,384	\$39,593,273



City of Coquitlam
3000 Guildford Way
Coquitlam, B.C. V3B 7N2
604-927-3931
finance@coquitlam.ca
coquitlam.ca/FinancialPlan



Coquitlam