

A scenic view of Coquitlam, British Columbia, featuring a large lake with a fountain in the foreground, a park with trees and a path, and a row of modern high-rise apartment buildings in the background under a blue sky with wispy clouds. The word 'COQUITLAM' is spelled out in large purple letters on the grassy bank of the lake.

2025 – 2029

Financial Plan

*Planning for a
Stable Tomorrow*

Coquitlam

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

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Reader's Guide

This document provides an overview of the *2025 – 2029 Financial Plan*, including the City's integrated planning process, details about key elements of the *Financial Plan* and 2025 budget, impacts to residents and a look forward to the future of Coquitlam.

Incorporating Accessibility and Inclusion

The *2025 – 2029 Financial Plan* is organized into the following chapters:

1. Executive Summary

Provides a summary of the *2025 – 2029 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 Plan*.

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. 2025 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. 2025 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, the *2025 – 2029 Financial Plan Bylaw*, the Operating and Capital Funding Principles, and the *2024 – 2027 Strategic Plan*.

To support the City's commitment to accessibility and inclusion, we have made this document accessible by using gender-neutral language, simple and easy-to-understand language, and photos that strive to represent the breadth of our community. 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 to the community we serve.

Distinguished Budget Presentation Award



GOVERNMENT FINANCE OFFICERS ASSOCIATION

Distinguished Budget Presentation Award

PRESENTED TO

**City of Coquitlam
British Columbia**

For the Fiscal Year Beginning

January 01, 2024

Christopher P. Morill

Executive Director

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, 2024. 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

The City of Coquitlam's 2025 – 2029 *Financial Plan* lays out our five-year operating and capital budgets. The result of strategic collaboration, our *Financial Plan* is developed annually, and reflects our shared commitment to fiscal responsibility, community safety and sustainable growth.

A Thoughtful Approach to Budgeting

Creating a budget is a complex process, and that is especially true in our current economic climate. Rising costs, legislative changes, and the demands of a growing population have only increased the level of complexity that we face. Our responsibility, however, is clear: to sustain the services our residents rely on, meet our legislated mandates, and ensure Coquitlam's growth is managed responsibly. This budget demonstrates Council's unwavering commitment to our community—investing in public services, community safety, and infrastructure, while keeping affordability and accessibility in mind.

Balancing External Pressures

Like households and communities across the province, Coquitlam is navigating the effects of inflation and rising costs. External pressures such as the funding for Metro Vancouver's North Shore Wastewater Treatment Plant as well as provincial legislative changes, including significant housing-related changes, have created ponderous financial and operational strain for municipalities.

While growth and density is necessary, it also brings demands for more infrastructure, services and public safety measures. These are costs we cannot defer. That said, affordability is a primary concern, and we've worked hard to strike a balance—limiting new spending while maintaining critical services.

Planning for Coquitlam's Future

While developing this plan, we focused on maximizing value for taxpayers while delivering services responsibly. By supporting infrastructure sustainability, our city's facilities, roads and utilities will remain safe and reliable. Enhanced financial policies, like the Development Stabilization Reserve Policy, will strengthen our capacity to manage the costs of future growth.

Strategic Community Investments

More than just numbers, the 2025 – 2029 *Financial Plan* highlights the meaningful ways we are responding to community priorities, and focusing on strategic investments to meet the needs of our growing city:

- **Public Safety:** New community safety and policing services personnel, in addition to the positions added in 2024, will help to maintain a safe and resilient community.
- **No- and Low-Cost Recreation Programs:** Expanding accessible recreation opportunities so that residents of all ages and income levels can benefit from recreation and fitness activities.
- **Infrastructure and Growth:** Prioritizing capital projects like the Northeast Community Centre and Burke Mountain Athletic Park to support both the current and future needs of our growing community.
- **Sustainable Service Delivery Planning:** Allocating operating funding for new facilities and assets to ensure they are sustainably funded throughout their lifetimes.
- **Environmental Sustainability:** Investments in electric vehicles and energy-efficient solutions demonstrate our commitment to reducing greenhouse gas emissions and preserving Coquitlam's livability for generations to come.

We remain committed to finding efficiencies while maintaining the service standards Coquitlam residents expect and deserve. Our balanced approach highlights the areas of greatest need while limiting new funding requests.

Together, we are ensuring Coquitlam remains not only a great place to live today, but also a city where our children and grandchildren can thrive.

A handwritten signature in blue ink that reads "Richard Stewart".

Richard Stewart
Mayor





Chapter 1

Executive Summary

1

Chapter 1

Executive Summary

In compliance with the *Community Charter*, Coquitlam City Council adopted the *2025 – 2029 Financial Plan* in December 2024. The City has worked through a challenging budget context following the financial pressures of COVID-19 while adapting to ongoing economic, market and legislative uncertainties. In addition, significant impacts from the ongoing implementation of provincial housing legislation passed in late 2023 and the announcement of additional global tariffs on Canadian goods shortly after budget adoption, introduce new uncertainties for municipal finances, residents and businesses. Navigating these pressures will require continued flexibility and adaptability to maintain financial sustainability.

Despite these challenges, the *Financial Plan* ensures the continued delivery of core public services while addressing rising costs, supporting community growth, and funding essential capital investments. Developed amid a complex financial landscape, the Plan accounts for key risks, including inflation, interest rate fluctuations, evolving provincial legislation, federal policy shifts, and changes in funding sources for growth-related infrastructure. Additional regional infrastructure cost pressures further compound these challenges. Given these uncertainties, the City remains committed to a flexible and adaptive approach, allowing for adjustments as financial conditions evolve.

Integrated Planning Approach

Coquitlam's *Strategic Plan* is the cornerstone of the City's integrated planning framework. It is supported by the annual *Business Plan*, which then informs the development of the *Financial Plan*.

The corporate *Strategic Plan* and annual *Business Plan* are the primary documents that communicate Council's priorities, and ensures staff focus on those initiatives, while delivering optimal services to the community.

The City's *2025 Business Plan* outlines initiatives to achieve Council's nine overarching strategic priorities which are:

- | | |
|---------------------------------|--|
| 1. Community Safety | 6. Community Amenities |
| 2. Housing | 7. Financial Excellence and Operational Efficiency |
| 3. Environmental Sustainability | 8. EDI, Reconciliation and Social Cohesion |
| 4. Critical Infrastructure | 9. Economic Vitality |
| 5. Workplace and People | |

The *2025 Financial Plan* includes funding to support these priorities in 2025. The City regularly reports on its progress towards achieving the City's strategic priorities and how the financial activities 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.

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. The Plan is based on thorough 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 biannual Community Satisfaction Survey conducted by Ipsos in May/June 2023 indicated that the rising cost of living is impacting 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 of the online budget survey indicated the majority of the respondents continue to prefer maintaining existing service levels and associated funding allocations.

The City's "Budget and Resource Evaluation Framework" captures the corporate strategy for budget development in a time of uncertainty, and served as a guide in the development of the 2025 budget. Designed to address fiscal challenges, it is based on five themes that are designed

to provide optimal fiscal accountability: operational efficiency, internal controls, vacancy management, service levels and capital projects. Through this framework, staff have proactively assessed budget reallocations, including repositioning vacant roles and transferring budgets across departments to mitigate the need for new funding associated with emerging service needs. 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, while preserving the financial flexibility and ongoing fiscal responsibility.

The revenues and expenditures identified within the 2025 – 2029 *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 aligned with community priorities while upholding the core principles of fiscal sustainability.

The 2025 – 2029 *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 supported by operating and capital funding principles that have long guided the City’s financial planning and were published as part of the 2025 Plan.

The financial details included in the 2025 – 2029 *Financial Plan* are the Consolidated Statement of Financial Activities, the 2025 – 2029 *Operating Plan* and the 2025 – 2029 *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 2025 – 2029 *Financial Plan*.

With this in mind, the Plan incorporates a property tax increase of 6.83%, or \$175, for 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 related Division Administration increases levied by RCMP Headquarters. The Plan also includes new funding to address emerging priorities, help manage the impacts of population growth and further strengthen the City’s resiliency while balancing ongoing tax-funded resources with temporary or one-time funding from reserves. These investments include funding to support public services, internal operations and financial sustainability; and provide a variety of grants to community organizations.

For an average residential home, the total utility budget impacts amount to \$126. This includes a 4% increase in the water utility rate, 16% increase in sewer and drainage utility rate, a significant increase due to the Metro Vancouver Regional District’s North Shore Wastewater Treatment Plant capital project discussed further below, and a 1% increase in the solid waste collection rate. In 2025, the total municipal property taxes and utility rates for an average residential home are estimated to be approximately \$4,405, for a total average increase of \$301 over 2024.

	Tax Rate Increase %	Tax Rate Increase (\$) Per Average Household
Property Tax Impacts:		
Base Operating Budget	4.50%	\$116
New Funding	2.33%	\$59
Property Tax	6.83%	\$175
Utility Rate Impacts:		
Water Levy (Single Family/Multi-Family)	4.00%	\$27/\$16
Sewer and Drainage Flat Levy	16.00%	\$88
Sewer and Drainage Assessment Levy	16.00%	\$13
Solid Waste Levy	1.00%	\$4
Total Property Tax and Utility Rates		\$307/\$296

North Shore Wastewater Treatment Plant (NSWWTP)

Metro Vancouver Regional District's (MVRD) NSWWTP, a new regional liquid waste treatment facility is faced with a significant project cost which is included in MVRD's 2025 – 2029 *Financial Plan*. The current cost of the NSWWTP is \$3.86 billion which is cost shared amongst the four regional sewerage areas. The City's budget reflects Coquitlam's share of the cost of the Fraser Sewer Area levy, equating to a \$5.5 million annual increase in 2025.

This impact has resulted in the single largest increase from Metro Vancouver that the City has seen in recent history. However, the City has been anticipating and planning for high MVRD rate increases by setting aside a contingency over the last several years. This contingency has been utilized in the current Plan to help partially offset the significant impact to residents resulting from MVRD's NSWWTP project, reducing the impact on the 2025 sewer and drainage utility rates from 20% to 16%.

More information on the NSWWTP project can be found on the [MVRD website](#).

Capital Investment

The 2025 – 2029 *Capital Plan* includes a total investment of \$899 million over the five-year period, renewing the City's existing assets and infrastructure, as well as ensuring new capital infrastructure is in place to support a growing community. The City continues to grapple with cost pressures as it plans for new capital projects and the timely renewal of existing infrastructure. At the same time, the City strives to integrate climate resiliency measures, manage the environmental impacts of growth, and strive to achieve climate 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 economic uncertainty, such as the recently introduced global tariffs. The 2025 – 2029 *Capital Plan* is based on existing Density Bonus, Community Amenity Contributions and Developer Cost Charges programs and bylaws. However, as discussed below, there is significant uncertainty with these revenue sources and the timing of related revenues as a result of the provincial housing legislation changes that is currently under review.

The City owns various assets valued 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 periodic 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 proposed a 10-Year Capital Asset Replacement Plan and gradual tax and utility rate increases to sustain infrastructure and ensure financial sustainability, which has been incorporated into the 2025 – 2029 *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, grant funding and debt financing. Both projects are intended to be fully funded primarily by development revenues, though will require debt financing in order to bridge cash flow gaps until the revenues are fully collected. 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.

The City's draft Major Facilities Roadmap is designed to ensure 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 is accompanied by a long-term funding strategy that takes into account both financial and resource implications. However, the primary revenue source for the growth-related projects included in the Roadmap, development revenues, is being significantly impacted by major provincial legislative changes. This has necessitated the rebuilding of long-standing development revenue programs, contributing to a slowdown in development activity as developers await greater cost certainty before proceeding, further affecting revenue collection. As the City navigates these challenges, a measured and balanced approach is essential to mitigating impacts on both project funding and the timing of delivery.

Provincial Legislation Changes

Starting in late 2023, the Province enacted a variety of housing related legislative changes that directly impact growth and development in municipalities across B.C., including 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 bring about far-reaching changes to the local planning framework including how municipalities fund growth related expenses. The City's existing Density Bonus and Community Amenity Contributions programs, the City's primary funding sources of facility infrastructure and amenities to support growth (including development-delivered community amenity priorities such as affordable housing and childcare), were originally created to ensure a transparent, fair and equitable approach, and to not unfairly burden existing taxpayers. The new legislation has significantly impacted 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.

As part of the new provincial housing legislation, new and expanded development finance tools were introduced (intended to replace existing systems). These changes have necessitated a rebuild of the City's Development Finance Framework, a top priority on the 2024 and 2025 *Business Plan*, and a key input to the City's Capital Funding Framework. This includes updates to the City's Development Cost Charges Program and development of a new Amenity Cost Charges Program which is expected to largely replace the City's existing Density Bonus and Community Amenity Charges programs. These changes, expected to be implemented by June 30, 2025, will help shape future budgets. As part of this work, the City is also exploring other development finance tools such as density benefits and inclusionary zoning to support growth through investments

in infrastructure, amenities and affordable housing. While enactment of the new bills started late 2023, the Province has only recently released comprehensive guidelines to cities, in mid-March 2025. Given the significance and reliance of these new development finance tools and their interrelationship, their stark contrast to the existing tools, the legislative requirements for public consultation and financial analysis, and the complexity of transitioning from the current system is a complex process. Implementing these changes thoughtfully is essential to ensuring a smooth transition and mitigating any unintended consequences on development and the market.

Beyond housing-related legislation, the Province has introduced significant legislative changes, including updates to emergency management, accessibility, pay transparency, and tax sales, along with amendments to labour and employment laws. While the City supports the intent behind many of these changes, they impose added administrative burdens and service demands without corresponding provincial funding, leading to likely increased property taxes. Some costs are reflected in the *2025 – 2029 Financial Plan*, while others remain uncertain, requiring ongoing assessment for future financial planning.

Long-term Perspective amid a Changing Landscape

A forward-looking approach is essential for decision-makers to anticipate financial challenges, foster strategic planning, and establish long-term financial strategies. In Coquitlam's evolving environment, these strategies serve as critical pillars for navigating uncertainty. The City is operating within a rapidly shifting landscape, requiring adaptability to recent provincial legislative changes that significantly impact growth planning and funding mechanisms. Furthermore, the announcement of additional global tariffs on Canadian goods, made after the adoption of the *2025 – 2029 Financial Plan*, introduces additional financial risks that could have far-reaching economic implications. Given these challenges, having well-defined strategies is more than just a best practice; it is a necessity to guide decision-making, ensure financial stability, and maintain the delivery of core services while allowing the City to respond effectively to emerging uncertainties.

The City's long-range planning balances maintaining core services with supporting growth and development. This includes funding the upkeep, adaptation, and timely replacement of assets, alongside capital investments to serve a growing community. In response to provincial housing legislation changes affecting funding mechanisms, updates are underway to align financial frameworks with revised development finance tools.

Despite these changes, growth continues, particularly in the northeast, where a quarter of Coquitlam's future residents are expected to settle over the next 30 years, alongside significant infill and redevelopment driven by the SkyTrain's arrival almost a decade ago. To support this growth, major capital investments in infrastructure and amenities are planned to ensure essential municipal services keep pace with evolving neighborhoods.

This new infrastructure, amenities and services, place added pressure on the City's operating budget. While new housing units generate additional tax revenues, these funds do not always align in timing with the expenses they incur. As part of the 2025 budget process, Council endorsed the Development Stabilization Reserve Policy, which aims to help match growth related revenues to growth related expenses through allocating a portion of new tax growth revenue to the Development Stabilization Reserve. The contributions then provide an ongoing funding source to help offset future growth-related costs arising from new capital infrastructure and facilities and amenities. The anticipated property tax increases in the future years of the Plan (2027 – 2029) could be in the range from 7% to 9% to support the planned level of growth and investment. This volatility is being addressed through the use of various tax stabilizing mechanisms, including the use of the Development Stabilization Reserve.

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 grant opportunities, reserves and other sources to minimize impacts on taxpayers.

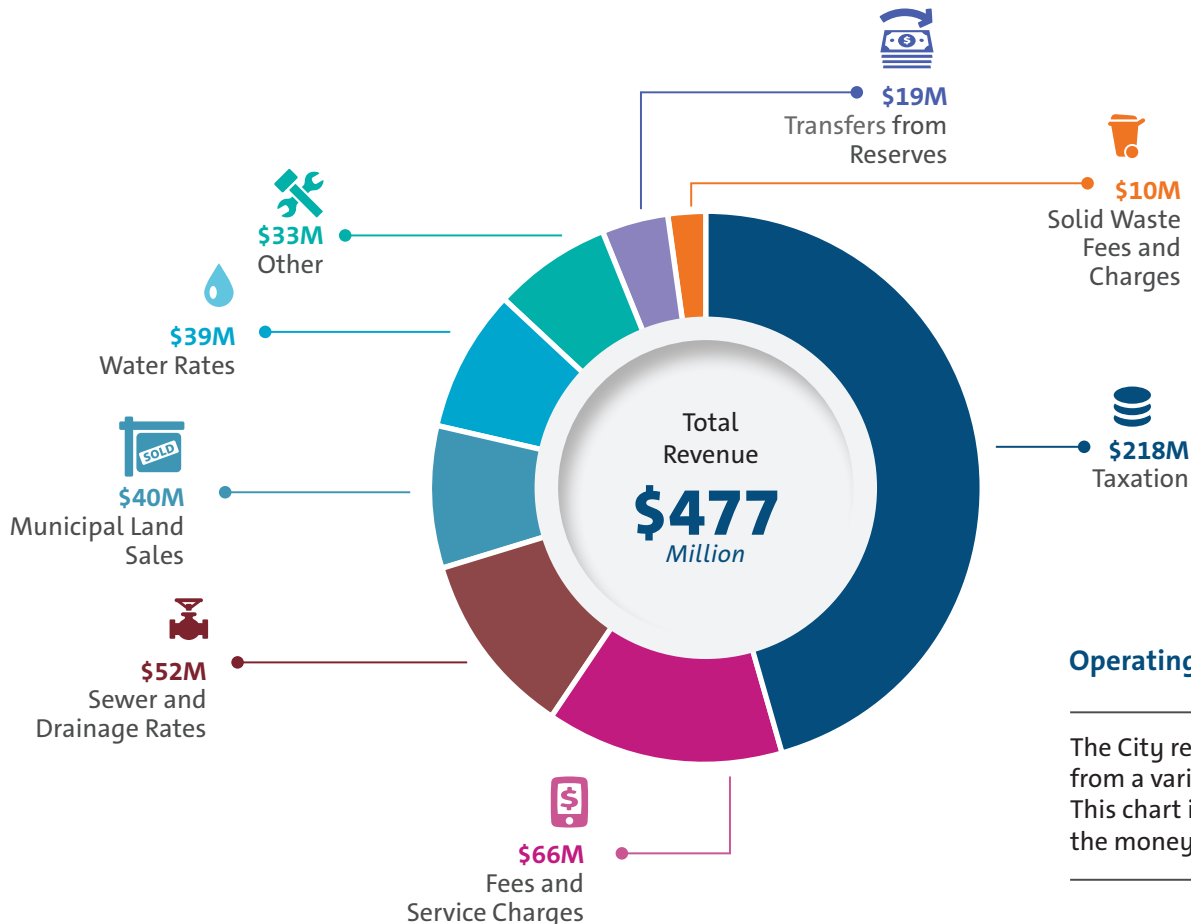
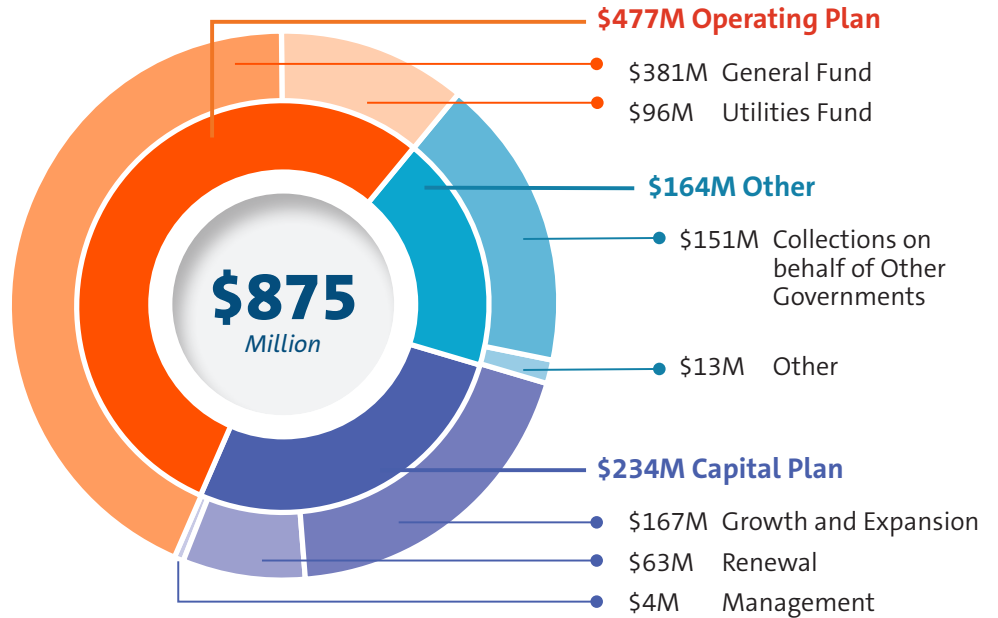


2025 Budget Highlights

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 2025 – 2029 Financial Plan totals **\$875 million** and is made up of the Operating Plan (\$477 million) to fund the daily operations and maintenance of the City, the Capital Plan (\$234 million) to fund the renewal and expansion of the City's infrastructure, and other (\$164 million) primarily made up of developer contributed assets and collections on behalf of other government authorities such as Province of BC School Tax.

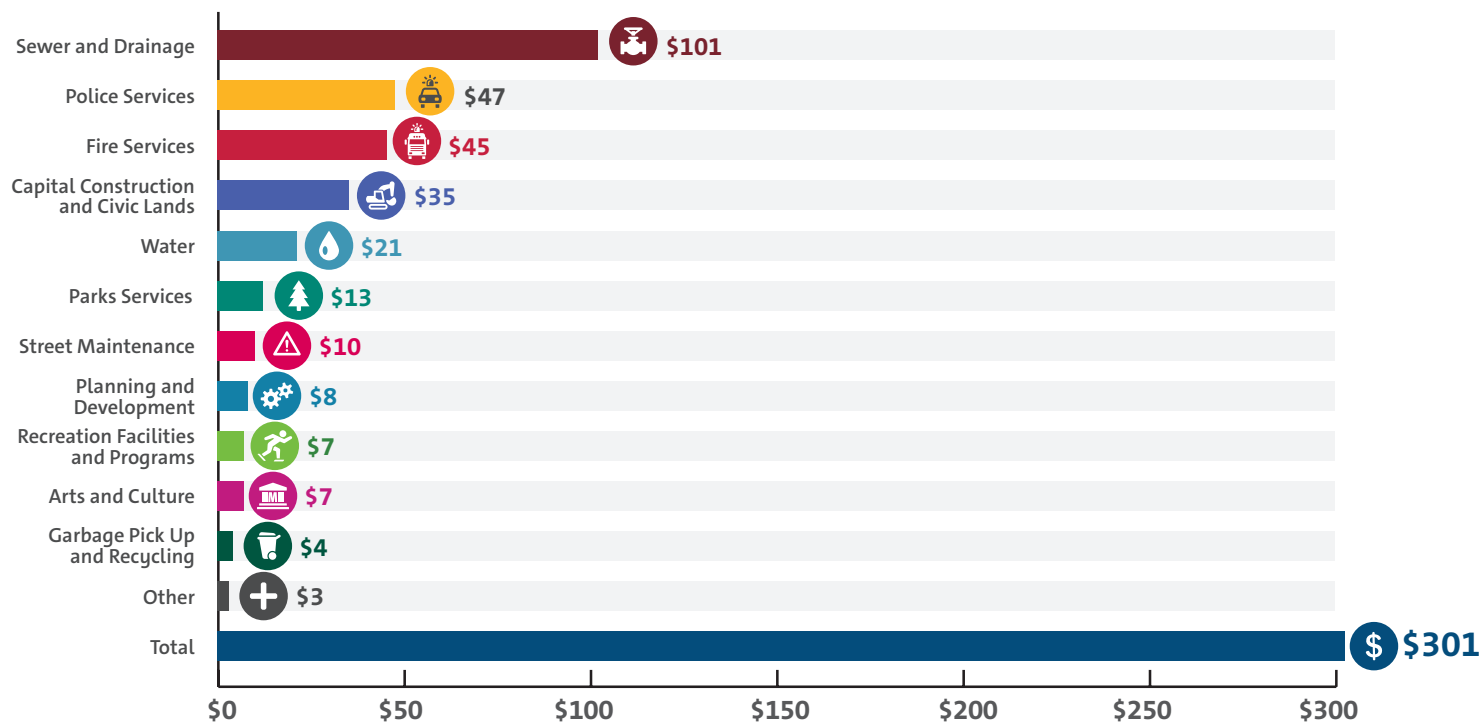


Operating Revenues

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

Financial Impact of Budget Increases

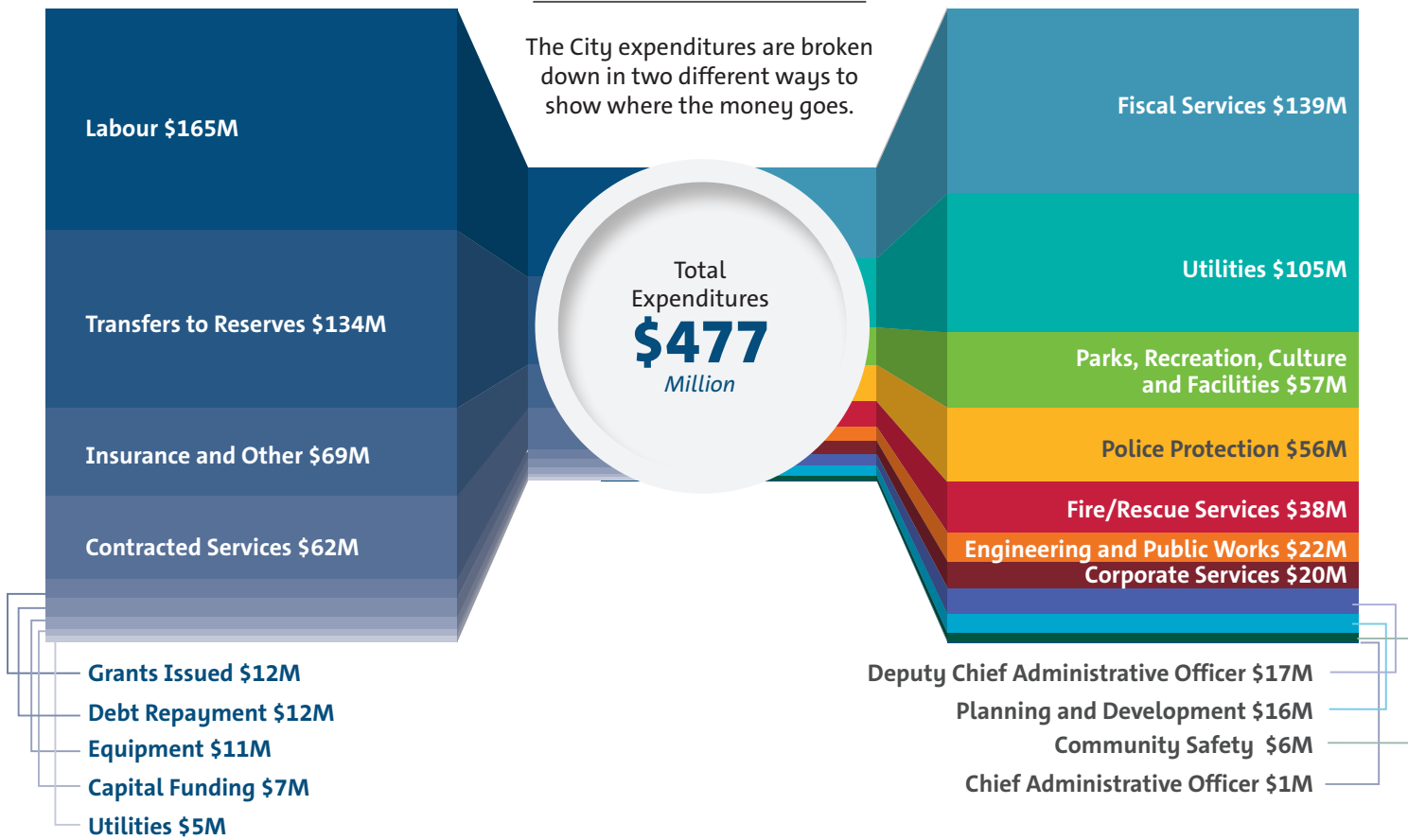
The financial impact of inflationary increases and 2025 service level adjustments is a **\$301** increase for the average Coquitlam household, including property taxation, water, sewer and drainage and solid waste. This chart illustrates how this increase is allocated.



By Type

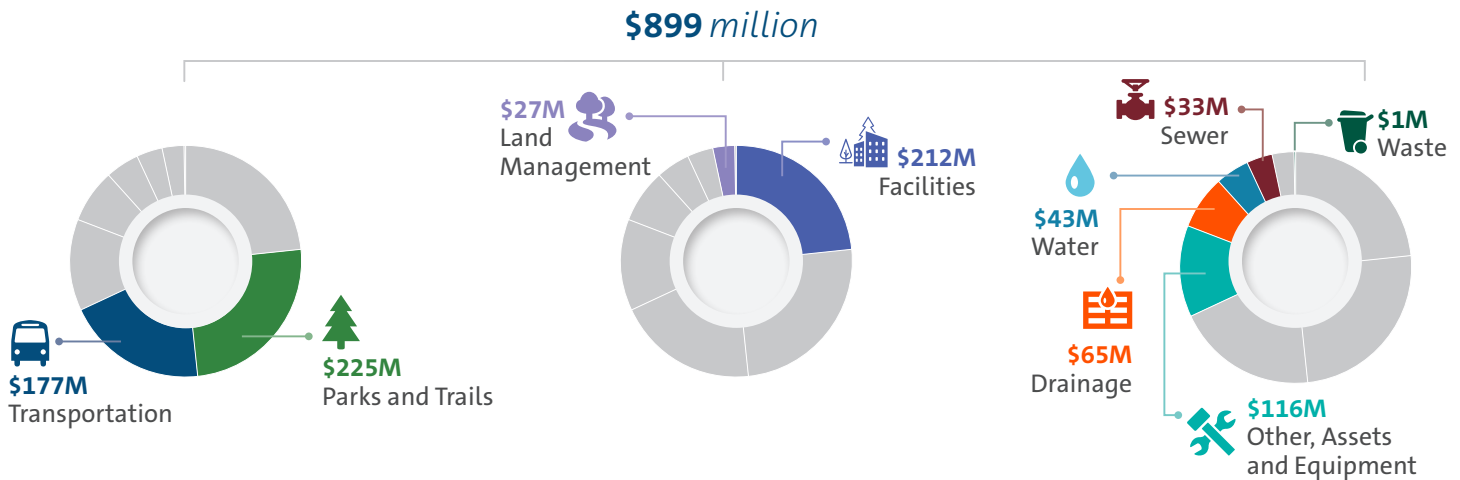
Operating Expenditures

By Service Area

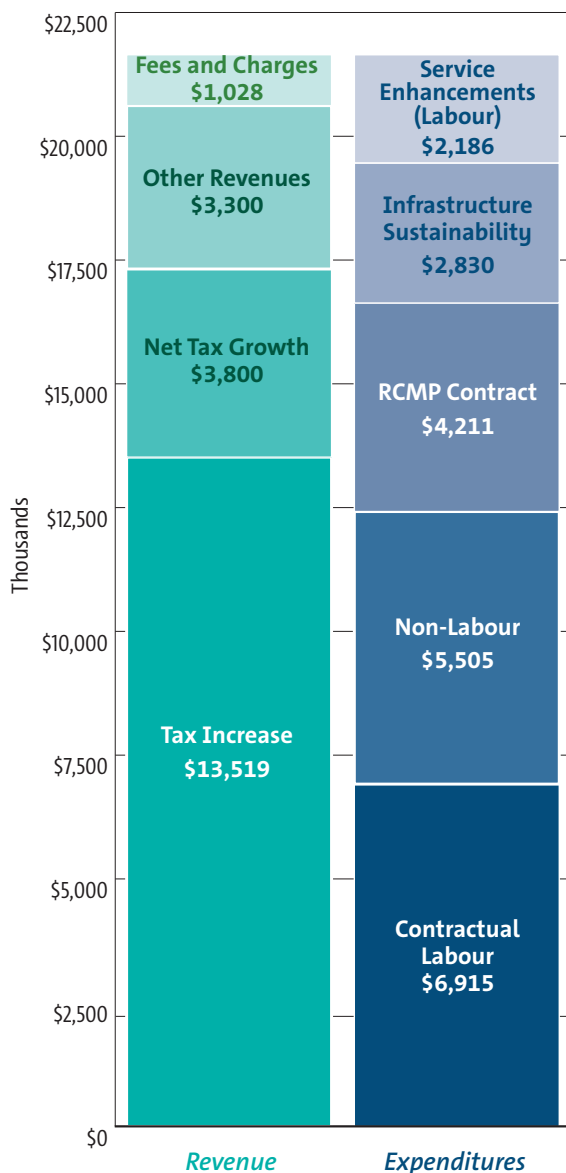


2025 – 2029 Capital Plan

Over the next 5 years, the City will invest **\$899 million** in capital infrastructure (\$234 million planned in the first year), broken down as follows:



2025 Budget Increases



Approved Tax Increases

The 2025 budget incorporates a 6.83% average increase in property taxes. The property tax rate increase is allocated in the budget as follows:

	%	\$000s	Explanation
Revenue			
New Assessment Growth	3.28	6,500	New taxation revenues from development growth
Transfer to Development Stabilization Reserve	(1.36)	(2,700)	Transfer portion of tax growth related to land use changes to help offset future operating impacts
Other Revenues	1.67	3,300	Transfers from reserves to fund temporary or one-time expenditures, increase in grants in lieu of property taxes
Fees and Charges	0.33	658	Increases to the fees and charges
Other Adjustments	0.19	370	Net increase in Port Coquitlam RCMP cost share recovery
	4.11	8,128	
Expenditures			
Labour	4.60	9,101	Collective agreement and other labour costs
Non-labour	2.78	5,505	Contractual increases, operating costs for new capital, and new services
RCMP Contract	2.13	4,211	RCMP contract increases and additional investment in community safety
Asset replacement	1.43	2,830	Increase in contribution for asset renewal and infrastructure sustainability
	10.94	21,647	
Approved Tax Increase	6.83	13,519	



Chapter 2

Coquitlam – A Growing City

2

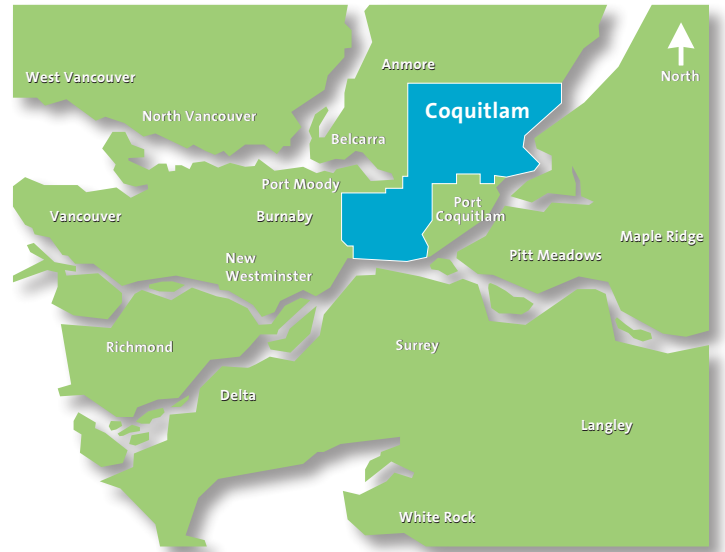
Coquitlam – A Growing City

Located on the traditional and ancestral lands of the kwikwə́łəm First Nation (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, and sustainable development that provides residents access to the amenities and services that they can rely on. 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 sustainable growth and infrastructure that support a high quality of life for current and future residents. Investments include expansion of accessible recreation facilities to meet the needs of a growing community, and infrastructure replacement and upgrades to support reliable and sustainable delivery of essential services such as water, sewer and roads. This strategic investment allows the City to build a resilient future in service to our diverse community. That lens is applied to all City policies and practices, building a community that uplifts its residents and reflects the strengths of its growing population.

To achieve its vision for the future, Coquitlam has developed long-term plans such as the Major Facilities Roadmap, Library Services and Spaces Strategy, 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 its nine strategic goals: community safety, housing, environmental sustainability, critical infrastructure, workplace and people, community amenities, financial excellence and operational efficiency, social cohesion, and economic vitality. 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 made the City a regional leader in housing while balancing community needs in a balanced, sustainable, and fiscally responsible manner.

Recent Provincial legislation has fundamentally changed how municipalities like Coquitlam plan for and finance growth. These changes include the introduction of Amenity Cost Charges (ACCs) and updates to Development Cost Charges (DCCs), which will significantly impact how the City funds critical infrastructure and community amenities, like parks and community centres. These charges ensure that new development contributes fairly to the cost of roads, utilities, parks, fire and police facilities, and essential community spaces like recreation centres, libraries, and daycares.

Coquitlam remains committed to transparent and responsible financial planning, working with the development industry, the public, and senior levels of government to ensure that the City can continue to grow in a way that supports both new and existing residents.

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 other Chinese languages)	13%
Korean	6%
Persian (Farsi).	4%
Russian.	1%

*94% of people who gave a single response
Source: Statistics Canada, 2021 Census

Housing

The December 2024 Housing Price Index produced by the Real Estate Board of Greater Vancouver (REBGV) indicates a benchmark price of \$1,772,700 for a detached dwelling in Coquitlam, \$1,071,600 for an attached/ townhouse unit and \$728,700 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%
High-rise apartment buildings (5 storeys and over)	15%
Apartment or flat in a duplex	15%
Rowhouse	10%
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 (5).	Restaurants
IKEA.	Retail Sales
Great Canadian Casino Vancouver	Casino
WN Pharmaceuticals Ltd.	Pharmaceutical
Factors Group of Nutritional Companies Inc.	Manufacturing
Cineplex	Entertainment
T&T Supermarket Inc (2)	Retail Sales
Superior Poultry Processors Ltd	Industrial
Walmart	Retail Sales
Shoppers Drug Mart (6)	Retail Sales
Tim Hortons (5)	Restaurant
GFL Environmental Inc.	Industrial

Schools

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

Source: City of Coquitlam Business Licence Data (2024).
Note: Employment data is self-declared and not mandatory for all business licence applications. Employment data declared at the initial application may not be updated at subsequent renewals and therefore may be out of date.

*All percentages have been rounded to the nearest whole number.

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. The last municipal election was held in 2022. 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), generally starting with a Council-in-Committee meeting and ending with a Regular Council Meeting that same evening as applicable. It is during these meetings that Council adopts the bylaws and policies referred to above.

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 major 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 2025, Council has established the following Advisory Committees:

- Accessibility and Inclusion Advisory Committee
- 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

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 2025 for the eighth consecutive year, Coquitlam's outstanding employees make it possible for the City to achieve its mission of sustaining a high quality of life for current and future generations. The City considers it a priority to hire and invest in people who are essential to building a great community.

As a top employer, the City of Coquitlam is committed to fostering a workplace where employees feel valued, make meaningful contributions, and are empowered to grow their careers. Programs such as the award-winning Leadership Development Program help prepare staff for advancement, and regular mentorship pop-ups encourage staff to connect with leaders across the organization. Ongoing learning and development opportunities let employees 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.

Organizational Safety Excellence Award

The City of Coquitlam was recognized with an Organizational Safety Excellence Award for the sixth year in a row by the BC Municipal Safety Association 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.

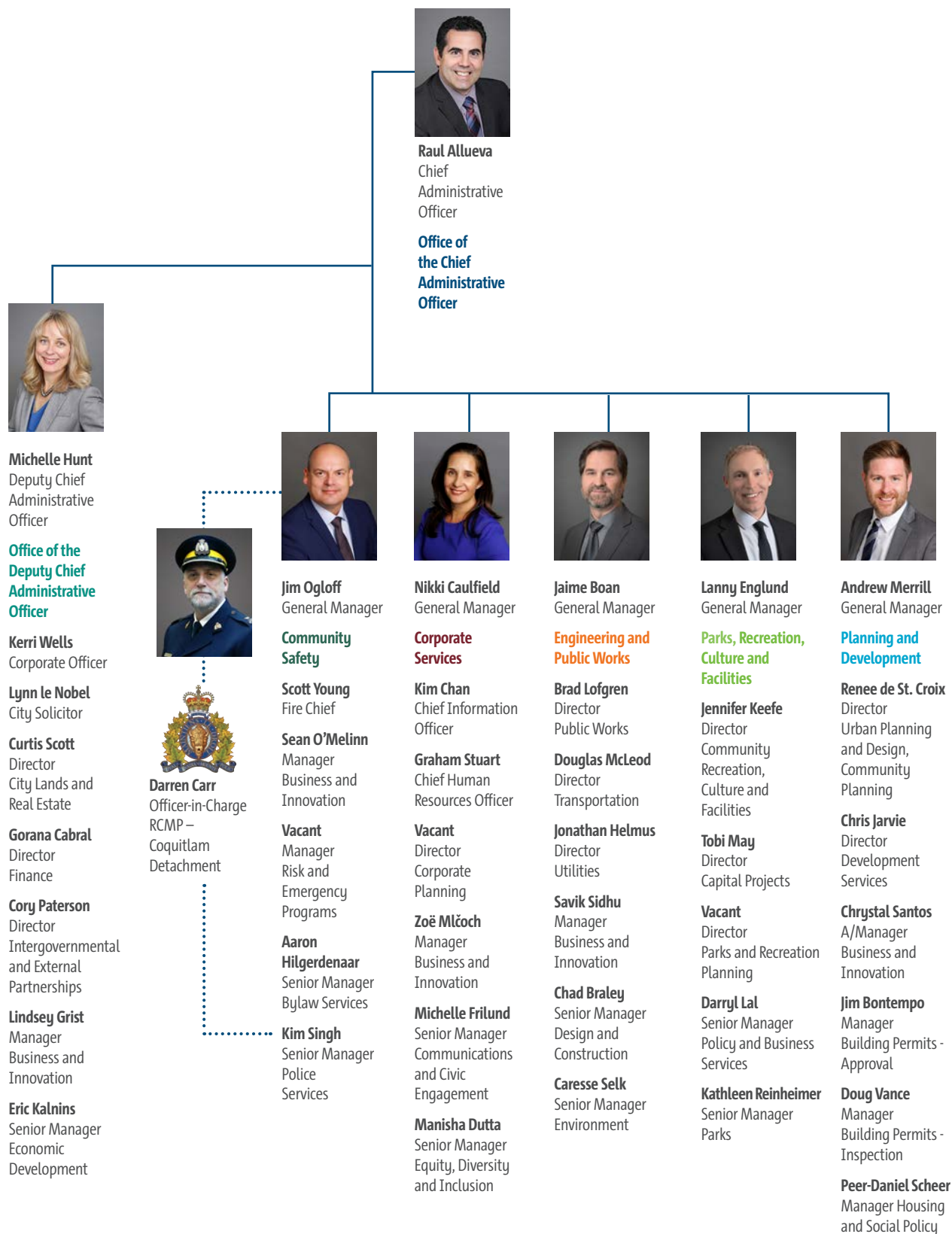
The City has also turned its attention to wellness initiatives, focusing on education and tools to increase awareness, staff knowledge, and understanding of how to achieve mental wellness.

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.

2025 Organization

Effective April 3, 2025





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 priorities. The City monitors its progress on the Plan through an annual review of key performance measures.

The *Business Plan* translates high-level strategic priorities into work items for action. These work items are established annually by Council. The City monitors its 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.

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 kwikwəłəm.

To learn more about Coquitlam's strategic priorities, what we measure and how we plan to achieve success, refer to the full *Strategic Plan* starting on page 147 in the Appendix.

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

Council approves all plans and projects

Community Engagement through:

- Public meetings
- Community groups
- Government partners
- City employees
- Businesses
- Residents



Community Safety

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



Housing

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



Environmental Sustainability

Coquitlam is taking action to address environmental and climate sustainability.



Critical Infrastructure

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



Workplace and People

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



Community Amenities

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



Financial Excellence and Operational Efficiency

Coquitlam is focusing on fiscal accountability and continuous improvement.



EDI, Reconciliation, and Social Cohesion

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



Economic Vitality

Coquitlam is building and supporting the local economy.

Strategic Priorities

Coquitlam has identified nine strategic priorities to support its vision:

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

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*. As shown in the Community Satisfaction Survey conducted by Ipsos, Coquitlam residents continue to be highly satisfied with City services and their quality of life, scoring higher than Lower Mainland and B.C. counterparts in normative comparisons across multiple metrics.

Monitoring Success and Performance by Strategic Goal

A strong governance model is based on the principles of openness, fairness and accountability and 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 work plan items 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 part of the Integrated Planning Process, the City looks at the larger external factors that could influence City business. The *2025 Business Plan* was created using a strategic budget and resource evaluation framework. Developed by the administration, this framework ensures the City works efficiently, while improving financial and resource management in an increasingly complex legislative environment.

The goal of this strategy is to responsibly manage public funds while providing services and completing major capital projects as outlined in the *Business and Financial Plans*. The *2025 Business Plan* follows this approach to ensure resources are used wisely and supports Council's priorities, the needs of the community and the requirements of provincial legislation.

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. Last year, the City 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.

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.

2025 Business Plan

Council's Strategic Priorities



Community Safety



Housing



Environmental Sustainability



Critical Infrastructure

Business Plan Priorities

A **Priorities** generally have: high budget or resource impact; strong Council or community interest; external dependencies and/or legislative requirements.

- Accessibility and Inclusion Plan
- Building Permit Digitization and Portal Development
- Burke Mountain Athletic Park Design and Construction
- Climate Action Plan
- New Development Financing Framework

B **Priorities** meet some of the criteria above but may be deferred to respond to evolving circumstances.

- Cedar Drive Utility and Road Construction
- Community Safety Strategy
- Corporate Partners Program and Sponsorship Policy Review
- Demolition and Deconstruction Policies

C **Priorities** are important, but can be deferred if time or resources are limited.

- Art in Public Spaces Plan
- Blue Mountain Park Master Plan
- Building Safer Communities Program

Critical Programs and Foundational Work Items

Work beyond the City's day-to-day operations that is essential for success and requires significant resources.

- Business Improvement Initiatives
- Capital Projects Delivery Framework
- Certified Professionals Program
- Childcare Partnerships
- City Lands Management Activities
- City Response to Provincial Legislation
- Community Wildfire Preparedness
- Construction Site Impact Mitigation Initiatives

These nine strategic priorities lead the City's 2025 Business Plan, as well as Critical Programs and Foundational Work Items.



**Workplace
and People**



**Community
Amenities**



**Financial Excellence
and Operational Efficiency**



**EDI, Reconciliation
and Social Cohesion**



**Economic
Vitality**

- Northeast Community Centre and Park Design
- Official Community Plan Review
- Planet Ice Future Planning
- Rental Incentives Program Review
- Small-Scale Multi-Unit Housing Program

- Sports Field Strategy Update
- Transportation Plan Update
- Technology Modernization Strategy
- Transit-Oriented Areas Update

- Emergency and Disaster Management Act Implementation Strategy
- Festival and Events Strategy
- Financial Systems Modernization
- Fraser Mills Community Centre and Park Planning
- Infrastructure Funding Gap Review

- Joint Coquitlam and kʷikwə́łəm Flood Mitigation Design
- Major Recreation and Cultural Facilities Roadmap
- Road Safety Strategy
- Talent and Retention Strategy
- Town Centre Park Master Plan

- Glen Park Improvements Planning
- Nelson Street Improvements
- Pipeline Road Improvements

- Provincial Government Downloading Financial Review
- Streetscape Enhancement Projects
- Urban Forest Management Strategy

- Development Application Process Review
- Economic Development Strategy Implementation
- Financial Internal Controls and Risk Registry
- First Responder Pre-Hospital Care
- Government-to-Government Reconciliation Partnership Building and Activities
- Housing Accelerator Fund Action Plan
- Housing Needs Assessment Implementation

- Metro Vancouver Capital Project Response
- Police Model Review
- Property Tax and Utility Initiatives
- Regional Transportation Initiatives
- School Board By-Election
- Technology Infrastructure Upgrades

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 Chief Administrative Officer, Deputy Chief Administrative Officer 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 the new budget 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 *2025 – 2029 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 *2025 – 2029 Financial Plan*. This prioritization is based on selected criteria with an emphasis on corporate direction and fit with the City's strategic priorities.

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/budget. The public also had the opportunity to review the draft *2025 – 2029 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 public services, internal operations and financial sustainability, and community organizations 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 22 – 23).
- City business processes and projects are reviewed, updated as needed and aligned with objectives as part of the departmental work plans.

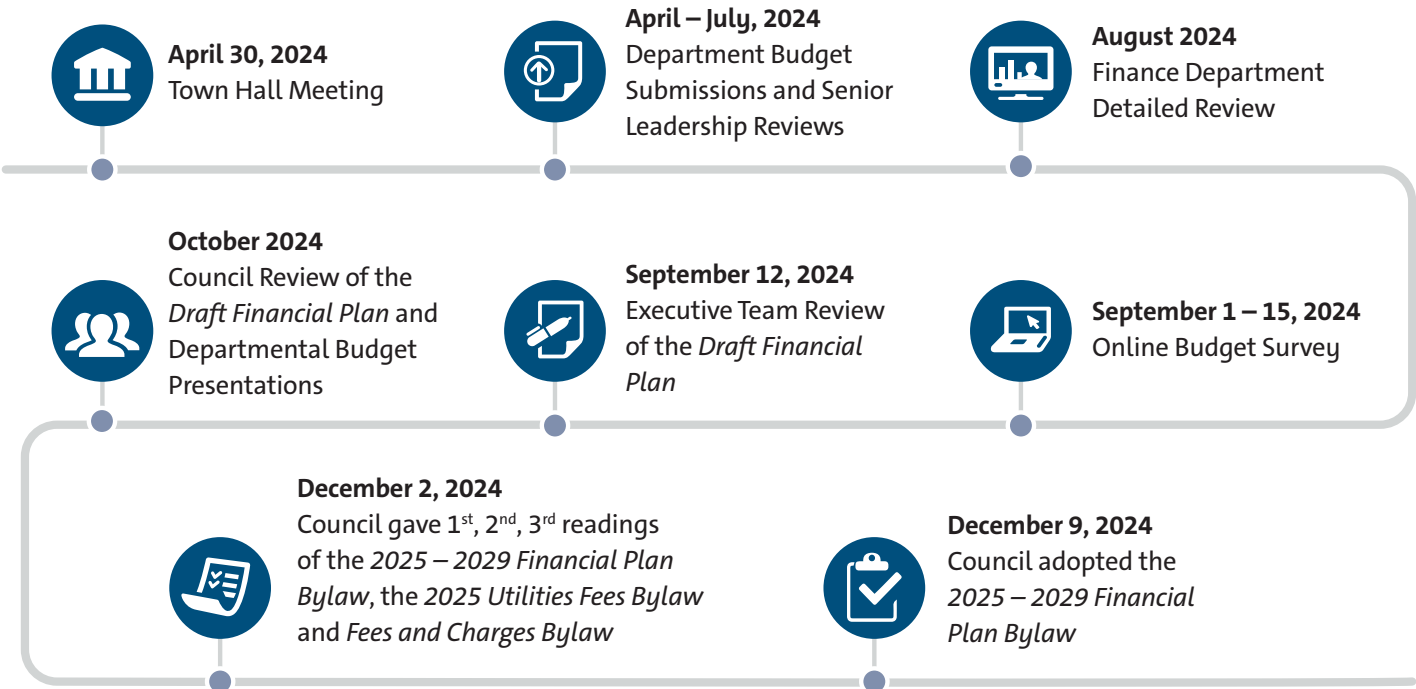
3. Align Financial Plan with Business Plan Priorities

- 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

- Apply the Budget and Resource Evaluation Framework, designed to address fiscal challenges in times of uncertainty. The framework supports a balance between maintaining existing services and making investment for the future through focusing on five themes: operational efficiency, internal controls, vacancy management, service levels and capital projects.
- 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, in alignment with the new Budget and Resource Evaluation Framework, the manager must:
 - Identify improved cost efficiencies
 - Assess service levels
 - Re-allocate resources using a vacancy management framework
 - Request additional funding
 - Adjust the assigned work plan to align with existing resources

2025 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.

	October		December		Variance Explanation
	Draft Budget	Increase	Approved Budget	Increase	
GENERAL FUND					
Base Operating Plan	10,450,000	5.28%	8,925,500	4.51%	Increase in property taxation growth, partially offset with an increase in the contribution to the Development Stabilization Reserve
Fees and Charges Increase	(578,400)	-0.29%	(578,400)	(0.29%)	
New Priorities:					
Public Services	1,169,000	0.59%	1,587,200	0.80%	Funding amended to recognize additional Extreme Weather funding
Grants and Municipal Contributions	262,900	0.13%	262,900	0.13%	
Internal Support Services	446,500	0.23%	446,500	0.23%	Funding amended to recognize additional funding for transit-oriented development application team
Financial Sustainability	431,300	0.22%	800,300	0.40%	
Infrastructure Sustainability	2,075,000	1.05%	2,075,000	1.05%	
	14,256,300	7.21%	13,519,000	6.83%	
Non-Tax Funding:					
Resource Reallocation	228,400	0.00%	228,400	0.00%	Funding amended to include additional community grants
Priorities funded by Other Funding Sources	2,775,150	0.00%	2,776,150	0.00%	
Total General Fund	17,259,850	7.21%	16,523,550	6.83%	
UTILITY FUNDS					
Water	5.00%		4.00%		Funding amended to reflect change in MVRD's approved 2025 Financial Plan
Sewer/Drainage	18.00%		16.00%		Funding amended to reflect change in MVRD's approved 2025 Financial Plan
Solid Waste	1.00%		1.00%		
CAPITAL FUND					
	221,037,300		234,150,100		

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 plan 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

4

Financial Policies, Fund Structure and Reserves

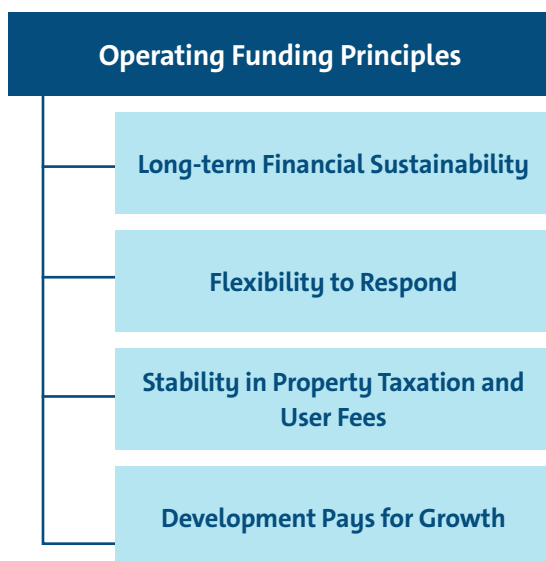
Financial Policies

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.

Financial Funding Principles

The Plan is supported by operating and capital funding principles that have long guided the City's financial planning.

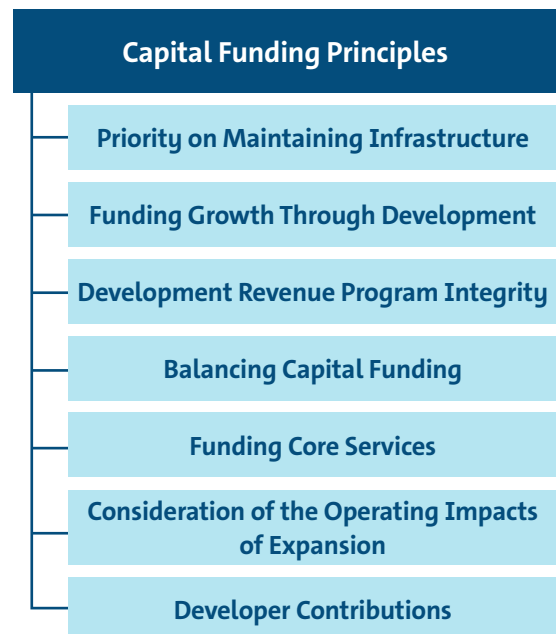


The Operating Funding Principles guide operating budget priorities and decisions, including consideration of the utilization of the Development Stabilization Reserve. These Operating principles prioritize long-term financial sustainability and balancing the City's goals and objectives with its ability to pay, the flexibility to respond to an ever-changing environment, providing stability in property taxation and user fees and reducing volatility, and ensuring that growth pays for growth, where the City will endeavor to cover growth-related expenses with growth-related revenues.

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.

Refer to the appendix for the full Financial Funding Principles on pages 144 and 145 in the Appendix.



The Capital Funding Principles guide the funding strategies and allocations of the City's various capital priorities, and infrastructure and amenity requirements. These Capital Principles prioritize core and sustainable service delivery, with the priority on the timely replacement of existing infrastructure. Capital investment for new or expanded infrastructure required to support growth should be funded by development programs and revenues, and not taxes. Finally, capital investments will be contemplated within approved plans and strategies and in the context of priorities and operating impacts.

Long-Range Financial Policies

In an ongoing effort 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 the following, some of which will require review in light of changes to provincial legislation impacting the related sources of funds and other evolving factors:

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.

• Development Stabilization Reserve Policy

The City aims to manage future service demands and budget pressures resulting from community growth while maintaining stability in property taxes.

Policy Statement:

A portion of the increased taxation revenue that exceeds the revenue generated from Real Growth, including tax growth resulting from changes in land use, will be contributed to the Development Stabilization Reserve, which will provide ongoing funding for future growth-related costs associated with new capital infrastructure and civic and community facilities and amenities.

- **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 Sale 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 Host 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 Priority to maintain the sustainability of City services and critical 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	Chief Administrative Officer	2.1
	Deputy Chief Administrative Officer	99.4
	Community Safety	533.1
	Includes: Fire/Rescue	194.0
	Police	289.4*
	Corporate Services	81.8
	Engineering and Public Works	147.0
	Parks, Recreation, Culture and Facilities	436.0
	Planning and Development	120.4
Sewer Fund	Engineering and Public Works	44.0
Water Fund	Engineering and Public Works	40.4
Total Budgeted FTE		1,504.3

*Includes 183 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:

Office of the Chief Administrative Officer:

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

Office of the Deputy Chief Administrative Officer:

- Provides direct oversight to City Lands and Real Estate, Legislative Services, 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 of the City's financial resources
- Manages City-owned developable lands and optimizes real estate assets
- Liaises with other levels of government including the

k'wikwə'łəm 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, accessibility and inclusion work across the organization

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

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

Planning and Development:

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

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 2025 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 2025 – 2029 budget period are on the following schedules starting on p. 36.

Capital Reserve Funding

The 2025 – 2029 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 2026 to 2030 budget period. Many of these projects are funded from reserves that will result in a drawdown of the reserve fund balances from 2025 to 2029. In addition, reserves related to development revenues which informed the 2025 – 2029 Capital Plan include revenue projections based on the existing development programs.

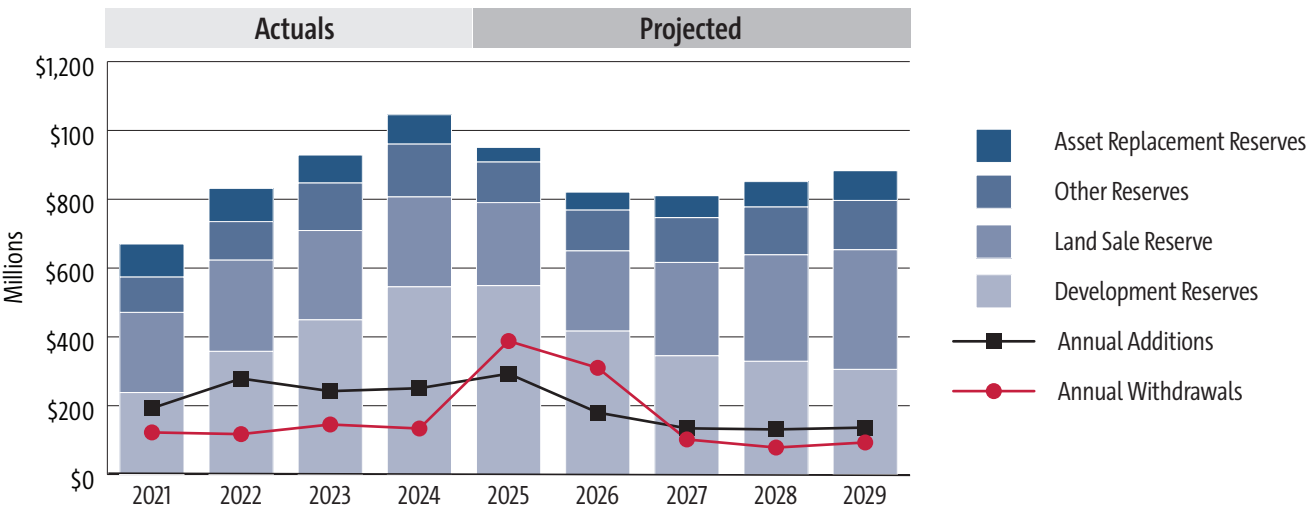
The following capital reserve balances will experience significant changes as a result of project expenditures that meet the criteria for which the reserve was intended:

- **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 DCC 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 Centre and Burke Village Park, land development work and strategic land purchases.
- **Vehicle Replacement Reserve** – funding the ongoing vehicle replacement and supplemental funding towards the decarbonization of City vehicles in line with the Green Fleet Strategic Plan.

The following chart summarizes the capital reserve activity and indicates a gradual growth in 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 2025 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 2021 – 2029



The following is the Schedule of Capital Reserves

CAPITAL RESERVES	Actuals				Projected				
	2021	2022	2023	2024*	2025	2026	2027	2028	2029
Asset Replacement Reserves									
Building Asset Replacement Reserve	39,501,350	34,341,933	27,708,961	13,575,860	16,188,871	18,768,610	25,054,254	31,756,298	38,458,342
Additions	3,887,304	4,271,159	5,367,188	5,864,373	6,243,244	6,472,644	6,702,044	6,702,044	6,702,044
Withdrawals	9,046,721	10,904,131	19,500,289	3,251,362	3,663,505	187,000	-	-	-
Balance @ December 31st	34,341,933	27,708,961	13,575,860	16,188,871	18,768,610	25,054,254	31,756,298	38,458,342	45,160,386
Building Component Asset Replacement Reserve	8,568,799	9,627,490	9,278,164	9,311,202	9,228,943	4,345,234	5,702,030	5,810,331	5,451,607
Additions	4,720,429	4,974,544	5,342,455	5,470,294	5,617,258	5,816,958	6,016,658	6,016,658	6,016,658
Withdrawals	3,661,739	5,323,870	5,309,417	5,552,553	10,500,968	4,460,162	5,908,356	6,375,383	5,810,209
Balance @ December 31st	9,627,490	9,278,164	9,311,202	9,228,943	4,345,234	5,702,030	5,810,331	5,451,607	5,658,056
Fire Equipment Asset Replacement Reserve	563,576	853,970	1,159,353	1,508,071	1,893,932	335,582	136,419	170,847	201,446
Additions	290,394	305,383	348,718	385,861	372,725	372,725	372,725	372,725	372,725
Withdrawals	-	-	-	-	1,931,076	571,888	338,297	342,126	344,339
Balance @ December 31st	853,970	1,159,353	1,508,071	1,893,932	335,582	136,419	170,847	201,446	229,832
IT Asset Replacement and Upgrade Reserve	1,936,987	1,821,579	1,615,148	2,153,329	2,803,026	436,825	709,935	1,388,045	1,776,155
Additions	1,131,585	1,175,644	1,309,323	1,694,422	1,590,110	1,590,110	1,590,110	1,590,110	1,590,110
Withdrawals	1,246,993	1,382,075	771,142	1,044,726	3,956,311	1,317,000	912,000	1,202,000	967,000
Balance @ December 31st	1,821,579	1,615,148	2,153,329	2,803,026	436,825	709,935	1,388,045	1,776,155	2,399,265
LED Reserve	317,489	389,445	466,319	552,531	645,150	713,470	782,470	852,160	922,550
Additions	71,956	76,874	86,212	92,619	68,320	69,000	69,690	70,390	71,090
Withdrawals	-	-	-	-	-	-	-	-	-
Balance @ December 31st	389,445	466,319	552,531	645,150	713,470	782,470	852,160	922,550	993,640

*Unaudited

CAPITAL RESERVES	Actuals					Projected			
	2021	2022	2023	2024*	2025	2026	2027	2028	2029
Park Infrastructure Asset Replacement Reserve	695,503	1,443,792	2,822,867	2,636,891	3,482,840	393,628	696,563	973,578	1,224,413
Additions	1,584,132	2,034,292	2,344,925	2,606,088	2,895,065	2,895,065	2,895,065	2,895,065	2,895,065
Withdrawals	835,843	655,217	2,530,902	1,760,139	5,984,277	2,592,130	2,618,050	2,644,230	2,670,000
Balance @ December 31st	1,443,792	2,822,867	2,636,891	3,482,840	393,628	696,563	973,578	1,224,413	1,449,478
Printing Equipment Asset Replacement Reserve	1,077,109	1,281,791	1,444,810	1,661,473	1,865,782	1,051,904	933,974	1,024,954	1,142,864
Additions	204,682	217,528	244,127	243,833	189,180	191,070	192,980	194,910	196,860
Withdrawals	-	54,509	27,464	39,524	1,003,058	309,000	102,000	77,000	97,000
Balance @ December 31st	1,281,791	1,444,810	1,661,473	1,865,782	1,051,904	933,974	1,024,954	1,142,864	1,242,724
Recreation and Fitness Asset Replacement Reserve	136,046	246,566	321,212	459,197	568,167	167,807	212,977	260,647	310,847
Additions	157,943	163,089	187,379	228,706	247,690	250,170	252,670	255,200	257,750
Withdrawals	47,423	88,442	49,394	119,736	648,050	205,000	205,000	205,000	205,000
Balance @ December 31st	246,566	321,212	459,197	568,167	167,807	212,977	260,647	310,847	363,597
Road Asset Replacement Reserve	14,711,258	14,570,669	14,714,864	13,696,636	14,278,780	6,208,275	8,777,285	11,290,625	13,848,735
Additions	2,714,326	4,319,792	3,915,922	4,234,412	4,389,119	4,433,010	4,477,340	4,522,110	4,567,330
Withdrawals	2,854,915	4,175,597	4,934,150	3,652,268	12,459,624	1,864,000	1,964,000	1,964,000	1,964,000
Balance @ December 31st	14,570,669	14,714,864	13,696,636	14,278,780	6,208,275	8,777,285	11,290,625	13,848,735	16,452,065
Sports Field Asset Replacement Reserve	755,652	1,557,921	2,397,325	662,395	391,191	16,641	16,641	16,641	16,641
Additions	803,386	839,404	856,277	823,111	814,530	822,680	830,910	839,220	847,610
Withdrawals	1,117	-	2,591,208	1,094,315	1,189,080	822,680	830,910	839,220	847,610
Balance @ December 31st	1,557,921	2,397,325	662,395	391,191	16,641	16,641	16,641	16,641	16,641
TransLink Road Rehabilitation Reserve	2,534,112	3,257,300	4,063,252	2,939,345	3,122,036	966,180	949,480	933,266	916,708
Additions	2,056,369	2,092,369	2,149,369	2,920,712	2,038,000	2,079,000	2,121,000	2,163,000	2,206,000
Withdrawals	1,333,180	1,286,417	3,273,276	2,738,020	4,193,856	2,095,700	2,137,214	2,179,558	2,179,558
Balance @ December 31st	3,257,300	4,063,252	2,939,345	3,122,036	966,180	949,480	933,266	916,708	943,150

*Unaudited

CAPITAL RESERVES	Actuals				Projected				
	2021	2022	2023	2024*	2025	2026	2027	2028	2029
TransLink Road Rehabilitation Non-Pavement Reserve	756,758	1,075,652	1,085,018	986,285	1,418,964	523,533	344,533	421,533	466,533
Additions	732,194	736,750	759,000	2,433,301	806,000	822,000	838,000	855,000	872,000
Withdrawals	413,300	727,385	857,733	2,000,622	1,701,431	1,001,000	761,000	810,000	810,000
Balance @ December 31st	1,075,652	1,085,018	986,285	1,418,964	523,533	344,533	421,533	466,533	528,533
Vehicle Replacement Reserve	21,251,336	23,047,613	26,523,482	27,825,581	25,660,957	4,663,585	3,812,009	4,577,540	4,506,027
Additions	4,434,732	4,375,333	4,919,860	4,989,667	4,856,107	4,856,107	4,856,107	4,856,107	4,856,107
Withdrawals	2,638,456	899,464	3,617,760	7,154,291	25,853,479	5,707,683	4,090,576	4,927,620	3,220,811
Balance @ December 31st	23,047,613	26,523,482	27,825,581	25,660,957	4,663,585	3,812,009	4,577,540	4,506,027	6,141,323
Waste Bins Replacement Reserve	2,329,190	2,661,900	2,975,040	3,386,535	3,803,782	3,880,056	4,120,096	4,363,536	4,610,406
Additions	377,852	402,917	453,480	479,947	336,670	340,040	343,440	346,870	350,340
Withdrawals	45,142	89,777	41,986	62,700	260,395	100,000	100,000	100,000	100,000
Balance @ December 31st	2,661,900	2,975,040	3,386,535	3,803,782	3,880,056	4,120,096	4,363,536	4,610,406	4,860,746
Development Reserves									
Affordable Housing Reserve	16,246,714	18,379,464	21,960,664	23,359,924	24,604,945	24,646,945	27,046,945	29,446,945	31,846,945
Additions	5,446,430	6,894,121	5,722,518	7,417,541	2,400,000	2,400,000	2,400,000	2,400,000	2,400,000
Withdrawals	3,313,680	3,312,921	4,323,258	6,172,520	2,358,000	-	-	-	-
Balance @ December 31st	18,379,464	21,960,664	23,359,924	24,604,945	24,646,945	27,046,945	29,446,945	31,846,945	34,246,945
Child Care Partnership Reserve	-	-	-	1,347,943	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000
Additions	-	-	1,347,943	1,516,956	-	-	-	-	-
Withdrawals	-	-	-	864,899	-	-	-	-	-
Balance @ December 31st	-	-	1,347,943	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000

*Unaudited

CAPITAL RESERVES	Actuals				Projected				
	2021	2022	2023	2024*	2025	2026	2027	2028	2029
Community Amenity Contributions Reserve	11,378,919	12,538,787	16,849,273	18,088,385	13,540,673	10,055,972	10,055,972	10,055,972	10,055,972
	3,681,718	8,233,345	5,864,765	12,422,728	8,200,000	1,362,694	1,362,694	1,362,694	1,362,694
	2,521,849	3,922,859	4,625,653	16,970,440	11,684,702	1,362,694	1,362,694	1,362,694	1,362,694
	12,538,787	16,849,273	18,088,385	13,540,673	10,055,972	10,055,972	10,055,972	10,055,972	10,055,972
Density Bonus Reserve	51,479,132	65,678,307	105,699,457	110,356,799	135,213,101	139,720,223	43,354,223	11,680,939	11,020,939
	38,180,137	61,399,699	37,288,349	38,801,867	13,800,000	13,800,000	-	-	-
	23,980,962	21,378,550	32,631,007	13,945,565	9,292,878	110,166,000	31,673,284	660,000	660,000
	65,678,307	105,699,457	110,356,799	135,213,101	139,720,223	43,354,223	11,680,939	11,020,939	10,360,939
Major Transportation Reserve	27,624,890	44,435,430	62,617,529	77,609,861	83,363,039	72,635,095	70,135,095	67,635,095	65,135,095
	16,810,539	18,236,218	14,992,729	5,753,178	-	-	-	-	-
	-	54,119	397	-	10,727,944	2,500,000	2,500,000	2,500,000	2,500,000
	44,435,430	62,617,529	77,609,861	83,363,039	72,635,095	70,135,095	67,635,095	65,135,095	62,635,095
Major Facilities Reserve	10,000,000	20,270,000	30,901,675	48,252,617	54,316,956	34,716,356	1,920,456	1,920,456	1,920,456
	10,270,000	10,631,675	17,350,942	11,564,338	-	-	-	-	-
	-	-	-	5,500,000	19,600,600	32,795,900	-	-	-
	20,270,000	30,901,675	48,252,617	54,316,956	34,716,356	1,920,456	1,920,456	1,920,456	1,920,456
Parkland Acquisition 5% Cash In Lieu Reserve	25,198,030	27,477,875	24,651,216	26,137,977	29,367,787	18,853,391	18,853,391	18,853,391	18,853,391
	2,279,845	1,249,493	1,489,227	3,241,530	-	-	-	-	-
	-	4,076,152	2,467	11,720	10,514,396	-	-	-	-
	27,477,875	24,651,216	26,137,977	29,367,787	18,853,391	18,853,391	18,853,391	18,853,391	18,853,391
DCC Drainage Reserve	3,481,167	2,365,923	5,580,770	7,309,157	11,352,068	20,217,142	21,750,618	15,382,139	15,469,592
	2,232,955	4,113,725	4,572,310	4,976,553	11,540,100	4,987,976	828,821	1,202,354	1,643,988
	3,348,199	898,878	2,843,923	933,643	2,675,025	3,454,500	7,197,300	1,114,900	1,114,900
	2,365,923	5,580,770	7,309,157	11,352,068	20,217,142	21,750,618	15,382,139	15,469,592	15,998,680

*Unaudited

CAPITAL RESERVES	Actuals				Projected				
	2021	2022	2023	2024*	2025	2026	2027	2028	2029
DCC Drainage Area 2 Reserve	35,281	16,670	378,168	4,895	12,988	8,094	8,094	8,094	8,094
Additions	7,068	361,498	-	8,093	-	-	-	-	-
Withdrawals	25,679	-	373,273	-	4,895	-	-	-	-
Balance @ December 31st	16,670	378,168	4,895	12,988	8,094	8,094	8,094	8,094	8,094
DCC Parkland Acquisition Reserve	13,822,595	21,828,548	39,294,018	64,642,851	94,875,387	112,431,991	113,867,616	95,338,980	78,616,267
Additions	17,005,952	22,465,470	33,025,511	30,536,561	75,325,901	26,185,625	6,221,364	8,027,287	12,668,367
Withdrawals	9,000,000	5,000,000	7,676,679	304,024	57,769,297	24,750,000	24,750,000	24,750,000	24,750,000
Balance @ December 31st	21,828,548	39,294,018	64,642,851	94,875,387	112,431,991	113,867,616	95,338,980	78,616,267	66,534,634
DCC Parkland Improvement Reserve Fund	4,393,862	7,335,826	15,212,456	21,822,681	29,539,387	36,976,044	32,898,365	24,875,024	27,058,576
Additions	4,823,843	10,665,554	9,794,393	13,416,274	31,084,297	12,713,422	1,977,191	3,214,684	4,559,000
Withdrawals	1,881,879	2,788,924	3,184,168	5,699,569	23,647,639	16,791,102	10,000,532	1,031,132	1,031,132
Balance @ December 31st	7,335,826	15,212,456	21,822,681	29,539,387	36,976,044	32,898,365	24,875,024	27,058,576	30,586,444
DCC Parkland Interest Reserve	1,022,369	1,378,507	2,145,595	4,146,379	6,439,091	2,292,791	2,292,791	2,292,791	2,292,791
Additions	356,138	767,088	2,000,785	2,292,712	-	-	-	-	-
Withdrawals	-	-	-	-	4,146,300	-	-	-	-
Balance @ December 31st	1,378,507	2,145,595	4,146,379	6,439,091	2,292,791	2,292,791	2,292,791	2,292,791	2,292,791
DCC Sewer Reserve	1,058,049	764,360	1,522,992	2,354,393	4,098,730	9,214,523	11,433,733	10,779,923	10,430,569
Additions	739,733	1,025,704	1,545,382	2,995,317	7,343,916	2,963,156	374,223	804,992	985,848
Withdrawals	1,033,422	267,071	713,981	1,250,980	2,228,123	743,945	1,028,033	1,154,345	932,729
Balance @ December 31st	764,360	1,522,992	2,354,393	4,098,730	9,214,523	11,433,733	10,779,923	10,430,569	10,483,687
DCC Transportation Reserve	7,275,076	11,751,586	24,609,857	35,822,988	46,800,351	52,570,080	52,163,430	47,778,986	47,994,301
Additions	7,190,087	16,463,848	14,100,423	15,298,062	29,800,253	13,069,324	2,464,232	3,356,850	4,506,973
Withdrawals	2,713,577	3,605,577	2,887,292	4,320,701	24,030,524	13,475,974	6,848,675	3,141,535	19,259,535
Balance @ December 31st	11,751,586	24,609,857	35,822,988	46,800,351	52,570,080	52,163,430	47,778,986	47,994,301	33,241,739

*Unaudited

CAPITAL RESERVES		Actuals				Projected			
	2021	2022	2023	2024*	2025	2026	2027	2028	2029
DCC Water Reserve	2,688,808	3,958,662	6,497,823	8,237,014	9,932,709	12,565,967	9,061,415	6,995,438	6,264,690
Additions	1,907,299	5,021,794	3,361,761	3,050,416	7,197,851	3,030,872	579,840	763,729	1,158,202
Withdrawals	637,445	2,482,633	1,622,570	1,354,721	4,564,592	6,535,425	2,645,817	1,494,477	1,129,221
Balance @ December 31st	3,958,662	6,497,823	8,237,014	9,932,709	12,565,967	9,061,415	6,995,438	6,264,690	6,293,671
Land Sale Reserve									
Land Sale Reserve	232,363,735	232,979,542	265,105,275	259,603,752	261,266,967	241,323,356	233,053,596	271,310,837	309,529,583
Additions	37,078,263	50,322,197	12,795,999	17,117,515	45,828,524	42,009,305	44,847,585	44,847,585	44,847,585
Withdrawals	36,462,457	18,196,464	18,297,522	15,454,300	65,772,136	50,279,065	6,590,344	6,628,840	6,668,486
Balance @ December 31st	232,979,542	265,105,275	259,603,752	261,266,967	241,323,356	233,053,596	271,310,837	309,529,583	347,708,682
Other Reserves									
Canada Community-Building Fund Reserve	1,154,068	1,403,684	967,075	817,336	1,114,887	425,606	419,577	435,306	451,035
Additions	988,323	522,862	549,207	569,676	543,971	543,971	565,729	565,729	565,729
Withdrawals	738,707	959,471	698,948	272,124	1,233,252	550,000	550,000	550,000	550,000
Balance @ December 31st	1,403,684	967,075	817,336	1,114,887	425,606	419,577	435,306	451,035	466,764
Casino Community Reserve	667,549	971,958	1,103,066	1,141,247	1,144,632	1,100,907	976,360	851,814	727,267
Additions	714,985	937,993	922,757	1,062,540	860,000	860,000	860,000	860,000	860,000
Withdrawals	410,576	806,885	884,576	1,059,154	903,725	984,547	984,547	984,547	984,547
Balance @ December 31st	971,958	1,103,066	1,141,247	1,144,632	1,100,907	976,360	851,814	727,267	602,720
Casino Municipal Reserve	24,474,214	25,008,003	21,756,065	24,166,209	30,488,381	28,756,724	30,624,724	35,114,724	39,604,724
Additions	3,768,893	9,211,018	7,001,074	7,181,431	6,000,000	6,000,000	6,000,000	6,000,000	6,000,000
Withdrawals	3,235,104	12,462,956	4,590,930	859,258	7,731,658	4,132,000	1,510,000	1,510,000	1,510,000
Balance @ December 31st	25,008,003	21,756,065	24,166,209	30,488,381	28,756,724	30,624,724	35,114,724	39,604,724	44,094,724
Cemetery Reserve	-	-	-	-	597,979	1,183,988	1,834,093	2,502,721	2,966,965
Additions	-	-	-	597,979	586,009	650,105	668,628	464,244	475,547
Withdrawals	-	-	-	-	-	-	-	-	-
Balance @ December 31st	-	-	-	597,979	1,183,988	1,834,093	2,502,721	2,966,965	3,442,512

*Unaudited

CAPITAL RESERVES	Actuals				Projected				
	2021	2022	2023	2024*	2025	2026	2027	2028	2029
DCC Matching Reserve	14,792,229	16,549,848	18,256,273	19,988,926	22,934,931	18,233,599	15,148,064	15,615,862	16,367,619
Additions	3,594,078	3,743,278	4,314,073	5,821,388	3,593,005	3,593,005	3,593,005	3,593,005	3,593,005
Withdrawals	1,836,460	2,036,852	2,581,420	2,875,383	8,294,337	6,678,540	3,125,207	2,841,247	5,373,247
Balance @ December 31st	16,549,848	18,256,273	19,988,926	22,934,931	18,233,599	15,148,064	15,615,862	16,367,619	14,587,377
Fire Forestry Program Reserve	237,614	241,891	241,891	241,891	241,891	241,891	241,891	241,891	241,891
Additions	4,277	-	-	-	-	-	-	-	-
Withdrawals	-	-	-	-	-	-	-	-	-
Balance @ December 31st	241,891	241,891	241,891	241,891	241,891	241,891	241,891	241,891	241,891
Frontage Works Reserve	3,773,314	3,794,310	3,986,555	3,593,042	4,750,525	2,242,559	2,042,559	1,542,559	1,082,559
Additions	2,189,834	1,909,531	1,956,848	2,579,731	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000
Withdrawals	2,168,838	1,717,286	2,350,361	1,422,247	4,007,966	1,700,000	2,000,000	1,960,000	1,500,000
Balance @ December 31st	3,794,310	3,986,555	3,593,042	4,750,525	2,242,559	2,042,559	1,542,559	1,082,559	1,082,559
Growing Communities Fund	-	-	-	14,635,000	11,121,322	6,135,000	135,000	135,000	135,000
Additions	-	-	18,635,000	2,642,186	2,957,814	-	-	-	-
Withdrawals	-	-	4,000,000	6,155,864	7,944,136	6,000,000	-	-	-
Balance @ December 31st	-	-	14,635,000	11,121,322	6,135,000	135,000	135,000	135,000	135,000
Housing Accelerator Fund Reserve	-	-	-	-	5,819,639	788,916	6,256,991	12,513,983	12,513,983
Additions	-	-	-	6,256,991	6,256,991	6,256,991	6,256,991	-	-
Withdrawals	-	-	-	437,353	11,287,714	788,916	-	-	-
Balance @ December 31st	-	-	-	5,819,639	788,916	6,256,991	12,513,983	12,513,983	12,513,983
IT New Initiatives Reserve	560,316	622,419	608,717	1,025,643	1,234,764	24,857	228,317	26,777	37,237
Additions	350,140	470,457	526,827	511,006	323,460	323,460	323,460	323,460	323,460
Withdrawals	288,036	484,160	109,901	301,885	1,533,368	120,000	525,000	313,000	215,000
Balance @ December 31st	622,419	608,717	1,025,643	1,234,764	24,857	228,317	26,777	37,237	145,697

*Unaudited

CAPITAL RESERVES	Actuals				Projected				
	2021	2022	2023	2024*	2025	2026	2027	2028	2029
Land Sale Reserve	20,254,747	23,223,693	29,323,907	34,890,586	38,428,279	34,803,192	37,250,502	41,521,962	44,575,412
Investment Fund Reserve									
Additions	6,513,967	9,012,391	11,460,962	13,379,431	6,477,500	5,957,500	7,172,500	5,350,000	2,500,000
Withdrawals	3,545,021	2,912,176	5,894,284	9,841,738	10,102,587	3,510,190	2,901,040	2,296,550	1,932,390
Balance @ December 31st	23,223,693	29,323,907	34,890,586	38,428,279	34,803,192	37,250,502	41,521,962	44,575,412	45,143,022
Local Area Service Reserve	2,473,417	2,388,983	2,330,194	2,309,148	2,265,133	1,470,131	1,470,131	1,470,131	1,470,131
Additions	43,371	-	-	-	-	-	-	-	-
Withdrawals	127,805	58,789	21,046	44,015	795,002	-	-	-	-
Balance @ December 31st	2,388,983	2,330,194	2,309,148	2,265,133	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	1,505,289	848,000	424,000	-	-
Additions	-	438,495	453,295	1,297,714	-	-	-	-	-
Withdrawals	-	-	260,064	424,150	657,289	424,000	424,000	-	-
Balance @ December 31st	-	438,495	631,725	1,505,289	848,000	424,000	-	-	-
Multi-Modal Statutory Reserve	170,113	223,625	889,870	1,097,403	2,478,164	1,490,431	1,490,431	1,490,431	1,490,431
Additions	53,512	666,245	207,533	1,423,028	-	-	-	-	-
Withdrawals	-	-	-	42,267	987,733	-	-	-	-
Balance @ December 31st	223,625	889,870	1,097,403	2,478,164	1,490,431	1,490,431	1,490,431	1,490,431	1,490,431
New Vehicle Reserve	4,554	256,886	516,432	791,128	1,041,136	58,855	58,855	58,855	58,855
Additions	252,332	259,546	274,695	267,727	250,000	250,000	250,000	250,000	250,000
Withdrawals	-	-	-	17,719	1,232,281	250,000	250,000	250,000	250,000
Balance @ December 31st	256,886	516,432	791,128	1,041,136	58,855	58,855	58,855	58,855	58,855
Non-DCC Eligible Parks Amenities Reserve	-	-	1,113,748	2,635,219	4,013,934	3,656,934	3,470,934	120,934	720,934
Additions	-	1,113,748	1,671,471	1,378,714	600,000	600,000	600,000	600,000	600,000
Withdrawals	-	-	150,000	-	957,000	786,000	3,950,000	-	-
Balance @ December 31st	-	1,113,748	2,635,219	4,013,934	3,656,934	3,470,934	120,934	720,934	1,320,934

*Unaudited

CAPITAL RESERVES	Actuals				Projected				
	2021	2022	2023	2024*	2025	2026	2027	2028	2029
Other Capital Reserves	21,479,234	21,292,084	23,092,327	22,630,437	14,657,809	8,288,831	8,293,071	8,297,351	8,301,671
Additions	2,789,309	6,165,885	532,024	570,382	4,200	4,240	4,280	4,320	4,360
Withdrawals	2,976,459	4,365,642	993,915	8,543,009	6,373,178	-	-	-	-
Balance @ December 31st	21,292,084	23,092,327	22,630,437	14,657,809	8,288,831	8,293,071	8,297,351	8,301,671	8,306,031
Park and Ride Lafarge Lake Reserve	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
Additions	76,239	-	-	-	-	-	-	-	-
Withdrawals	-	-	-	-	-	-	-	-	-
Balance @ December 31st	4,311,746	4,311,746	4,311,746	4,311,746	4,311,746	4,311,746	4,311,746	4,311,746	4,311,746
Parking in Lieu Statutory Reserve	679,670	742,354	1,421,566	1,649,569	3,103,702	3,103,702	3,103,702	3,103,702	3,103,702
Additions	62,684	679,212	228,003	1,454,133	-	-	-	-	-
Withdrawals	-	-	-	-	-	-	-	-	-
Balance @ December 31st	742,354	1,421,566	1,649,569	3,103,702	3,103,702	3,103,702	3,103,702	3,103,702	3,103,702
Pavement Cut Restoration Reserve	928,545	1,000,315	1,008,707	1,067,606	1,111,050	405,085	405,085	405,085	405,085
Additions	78,706	45,076	82,223	56,402	50,000	50,000	50,000	50,000	50,000
Withdrawals	6,935	36,685	23,323	12,958	755,966	50,000	50,000	50,000	50,000
Balance @ December 31st	1,000,315	1,008,707	1,067,606	1,111,050	405,085	405,085	405,085	405,085	405,085
Pinetree Partnership Parking Reserve	57,965	59,009	59,009	59,009	59,009	59,009	59,009	59,009	59,009
Additions	1,043	-	-	-	-	-	-	-	-
Withdrawals	-	-	-	-	-	-	-	-	-
Balance @ December 31st	59,009	59,009	59,009	59,009	59,009	59,009	59,009	59,009	59,009
Provincial Capacity Funding Reserve	-	-	-	-	719,565	-	-	-	-
Additions	-	-	-	879,175	-	-	-	-	-
Withdrawals	-	-	-	159,610	719,565	-	-	-	-
Balance @ December 31st	-	-	-	719,565	-	-	-	-	-

*Unaudited

CAPITAL RESERVES	Actuals				Projected				
	2021	2022	2023	2024*	2025	2026	2027	2028	2029
Waste Utility Capital Reserve	520,688	530,060	524,345	376,122	376,115	301,235	301,235	301,235	301,235
Additions	9,372	-	-	-	-	-	-	-	-
Withdrawals	-	5,716	148,223	8	74,880	-	-	-	-
Balance @ December 31st	530,060	524,345	376,122	376,115	301,235	301,235	301,235	301,235	301,235
Total Capital Reserves									
Opening Balance	599,667,538	669,957,976	831,552,572	928,511,936	1,045,596,481	950,630,495	820,690,678	810,316,084	851,277,021
Additions	192,668,356	279,012,245	242,353,265	250,806,623	292,987,809	180,122,225	120,459,283	117,220,343	122,656,447
Withdrawals	122,377,917	117,417,650	145,393,901	133,722,079	387,953,795	310,062,042	130,833,878	76,259,405	90,989,409
Total Balance @ December 31st	669,957,976	831,552,572	928,511,936	1,045,596,481	950,630,495	820,690,678	810,316,084	851,277,021	882,944,059

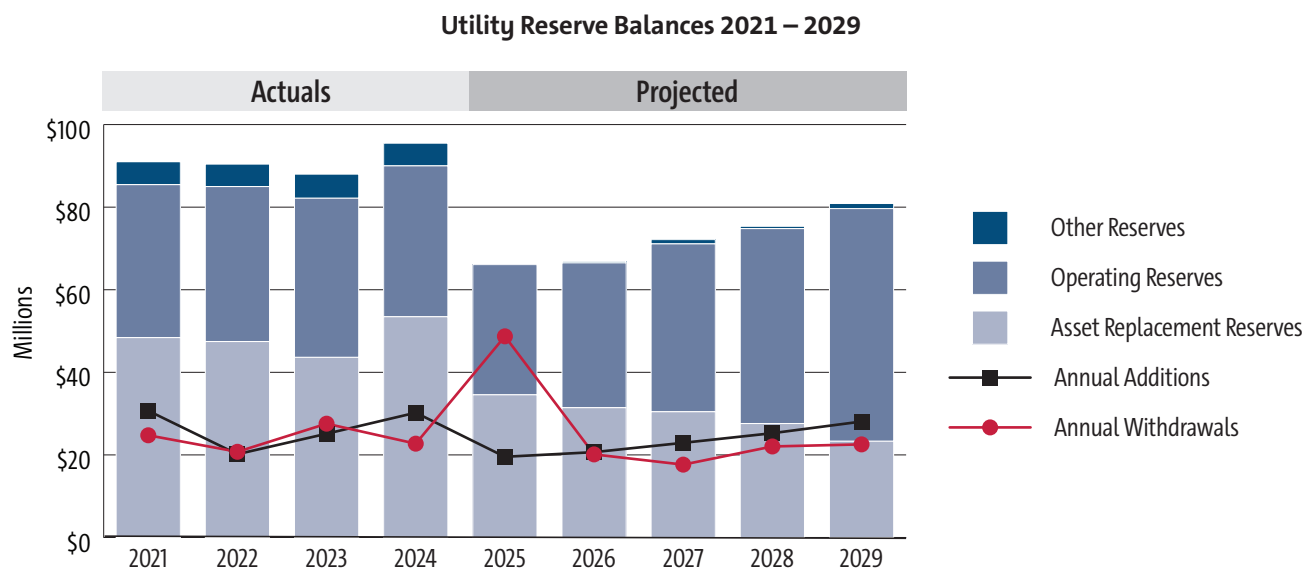
*Unaudited

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 Metro Vancouver Regional District increases.
- **Sewer and Drainage Operating Surplus Reserve** – stabilizing future Metro Vancouver Regional District 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 Metro Vancouver Regional District materialize. The significant increase in 2025 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.



The following is the Schedule of Utility Reserves

UTILITY RESERVES	Actuals				Projected				
	2021	2022	2023	2024*	2025	2026	2027	2028	2029
Asset Replacement Reserves									
Sewer and Drainage Asset Replacement Reserve	28,042,198	31,334,874	34,659,614	35,498,234	37,806,189	24,830,231	22,184,629	20,206,115	16,041,031
Additions	7,294,565	7,346,928	8,486,232	9,291,806	8,190,587	8,354,398	8,521,486	8,691,916	8,865,754
Withdrawals	4,001,889	4,022,189	7,647,612	6,983,851	21,166,545	11,000,000	10,500,000	12,857,000	14,300,000
Balance @ December 31st	31,334,874	34,659,614	35,498,234	37,806,189	24,830,231	22,184,629	20,206,115	16,041,031	10,606,785
Water Asset Replacement Reserve	18,575,223	17,067,133	12,789,891	8,125,981	15,650,544	9,720,792	9,246,876	10,242,757	11,551,116
Additions	4,065,296	4,261,654	4,735,291	11,519,540	6,030,258	6,150,864	6,273,881	6,399,359	6,527,346
Withdrawals	5,573,386	8,538,896	9,399,201	3,994,977	11,960,010	6,624,780	5,278,000	5,091,000	5,380,000
Balance @ December 31st	17,067,133	12,789,891	8,125,981	15,650,544	9,720,792	9,246,876	10,242,757	11,551,116	12,698,462
Operating Reserves									
Buildings Maintenance Sewer Reserve	677,070	702,069	727,068	752,068	777,068	777,068	777,068	777,068	777,068
Additions	24,999	24,999	25,000	25,000	25,000	25,000	25,000	25,000	25,000
Withdrawals	-	-	-	-	25,000	25,000	25,000	25,000	25,000
Balance @ December 31st	702,069	727,068	752,068	777,068	777,068	777,068	777,068	777,068	777,068
Buildings Maintenance Water Reserve	56,309	109,310	162,311	215,311	268,311	268,311	268,311	268,311	268,311
Additions	53,001	53,001	53,000	53,000	53,000	53,000	53,000	53,000	53,000
Withdrawals	-	-	-	-	53,000	53,000	53,000	53,000	53,000
Balance @ December 31st	109,310	162,311	215,311	268,311	268,311	268,311	268,311	268,311	268,311
Sewer and Drainage Operating Surplus Reserve	15,655,475	20,939,298	20,455,408	18,075,882	16,764,381	12,530,895	16,065,767	21,428,249	27,768,085
Additions	13,205,255	5,573,878	6,688,357	1,446,047	2,982,379	3,641,790	5,629,776	7,409,012	9,308,375
Withdrawals	7,921,432	6,057,768	9,067,883	2,757,548	7,215,865	106,918	267,294	1,069,176	1,099,647
Balance @ December 31st	20,939,298	20,455,408	18,075,882	16,764,381	12,530,895	16,065,767	21,428,249	27,768,085	35,976,813

*Unaudited

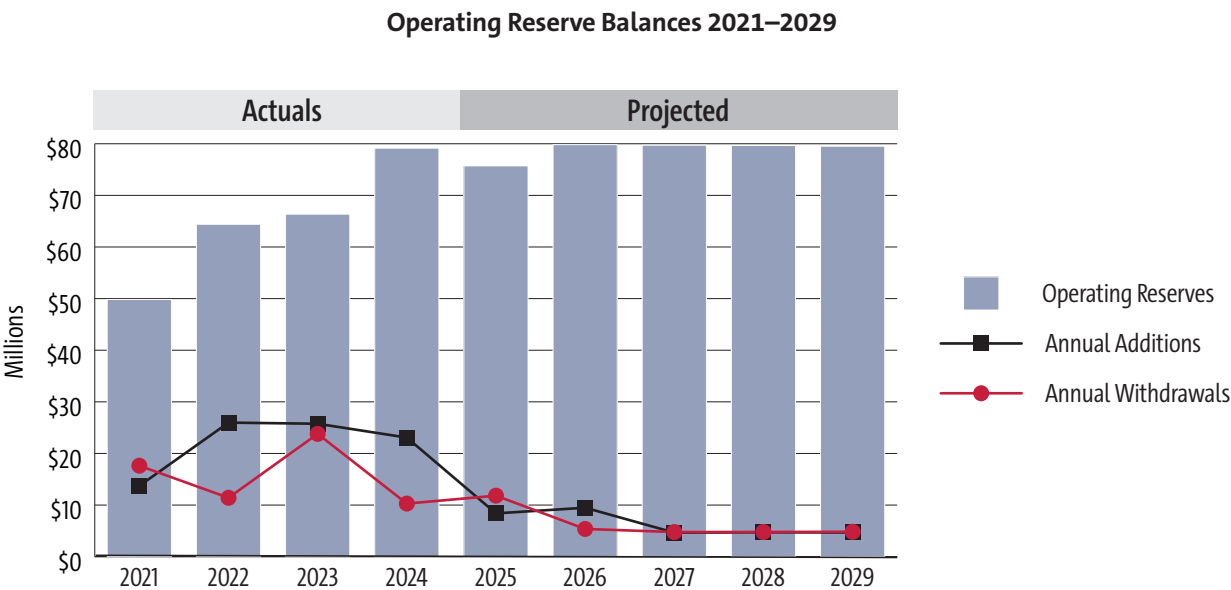
UTILITY RESERVES	Actuals				Projected				
	2021	2022	2023	2024*	2025	2026	2027	2028	2029
Water Operating Surplus Reserve	15,177,353	15,293,626	16,188,508	19,488,428	18,731,116	17,956,211	17,960,894	18,183,522	18,395,443
	5,072,408	1,245,007	3,384,735	5,743,087	66,187	247,295	226,264	486,146	1,102,870
	4,956,135	350,125	84,814	6,500,399	841,092	242,612	3,636	274,226	174,902
	15,293,626	16,188,508	19,488,428	18,731,116	17,956,211	17,960,894	18,183,522	18,395,443	19,323,411
Other Reserves									
Capital Sewer and Drainage Fund Reserve	4,032,397	3,416,119	3,263,790	3,461,601	3,192,542	197,034	323,434	194,122	261,322
	795,745	1,282,794	1,286,000	1,422,845	1,286,000	1,286,000	1,286,000	1,286,000	1,286,000
	1,412,023	1,435,123	1,088,190	1,691,903	4,281,508	1,159,600	1,415,312	1,218,800	557,216
	3,416,119	3,263,790	3,461,601	3,192,542	197,034	323,434	194,122	261,322	990,106
Capital Water Fund Reserve	1,694,303	972,697	1,011,506	1,207,861	1,564,419	30,385	30,325	837,145	291,015
	164,115	388,975	470,000	718,478	910,000	910,000	910,000	910,000	910,000
	885,720	350,166	273,645	361,921	2,444,034	910,060	103,180	1,456,130	959,510
	972,697	1,011,506	1,207,861	1,564,419	30,385	30,325	837,145	291,015	241,505
Water Restricted Debt Reserve	259,812	259,812	259,812	259,812	259,812	-	-	-	-
	-	-	-	-	-	-	-	-	-
	-	-	-	-	259,812	-	-	-	-
	259,812	259,812	259,812	259,812	-	-	-	-	-
Water Utility Reserve	883,167	899,064	899,064	899,064	468,681	-	-	-	-
	15,897	-	-	-	-	-	-	-	-
	-	-	-	430,383	468,681	-	-	-	-
	899,064	899,064	899,064	468,681	-	-	-	-	-
Total Utility Reserves									
Opening Balance	85,053,307	90,994,002	90,416,971	87,984,241	95,483,062	66,310,927	66,857,304	72,137,289	75,353,390
Additions	30,691,280	20,177,236	25,128,615	30,219,802	19,543,411	20,668,347	22,925,407	25,260,433	28,078,345
Withdrawals	24,750,585	20,754,267	27,561,345	22,720,981	48,715,546	20,121,970	17,645,422	22,044,332	22,549,275
Total Balance @ December 31st	90,994,002	90,416,971	87,984,241	95,483,062	66,310,927	66,857,304	72,137,289	75,353,390	80,882,461

*Unaudited

Operating Reserve Funding

The following chart summarizes the activity within the operating reserves which are mainly used to fund extraordinary 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, aimed to help limit large property tax increases, addressed through a contribution to the Development Stabilization Reserve that will be drawn on in future years to offset the anticipated growth related expenses in future years.



The following is the Schedule of Operating Reserves

OPERATING RESERVES	Actuals				Projected				
	2021	2022	2023	2024*	2025	2026	2027	2028	2029
Animal Shelter Reserve	189,822	211,789	255,812	294,330	342,129	270,712	250,712	230,712	210,712
Additions	23,105	51,469	38,518	47,799	-	-	-	-	-
Withdrawals	1,138	7,445	-	-	71,417	20,000	20,000	20,000	20,000
Balance @ December 31st	211,789	255,812	294,330	342,129	270,712	250,712	230,712	210,712	190,712
Buildings Preventative Maintenance Reserve	960,573	1,000,000	1,000,000	839,559	531,300	531,300	531,300	531,300	531,300
Additions	1,239,873	1,285,833	1,313,101	1,367,243	1,475,187	1,475,187	1,475,187	1,475,187	1,475,187
Withdrawals	1,200,446	1,285,833	1,473,542	1,675,502	1,475,187	1,475,187	1,475,187	1,475,187	1,475,187
Balance @ December 31st	1,000,000	1,000,000	839,559	531,300	531,300	531,300	531,300	531,300	531,300
Carbon Offsets Reserve	914,023	949,530	882,626	772,239	237,291	201,181	295,066	388,951	482,836
Additions	138,507	144,594	153,140	142,224	121,885	121,885	121,885	121,885	121,885
Withdrawals	103,000	211,498	263,526	677,173	157,994	28,000	28,000	28,000	28,000
Balance @ December 31st	949,530	882,626	772,239	237,291	201,181	295,066	388,951	482,836	576,721
City Archives Reserve	-	-	319,859	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	319,859
City Initiatives Reserve	8,113,831	13,943,291	13,967,833	23,870,692	32,639,338	29,177,582	29,137,582	29,097,582	29,097,582
Additions	9,308,986	3,040,235	17,113,202	11,659,595	-	-	-	-	-
Withdrawals	3,479,527	3,015,693	7,210,342	2,890,949	3,461,756	40,000	40,000	-	-
Balance @ December 31st	13,943,291	13,967,833	23,870,692	32,639,338	29,177,582	29,137,582	29,097,582	29,097,582	29,097,582
Commodity Tax Payable Reserve	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000
Additions	308	639	-	-	-	-	-	-	-
Withdrawals	308	639	-	-	-	-	-	-	-
Balance @ December 31st	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000

*Unaudited

OPERATING RESERVES	Actuals				Projected				
	2021	2022	2023	2024*	2025	2026	2027	2028	2029
Development Stabilization Reserve	-	-	2,728,877	4,120,697	4,999,093	8,163,093	12,527,093	12,027,093	11,527,093
Additions	-	3,000,000	1,818,000	1,848,499	3,664,000	4,864,000	-	-	-
Withdrawals	-	271,123	426,180	970,103	500,000	500,000	500,000	500,000	500,000
Balance @ December 31st	-	2,728,877	4,120,697	4,999,093	8,163,093	12,527,093	12,027,093	11,527,093	11,027,093
Employee Assistance Program Reserves	164,410	193,647	200,624	212,843	206,644	206,644	206,644	206,644	206,644
Additions		81,962	64,500	94,500	94,500	94,500	94,500	94,500	94,500
Withdrawals	59,841	74,984	52,281	100,699	94,500	94,500	94,500	94,500	94,500
Balance @ December 31st	104,569	200,624	212,843	206,644	206,644	206,644	206,644	206,644	206,644
Economic Development Reserve	436,017	436,017	436,017	436,017	436,017	359,417	359,417	359,417	359,417
Additions	-	-	-	-	-	-	-	-	-
Withdrawals	-	-	-	-	76,600	-	-	-	-
Balance @ December 31st	436,017	436,017	436,017	436,017	359,417	359,417	359,417	359,417	359,417
Elections Reserve	500,000	500,000	211,760	361,760	511,760	736,760	311,760	536,760	761,760
Additions	138,333	150,000	150,000	150,000	225,000	225,000	225,000	225,000	225,000
Withdrawals	138,333	438,240	-	-	-	650,000	-	-	-
Balance @ December 31st	500,000	211,760	361,760	511,760	736,760	311,760	536,760	761,760	986,760
Extreme Weather Reserve	1,583,003	1,000,000	1,000,000	2,000,000	1,822,914	1,822,914	1,822,914	1,822,914	1,822,914
Additions	165,465	1,053,317	1,000,000	79,730	-	-	-	-	-
Withdrawals	748,468	1,053,317	-	256,816	-	-	-	-	-
Balance @ December 31st	1,000,000	1,000,000	2,000,000	1,822,914	1,822,914	1,822,914	1,822,914	1,822,914	1,822,914
Liability Reserve	14,248,432	14,486,984	15,255,108	15,845,329	15,804,247	15,804,247	15,804,247	15,804,247	15,804,247
Additions	256,312	768,124	862,376	660,076	-	-	-	-	-
Withdrawals	17,760	-	272,155	701,158	-	-	-	-	-
Balance @ December 31st	14,486,984	15,255,108	15,845,329	15,804,247	15,804,247	15,804,247	15,804,247	15,804,247	15,804,247

*Unaudited

OPERATING RESERVES	Actuals				Projected				
	2021	2022	2023	2024*	2025	2026	2027	2028	2029
Other Operating Reserves	13,969,852	3,327,647	1,482,229	700,925	613,083	613,083	613,083	613,083	613,083
Additions	83,756	842,828	227,857	275,574	-	-	-	-	-
Withdrawals	10,725,961	2,688,246	1,009,161	363,417	-	-	-	-	-
Balance @ December 31st	3,327,647	1,482,229	700,925	613,083	613,083	613,083	613,083	613,083	613,083
Police Contingency Reserve	-	-	815,456	957,181	955,290	955,290	955,290	955,290	955,290
Additions	-	815,456	200,000	-	-	-	-	-	-
Withdrawals	-	-	58,275	1,891	-	-	-	-	-
Balance @ December 31st	-	815,456	957,181	955,290	955,290	955,290	955,290	955,290	955,290
Public Safety Reserve	8,502	77,423	76,423	86,184	91,960	53,460	53,460	53,460	53,460
Additions	77,423	-	9,761	5,776	94,500	-	-	-	-
Withdrawals	8,502	1,000	-	-	133,000	-	-	-	-
Balance @ December 31st	77,423	76,423	86,184	91,960	53,460	53,460	53,460	53,460	53,460
Public Safety Building Preventative Maintenance Reserve	637,391	703,206	790,256	839,683	850,490	845,933	845,933	845,933	845,933
Additions	126,619	110,282	112,488	114,737	117,032	117,032	117,032	117,032	117,032
Withdrawals	60,804	23,232	63,061	103,930	121,588	117,032	117,032	117,032	117,032
Balance @ December 31st	703,206	790,256	839,683	850,490	845,933	845,933	845,933	845,933	845,933
RCMP Leased Accomodation Reserve	313,937	342,965	342,965	347,822	354,610	260,110	260,110	260,110	260,110
Additions	29,028	-	4,857	6,787	-	-	-	-	-
Withdrawals	-	-	-	-	94,500	-	-	-	-
Balance @ December 31st	342,965	342,965	347,822	354,610	260,110	260,110	260,110	260,110	260,110
Reserve for Future Expenditure	1,124,556	1,786,104	12,777,671	447,717	3,075,196	-	-	-	-
Additions	665,973	12,760,093	185,000	3,075,196	-	-	-	-	-
Withdrawals	4,424	1,768,526	12,514,955	447,716	3,075,196	-	-	-	-
Balance @ December 31st	1,786,104	12,777,671	447,717	3,075,196	-	-	-	-	-

*Unaudited

OPERATING RESERVES	Actuals			Projected					
	2021	2022	2023	2024*	2025	2026	2027	2028	2029
Soil Removal Reserve	1,307,038	1,362,622	1,492,812	1,540,308	1,623,402	1,681,402	1,739,402	1,797,402	1,855,402
	181,877	259,690	184,787	222,705	180,000	180,000	180,000	180,000	180,000
	126,292	129,501	137,291	139,612	122,000	122,000	122,000	122,000	122,000
	1,362,622	1,492,812	1,540,308	1,623,402	1,681,402	1,739,402	1,797,402	1,855,402	1,913,402
Specified Area Maintenance Reserve	1,265,574	1,419,607	1,474,499	2,238,805	2,264,995	2,279,995	2,294,995	2,309,995	2,324,995
	154,033	86,117	768,829	49,540	30,000	30,000	30,000	30,000	30,000
	-	31,226	4,522	23,350	15,000	15,000	15,000	15,000	15,000
	1,419,607	1,474,499	2,238,805	2,264,995	2,279,995	2,294,995	2,309,995	2,324,995	2,339,995
Tourism Reserve	112,820	172,684	155,165	257,435	283,707	283,707	283,707	283,707	283,707
	59,864	10,481	102,270	26,272	-	-	-	-	-
	-	28,000	-	-	-	-	-	-	-
	172,684	155,165	257,435	283,707	283,707	283,707	283,707	283,707	283,707
Traffic Fines Reserve	460,100	566,236	596,621	562,621	474,621	474,621	474,621	474,621	474,621
	106,136	30,385	-	-	-	-	-	-	-
	-	-	34,000	88,000	-	-	-	-	-
	566,236	596,621	562,621	474,621	474,621	474,621	474,621	474,621	474,621
Translink MRN Operating Budget (O&M) Reserve	-	-	-	-	364,699	364,699	364,699	364,699	364,699
	-	-	-	2,008,000	2,048,000	2,090,000	2,132,000	2,175,000	2,219,000
	-	-	-	1,643,301	2,048,000	2,090,000	2,132,000	2,175,000	2,219,000
	-	-	-	364,699	364,699	364,699	364,699	364,699	364,699
Transportation Demand Management Monitoring Reserve	189,265	192,672	248,018	315,827	395,660	302,910	310,160	317,410	324,660
	3,407	55,346	67,809	79,833	47,250	47,250	47,250	47,250	47,250
	-	-	-	-	140,000	40,000	40,000	40,000	40,000
	192,672	248,018	315,827	395,660	302,910	310,160	317,410	324,660	331,910

*Unaudited

OPERATING RESERVES	Actuals				Projected				
	2021	2022	2023	2024*	2025	2026	2027	2028	2029
Tree Risk Management Reserve	258,393	287,739	343,640	363,034	370,651	370,651	370,651	370,651	370,651
Additions	29,346	55,901	19,395	15,302	-	-	-	-	-
Withdrawals	-	-	-	7,685	-	-	-	-	-
Balance @ December 31st	287,739	343,640	363,034	370,651	370,651	370,651	370,651	370,651	370,651
Waste Utility Operating Reserve	5,714,513	5,578,165	6,125,759	7,190,695	8,004,011	8,096,154	8,173,096	8,251,757	8,352,513
Additions	594,156	715,093	1,078,271	813,316	131,543	76,942	78,661	100,756	16,854
Withdrawals	730,504	167,500	13,334	-	39,400	-	-	-	-
Balance @ December 31st	5,578,165	6,125,759	7,190,695	8,004,011	8,096,154	8,173,096	8,251,757	8,352,513	8,369,367
WorkSafeBC Reserve	757,810	793,878	916,951	936,357	1,075,768	1,039,919	1,018,794	992,236	960,081
Additions	258,721	337,161	279,474	332,009	160,000	160,000	160,000	160,000	160,000
Withdrawals	222,653	214,087	260,068	192,599	195,849	181,124	186,558	192,155	197,920
Balance @ December 31st	793,878	916,951	936,357	1,075,768	1,039,919	1,018,794	992,236	960,081	922,161
Total Operating Reserves									
Opening Balance	53,729,862	49,832,205	64,396,979	66,357,922	79,148,733	75,715,642	79,824,595	79,715,832	79,663,568
Additions	13,730,305	25,974,865	25,753,635	23,074,714	8,388,897	9,481,796	4,661,515	4,726,610	4,686,708
Withdrawals	17,627,962	11,410,091	23,792,692	10,283,902	11,821,988	5,372,843	4,770,277	4,778,874	4,828,639
Total Balance @ December 31st	49,832,205	64,396,979	66,357,922	79,148,733	75,715,642	79,824,595	79,715,832	79,663,568	79,521,638

*Unaudited





Chapter 5

Financial Plan Overview

5

Chapter 5

Financial Plan Overview

Budget Context

In the wake of the uncertainties and financial pressures brought on by the COVID-19 pandemic, the City has worked to stabilize its budget while addressing ongoing economic and service delivery challenges. Now, the City faces significant impacts from provincial housing legislation changes, requiring a rapid response to evolving regulatory and financial pressures. Adding to this complexity, the imposition of tariffs on Canadian goods, arising shortly after the adoption of this *Financial Plan*, introduces yet another layer of uncertainty for the City, its residents, and businesses. In this dynamic environment, adaptability and agility will remain critical in ensuring the City can navigate these challenges while maintaining financial sustainability.

Operating Environment and Services

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 specialized 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 legislative services, 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. These downloaded costs have a significant impact on the City's capacity to deliver community services.

The City, like its residents, are impacted by higher costs, along with supply chain challenges and labour shortages. The Consumer Price Index in the Vancouver area (VPI) continues to challenge residents and businesses. The VPI in April 2024, the start of the City's budget process, was 2.7% and has continued to slowly decline in response to the Bank of Canada's numerous interest rate hikes in recent years. Despite the decline, inflation continues to impact municipal costs, adding strain to various aspects of the operating budget. In addition, capital projects are still significantly impacted by extreme cost escalations experienced in the construction markets, with many input material costs increasing from original quotes or projections.

Metro Vancouver Regional District (MVRD) manages the water distribution, liquid and solid waste disposal and drainage systems for all municipalities in the region. Coquitlam gets billed a share of these costs each year, which makes up a significant portion of the City's utility budgets. MVRD's approved 2025 *Five-Year Financial Plan* incorporated the North Shore Wastewater Treatment Plant (NSWWTP), a new regional liquid waste treatment facility needed in order to meet federal treatment regulations as well as support regional growth. This project has resulted in the single largest increase to Coquitlam utility rates in recent history, covered in more detail below.

Furthermore, MVRD's financial plan, in conjunction with available long-term financial planning information, indicate further significant increases on the horizon, 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 impact capital projects undertaken by MVRD.

North Shore Wastewater Treatment Plant (NSWWTP)

MVRD's NSWWTP, a new regional liquid waste treatment facility, is faced with a significant project cost increase. The current cost of the NSWWTP is \$3.86 billion, which includes the additional \$2.8 billion that is cost shared amongst the four regional sewerage areas. The City's utility operating plan reflects Coquitlam's share of the Fraser Sewer Area levy, equating to a \$5.5 million annual increase.

The City has been anticipating significant cost increases as a result of MVRD's expanded capital programs and infrastructure investments, including the NSWWTP, and has been budgeting a contingency over the last several years. This contingency has been utilized in the current Plan to help offset the significant impact to residents resulting from MVRD's NSWWTP project, reducing the impact on the 2025 sewer and drainage utility rates from 20% to 16%.

More information on the NSWWTP project can be found on the [MVRD website](#).

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.

Provincial Legislation Changes

The Province has passed four major housing-related legislative amendments since November 2023 (Bills 16, 44, 46, and 47). These legislative changes are the most significant interventions by the Province in local government planning in the last 40 years, and has forced 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 is underway, required to align with the new legislation,

despite limited information and guidance published by the Province at the time of completion of the Plan. Key aspects of these new development tools, such as an updated Development Cost Charges Program and a new Amenity Cost Charges Program, are anticipated to be implemented by June 30, 2025. That said, given the time needed to transition to the new framework, and the uncertainty surrounding the legislation's implications on growth and development within the City and the funding sources required to fund a variety of priority growth-related infrastructure, the *2025 – 2029 Financial Plan* is based on the existing programs, bylaws, policies and frameworks.

In addition to the housing-related legislation, the City continues to be impacted by a number of other Provincial bills that have been enacted in recent 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 either direct downloaded costs or indirect financial impacts on the City. While some of these costs have been identified and incorporated into the 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 MVRD. 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 remained relatively strong in 2024, with an increase in new development applications. Provincial housing mandates like Transit-Oriented Development Areas (TOA) Updates and Small-Scale Multi-Unit Housing (SSMUH) may have encouraged expedited applications to avoid future cost increases. Additionally, Metro Vancouver also had a large DCC increase that had a significant impact on a number of in-stream projects. However, there has been a noticeable slowdown in building permit and construction activity given the uncertainty in the housing market, along with significant construction cost escalations and slower sales impacting project viability. 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.

Notwithstanding the recent provincial housing 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. As such, 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 existing development finance tools such as Density Bonus and Community Amenity Contribution programs. In addition, the City's Debt Management Policy provides the framework for financing of capital investment. Given the provincial legislation with respect to housing and land use and the

significant uncertainty surrounding the funding sources that were intended to fund much of the infrastructure and amenities required to support this growth, a rebuild of the City's Development Finance Framework is underway and a top priority for the City.

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, alongside the recently endorsed Development Stabilization Policy, provide 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. In recent years, this reserve has helped offset the operating costs of programming and maintenance for the Maillardville Community Centre, Mundy Park Pool, and Town Centre Park Community Centre. Recognizing future needs, the *2025 – 2029 Financial Plan* includes an additional contribution from tax growth revenues to help mitigate the anticipated forthcoming impact of significant operating budget increases as new amenities come online.

Together, the Capital Funding Framework, Debt Management Policy, Long-Term Tax Strategy and Development Stabilization Reserve Policy 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 *2025 – 2029 Financial Plan* incorporates an overall increase in taxes of 6.83%. Coquitlam has historically maintained residential tax rates that are comparable to other municipalities of a similar size as well as its neighbours in the Metro Vancouver area. In 2025, a range of contractual and inflationary pressures, along with the City's commitment to long-term financial health and sustainability continue to shape the financial planning approach. This commitment is balanced with cost-containment measures to address the immediate affordability concerns faced by many in today's economic environment. It takes a balanced approach by combining property tax and rate increases with strategic use of reserves and contingencies to ease the burden on ratepayers.

(Please see Chapter 4 beginning on p. 28 for the list of these long-range financial policies)

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 with respect to 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 that results 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 and ECOMM
- 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 infrastructure funding gap in the face of significant cost escalations
- Increasing demands for new infrastructure and amenities 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

The current economic environment in BC, Canada, is marked by higher interest rates as the Bank of Canada continues its efforts to combat inflation. Despite a continued decline since its peak, inflation continues to impact and put additional pressure on aspects of both 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 necessary 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 2024 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 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 (2026-2029), ranging from 7% to 9%. 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.

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 the provincial housing legislative changes, these programs are being reassessed as part of the new Development Finance Framework.

Governments at all levels are under growing fiscal pressure to deliver better community outcomes while improving efficiency. This increasing demand for services continues to challenge the City. To navigate these pressures, the City applied its Budget and Resource Evaluation Framework, a corporate strategy for budget development integrated into the 2025 budget process. This framework addresses fiscal challenges through five key themes: operational efficiency, internal controls, vacancy management, service levels, and capital projects. Using this approach, the City has assessed budget reallocations, optimizing vacant positions and shifting resources across departments to minimize the need for new funding. Ensuring the efficient delivery of core services remains a priority across work plans and through initiatives like the Coquitlam Efficiency and Modernization Program. Additionally, as a regional hub, Coquitlam continues to provide services to neighboring communities in a financially responsible and sustainable manner.

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, accessibility 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 enhanced government-to-government relationship with neighbouring First Nations, with the goal of coming together in the spirit of cooperation and collaboration. More specifically, the City is continuing to engage in a number of ways, and through a number of channels, that are collectively supportive of reconciliation focused outcomes.

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 been slowly declining after hitting record highs in 2022. The April 2024 VPI was 2.7%, which has been used for the purposes of inflationary adjustments included in the budget. The City's inflation in the 2025 budget however, mainly driven by the above mentioned contractual commitments is calculated at 4.5%. These inflationary pressures are always the first consideration in developing the operating plan since labour costs are the largest component of the budget. When taking into account the MVRD's utility rate increases, the total inflation increases to 7.7% for 2025. 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

Coquitlam's utility budgets and resulting utility fees are highly dependent on MVRD'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. These impacts are now starting to materialize, with the inclusion of the NSWWTP in the Metro Vancouver 2025 – 2029 Financial Plan, resulting in significant utility rate increases in 2025 to Coquitlam residents and businesses.

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 was successful in securing the Canada Mortgage and Housing Corporation Housing Accelerator Fund (HAF) grant of up to \$25 million over three years. The HAF Program is aimed at increasing housing supply at an accelerated pace and enhancing certainty in the approvals and building process. In order to obtain the full funding, the City will need to deliver on the seven action initiatives committed to as part of the program which will need to be completed within two years and meet housing supply growth targets by January 2027. The HAF grant can be used to fund the resources required to deliver the related action items, and for investments in housing-related infrastructure, potential affordable housing projects and community infrastructure. As part of the updated funding strategy for the Northeast Community Centre (NECC), in light of the uncertainty of future development revenues brought on by the provincial legislation, \$10 million of the HAF funding has been allocated to the City's priority capital project, thereby reducing required borrowing and mitigating funding uncertainty for this project.

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 2025 *Business Plan* and Coquitlam Efficiency and Modernization Program 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.

Consolidated Statement of Financial Activities

The statement of financial activities below provides a comparison of the City's financial performance over the last three 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 Development Cost Charges 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.

Actual surplus has exceeded the budgeted surplus, mainly due to the Municipal Land Sales, Contributed tangible capital assets, and development revenues (i.e. density bonus, affordable housing fees). As these types of revenues are unpredictable and can vary significantly from year to year, a conservative amount has been budgeted.

Years ended December 31 000s	2021 Budget	2021 Actual	2022 Budget	2022 Actual	2023 Budget	2023 Actual	2024 Budget	2025 Budget
Revenue:								
Taxation	\$185,904	\$186,821	\$172,771	\$173,315	\$184,993	\$185,119	\$204,419	\$225,525
Fees, rates and service charges ¹	106,274	136,591	143,911	199,129	156,090	\$184,553	172,623	211,180
Grants and grants in lieu	11,789	12,534	19,178	14,685	16,136	\$41,389	18,596	29,320
Investment income	11,084	15,497	13,049	23,412	13,029	\$38,840	14,590	17,629
Casino Host Revenue	-	3,803	-	7,299	6,900	\$7,010	6,900	6,900
Municipal land sales	20,000	34,497	30,000	54,349	40,000	\$7,257	40,000	40,000
Contributed Tangible Capital Assets ²	20,000	49,138	20,000	50,654	20,000	\$71,204	20,000	20,000
Other contributions ³	-	13,792	-	7,422	7,600	\$6,634	8,200	8,200
Cost recoveries	9,498	10,953	10,327	8,418	5,238	\$12,837	7,252	14,413
Penalties and interest on taxes	953	1,298	952	1,082	977	\$1,379	1,128	1,228
Other	1,589	3,133	1,612	2,164	1,593	\$173	84	90
Total Revenue	\$367,091	\$468,057	\$411,800	\$541,929	\$452,556	\$556,395	\$493,792	\$574,485
Expenditure:								
General government	21,935	28,524	23,915	31,065	25,572	32,682	31,826	35,900
Police protection	40,568	41,389	41,387	42,449	44,982	46,267	50,939	55,872
Fire protection	30,110	32,978	30,428	32,408	32,396	35,205	34,053	37,592
Other protection	3,531	3,226	3,561	3,465	3,908	3,770	4,748	5,419
Engineering	30,420	35,829	30,886	35,551	31,114	37,274	32,700	33,277
Solid waste	7,985	7,885	8,624	8,051	9,021	8,161	9,397	9,340
Planning and development	10,956	11,520	11,671	11,703	12,703	12,443	14,608	16,107
Parks, Recreation and Culture	54,323	58,825	61,245	69,630	66,148	77,993	72,449	75,478
Water utility	29,262	30,993	31,445	32,231	32,976	31,326	42,807	35,821
Sanitary sewer and drainage	32,263	36,718	38,230	39,390	40,014	37,349	34,703	50,064
Debt Interest Payments and Other	4,102	1,156	6,333	2,392	4,892	10,311	5,904	2,773
Total Expenditure	\$265,455	\$289,043	\$287,725	\$308,335	\$303,726	\$332,781	\$334,134	\$357,643
Surplus Before Capital Expenditures	\$101,635	\$179,014	\$124,075	\$233,594	\$148,830	\$223,614	\$159,658	\$216,842

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)

²Contributed tangible capital 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.

*Unaudited

Statement of Activities by Fund and Fund Balances

2025 Budget

Years ended December 31 000s	General Fund	Sewer and Drainage Utility	Water Utility	Library	Eliminations*	Total
Revenue:						
Taxation	\$218,020	\$7,506	\$-	\$-	\$-	\$225,526
Fees, rates and service charges	121,718	47,547	41,827	\$89	-	211,181
Grants and grants in lieu	27,495	1,528	-	7,559	(7,262)	29,320
Investment income	16,296	623	644	\$65	-	17,628
Other contributions	8,200	-	-	-	-	8,200
Casino host revenue	6,900	-	-	-	-	6,900
Municipal land sales	40,000	-	-	-	-	40,000
Contributed tangible capital assets	10,000	5,000	5,000	-	-	20,000
Cost recoveries	14,091	287	34	-	-	14,412
Penalties and interest on taxes	1,228	-	-	-	-	1,228
Other	67	-	-	\$23	-	90
Total Revenue	\$464,015	\$62,491	\$47,505	\$7,736	\$(7,262)	\$574,485
Expenditure:						
General government	35,900	-	-	-	-	35,900
Police protection	55,872	-	-	-	-	55,872
Fire protection	37,592	-	-	-	-	37,592
Other protection	5,419	-	-	-	-	5,419
Engineering	33,277	-	-	-	-	33,277
Solid waste	9,340	-	-	-	-	9,340
Planning and development	16,107	-	-	-	-	16,107
Parks, recreation and culture	75,161	-	-	7,580	(7,262)	75,478
Sanitary sewer and drainage	-	50,064	-	-	-	50,064
Water utility	-	-	35,821	-	-	35,821
Debt interest payments	2,382	124	268	-	-	2,773
Total Expenditure	\$271,050	\$50,188	\$36,089	\$7,580	\$(7,262)	\$357,643
						-
Surplus Before Capital Expenditures	\$192,966	\$12,303	\$11,416	\$156	\$-	\$216,842
						-
Amortization	(27,000)	(7,000)	(3,100)	(780)	-	(37,880)
Capital expenditure	206,565	18,894	8,691	936	-	235,086
Transfers to/from reserves	12,667	(1,297)	5,513	-	-	16,883
Debt	734	1,706	312	-	-	2,752
Balanced Budget	-	-	-	-	-	-

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

Consolidated Budget Summary

The consolidated budget summary below provides the balanced budget for the next five years. The items below the surplus before transfers and capital expenditures reflects the adjustments made to the budget to be in compliance with PSAB requirements.

000s	2025 Budget	2026 Budget	2027 Budget	2028 Budget	2029 Budget
Revenue:					
Taxation	\$225,525	\$234,838	\$244,020	\$253,004	\$262,171
Fees, rates and service charges	211,180	204,052	206,066	191,040	211,943
Grants and grants in lieu	29,320	19,430	15,311	18,260	18,497
Investment income	17,629	17,657	17,691	17,726	17,763
Casino host revenue	6,900	6,900	6,900	6,900	6,900
Municipal land sales	40,000	40,000	40,000	40,000	40,000
Contributed tangible capital assets	20,000	20,000	20,000	20,000	20,000
Cost recoveries and other contributions	22,613	8,352	10,982	8,324	8,363
Other	1,318	1,319	1,320	1,321	1,322
Total Revenue	\$574,485	\$552,548	\$562,290	\$556,575	\$586,959
Expenditures:					
Operating expenditures	357,643	369,975	381,523	395,181	409,438
Total Expenditure	\$357,643	\$369,975	\$381,523	\$395,181	\$409,438
Surplus Before Transfers and Capital Expenditures	\$216,842	\$182,573	\$180,767	\$161,394	\$177,521
Transfers and Other Adjustments:					
Capital expenditures	235,086	323,547	121,337	102,285	117,701
Debt proceeds	-	(43,726)	-	-	-
Transfers to land sale reserve	49,824	46,610	49,573	49,582	49,606
Transfers to reserves	90,575	81,531	80,103	80,195	80,507
Transfers from reserves	(150,321)	(217,481)	(62,372)	(62,829)	(62,490)
Contribution to reserves	6,805	6,805	6,805	6,805	6,805
Contributed tangible capital assets	20,000	20,000	20,000	20,000	20,000
Amortization	(37,880)	(37,100)	(37,100)	(37,100)	(37,100)
Debt payments	2,753	2,387	2,421	2,456	2,492
Total Transfers and Capital Expenditures	\$216,842	\$182,573	\$180,767	\$161,394	\$177,521
Balanced Budget	-	-	-	-	-

Employee Base — Full-Time Equivalent (FTE) Analysis

The City of Coquitlam budgets for a full staff complement in all departments. 1,505.3 full-time equivalents (FTEs) are budgeted for 2025, 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	2022 Budget	2022 Actual	2023 Budget	2023 Actual	2024 Budget	2024 Actual	2025 Budget
Chief Administrative Officer	2.1	2.0	2.1	2.0	2.1	2.0	2.1
Deputy Chief Administrative Officer	6.4	5.7	8.4	8.2	97.7	94.6	99.4
Community Safety	0.0	0.0	0.0	0.0	44.0	38.0	49.7
Corporate Services	69.3	71.1	76.3	76.7	79.6	83.6	81.8
Engineering and Public Works	221.1	217.2	226.1	220.8	229.1	221.2	231.4
Fire Rescue Services	183.4	176.7	183.4	181.1	194.0	184.6	194.0
Parks, Recreation, Culture and Facilities	383.9	367.8	409.2	394.6	433.9	423.8	436.0
Planning and Development	102.0	101.9	110.0	109.5	119.4	113.7	120.4
Police Services (including RCMP members)	272.4	247.5	276.4	252.6	285.4	238.9	289.4
Finance and Lands	50.1	48.5	54.1	48.3	0.0	0.0	0.0
Legislative Services	61.7	59.7	67.8	64.9	0.0	0.0	0.0
Total FTEs	1,352.4	1,298.1	1,413.8	1,358.7	1,485.2	1,400.5	1,504.3

Notes:

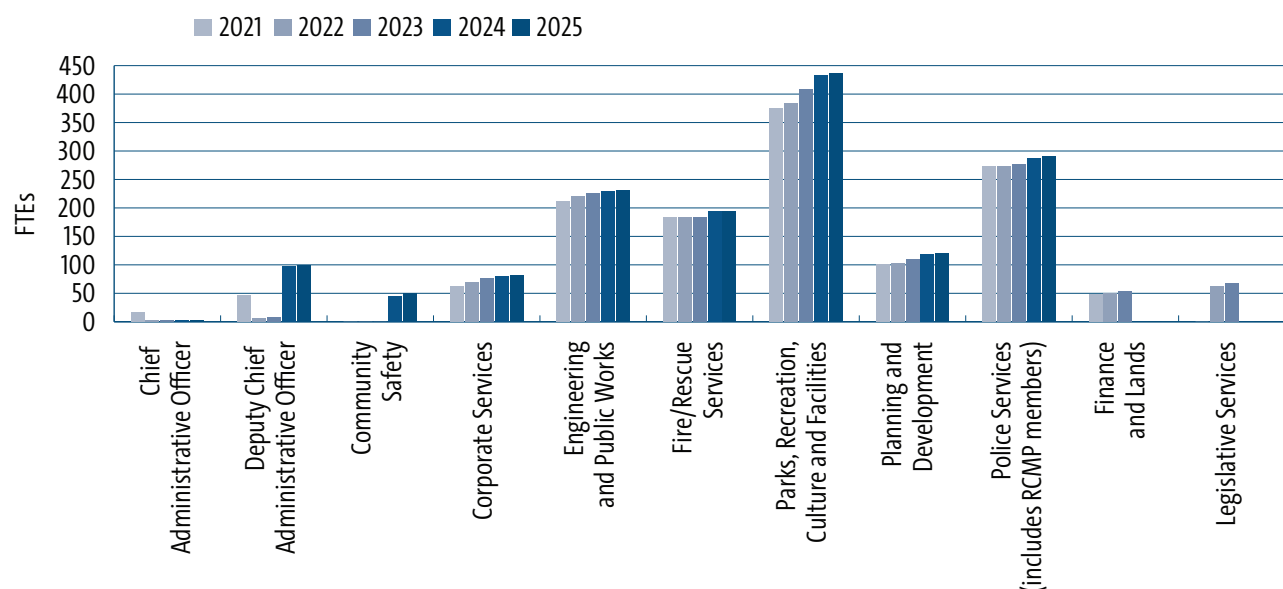
¹ A reorganization in 2022 resulted in the transfer of a total of 61.7 FTEs between City Manager, Deputy City Manager and Legislative Services departments.

² 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

³ A reorganization in 2024 resulted in the transfer of a total of 613.7 FTEs between the Community Safety, Deputy Chief Administrative Officer, Finance, Lands and Police Services, Parks, Recreation, Culture and Facilities and the Legislative Services departments.

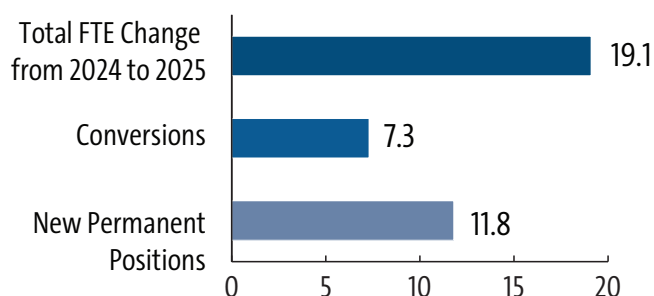
⁴ In 2024 City Manager's Office was renamed to Chief Administrative Officer and Deputy City Manager's Office was renamed to Deputy Chief Administrative Officer.

Budgeted Full Time Equivalents per Department 2021 – 2025 (Including RCMP Members)



The number of FTEs increased by 19.1 in 2025. Council approved 11.8 new positions related to new budget requests, of which 4.0 FTEs are RCMP members. Operating tied to capital requests resulted in 2.3 FTEs, and 1 FTE was driven by increased development activity. As the City continues to grow and the demand for new or changing services and priorities emerges, reallocation of existing resources is often required since it is not reasonable to fund every new service demand in the community with a tax increase. Many of these positions were funded from the reallocation of existing resources to meet emerging needs without a tax impact.

Increase in Budgeted FTEs (Including RCMP Members) 2024–2025



New Permanent Positions in 2025 (Including Conversions)

Department	FTE	Position Title
Community Safety	1.0	Community Safety Advisor
Community Safety	1.0	Manager Administrative and Animal Services
Corporate Services	0.4	Support Analyst
Deputy Chief Administrative Officer	(0.1)	Clerk Auxiliary
Deputy Chief Administrative Officer	1.0	Legislative Services Advisor
Deputy Chief Administrative Officer	1.0	Senior Corporate Finance Advisor
Deputy Chief Administrative Officer	(0.2)	Transit-Oriented Development Application Team – Internal Support
Engineering and Public Works	1.0	Traffic Control Supervisor
Parks, Recreation, Culture and Facilities	0.1	Building Maintenance Worker
Parks, Recreation, Culture and Facilities	0.5	Building Service Worker
Parks, Recreation, Culture and Facilities	1.2	Labourer 2
Parks, Recreation, Culture and Facilities	(0.2)	Trail Maintenance Worker
Parks, Recreation, Culture and Facilities	0.2	Work Control Clerk
Planning and Development	1.0	Plans Reviewer 2
Police Services	4.0	RCMP Member
	11.8	

Conversions of Existing Positions

Corporate Services	1.0	Communications Coordinator 1
Corporate Services	(0.1)	Reproduction Equipment Operator
Corporate Services	1.0	Senior Information Security Analyst
Engineering and Public Works	1.0	Maintenance Worker – Roads
Engineering and Public Works	2.0	Maintenance Worker – Utilities
Parks, Recreation, Culture and Facilities	(1.5)	Labourer 2
Parks, Recreation, Culture and Facilities	1.7	Senior Aquatic Leader
Parks, Recreation, Culture and Facilities	1.0	Trades 2 – Carpenter
Parks, Recreation, Culture and Facilities	1.0	Turfcare and Irrigation Coordinator
Parks, Recreation, Culture and Facilities	(1.6)	Various Positions
Parks, Recreation, Culture and Facilities	(0.2)	Work Control Clerk
Planning and Development	1.0	Planner 1
Planning and Development	1.0	Planner Reviewer 1
	7.3	
	19.1	



Chapter 6

2025 Five-Year Consolidated Operating Plan

6

Chapter 6

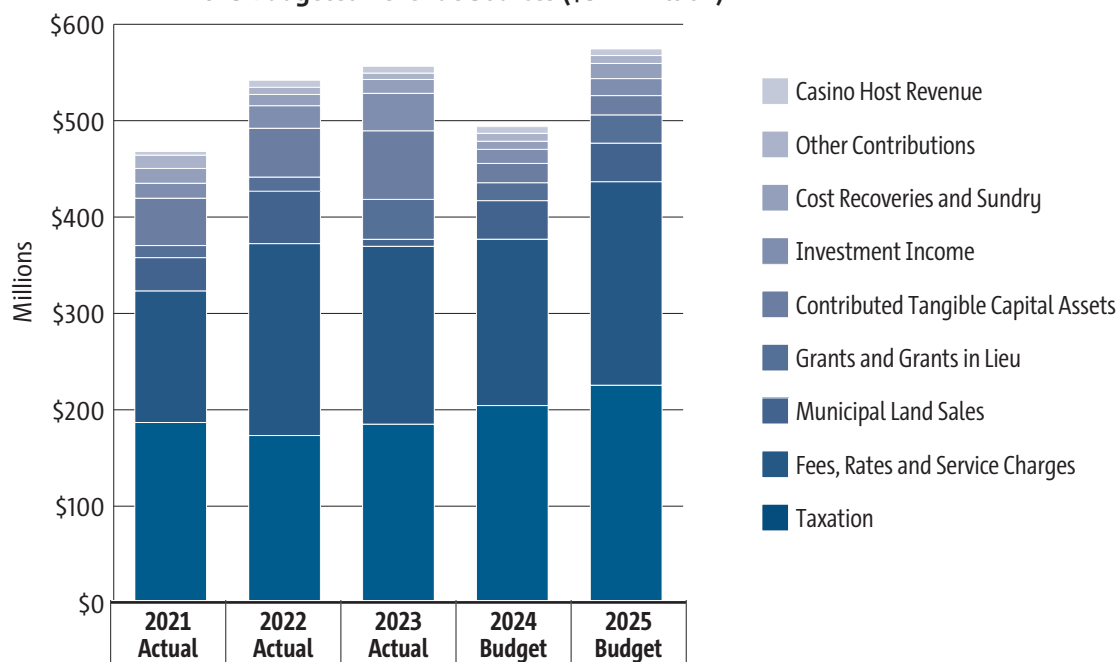
2025 Five-Year Consolidated Operating Plan

The City's operating budget reflects the ongoing costs required to deliver valued programs and services for the community, costing \$477 million in 2025. 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 and from reserves upon consolidation and the recognition of the DCCs utilized in the *Capital Plan*. This results in the recognition of \$574 million in revenues and \$358 million in expenses for reporting purposes.

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, grants, municipal land sales, developer contributions, development capital asset contributions, investment income and cost recoveries.

Consolidated Revenues by Type
2025 Budgeted Revenue Sources (\$574 Million)



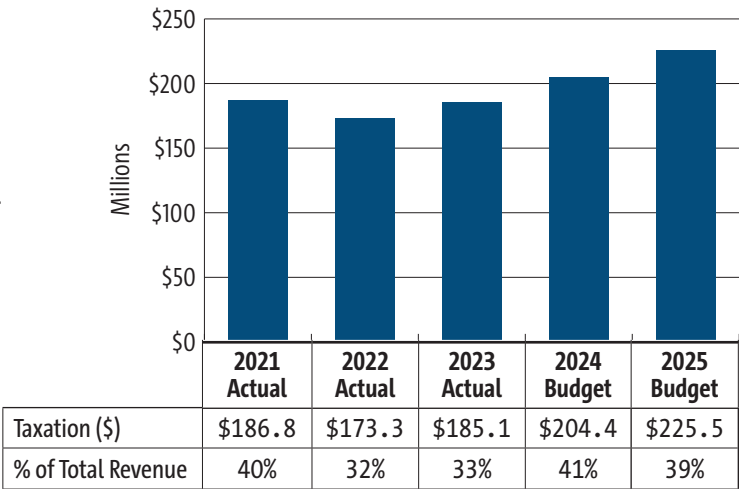
	2021 Actual	2022 Actual	2023 Actual	2024 Budget	2025 Budget
Taxation	\$186.8	\$173.3	\$185.1	\$204.4	\$225.5
Fees, Rates and Service Charges	\$136.6	\$199.1	\$184.6	\$172.6	\$211.2
Municipal Land Sales	\$34.5	\$54.3	\$7.3	\$40.0	\$40.0
Grants and Grants in Lieu	\$12.5	\$14.7	\$41.4	\$18.6	\$29.3
Contributed Tangible Capital Assets	\$49.1	\$50.7	\$71.2	\$20.0	\$20.0
Investment Income	\$15.5	\$23.4	\$38.8	\$14.6	\$17.6
Cost Recoveries and Sundry	\$15.4	\$11.7	\$14.4	\$8.5	\$15.7
Other Contributions	\$13.8	\$7.4	\$6.6	\$8.2	\$8.2
Casino Host Revenue	\$3.8	\$7.3	\$7.0	\$6.9	\$6.9

Taxation

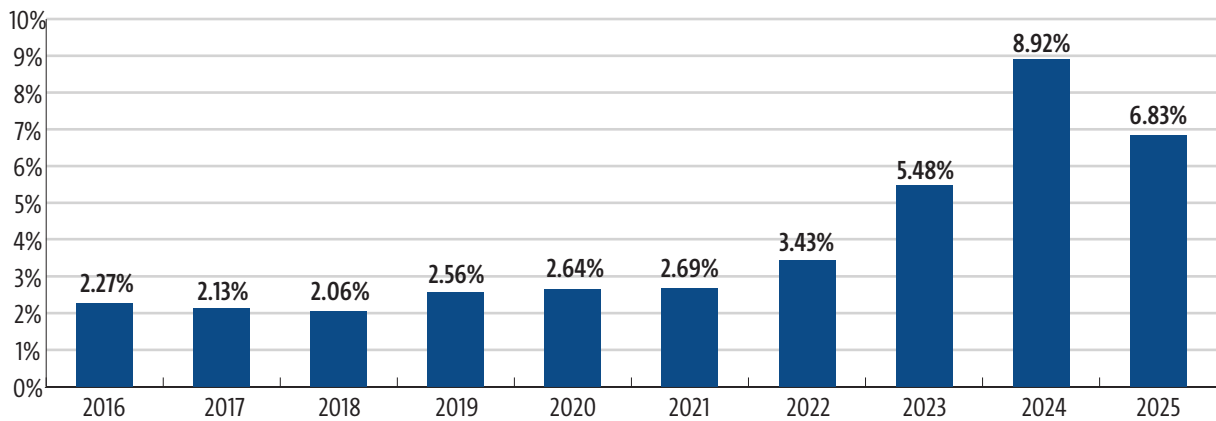
The primary funding source for City services in the 2025 – 2029 Financial Plan is taxation, at \$226 million or 39% of the total revenues on a consolidated basis. This includes a property tax levy increase of \$20.0 million —made up of \$6.5 million from new assessment growth and a \$13.5 million rate increase—to provide for inflation and maintenance of service levels, for an average property tax increase of \$175 per household.

The City’s tax collection has increased from \$187 million realized in 2021 to \$226 million budgeted in 2025. 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 2021 of \$40 million is due to taxation growth (i.e. construction of new homes) and annual tax increases required to keep up with additional operating spending resulting from population growth, inflationary pressures, service increases and legislative changes. 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 2021 – 2025



Tax Rate History



Tax Rate Summary

The increase in the property tax levy for funding municipal services in Coquitlam in 2025 is \$13.5 million, equivalent of an average increase of 6.83% in property taxes, or \$175 increase for an average residential house. In addition, the City anticipates receiving approximately \$6.5 million of new taxation growth in 2025, stemming from new properties that have been added to the tax roll, as well as land use or zoning changes.

Property Taxation from Development Growth
2021–2025

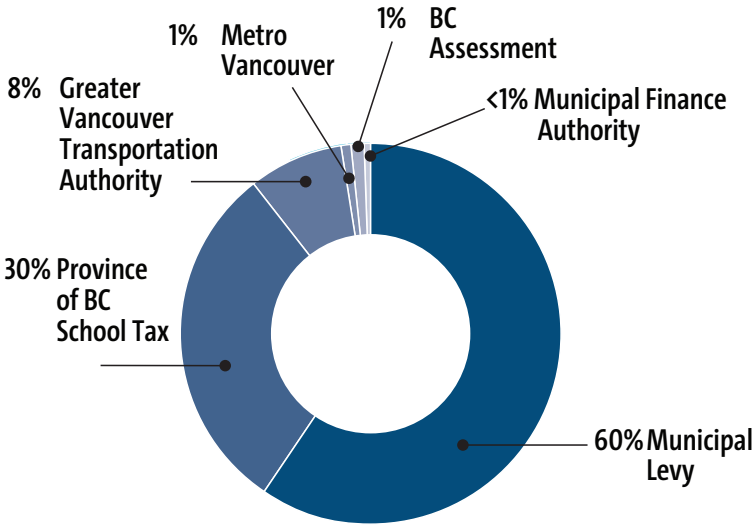
Property taxes increased by approximately \$66 million from 2021 to 2025, not including \$20 million which was transitioned from a sewer parcel tax to a sewer user fee in 2022. Of this increase, a cumulative total of \$19 million is from new growth in taxation. An additional \$47 million in property taxation revenue has been a result of property tax rate increases approved by Council which, prior to 2023, have historically been in the range of 2-3% annually. For 2025, Council approved an increase of 6.83% to support rising costs and expanded or newly-downloaded responsibilities, 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 2025, once final information related to the 2025 Assessment Roll is received from the BC Assessment Authority.

Property tax notices sent to Coquitlam homeowners 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. 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.

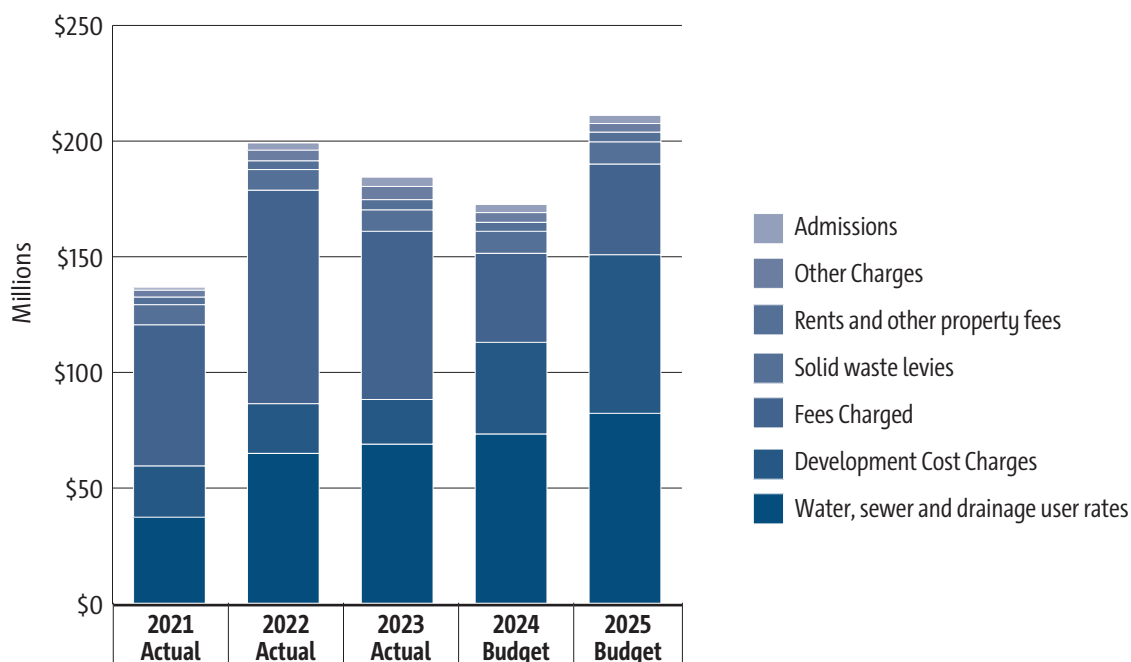
Taxation Levies	2024 Actual	2025 Budget	%
Municipal Levy	205,300,000	225,530,000	60%
Other Governments			
Province of BC School Tax	116,170,000	116,000,000	30%
Greater Vancouver Transportation Authority	27,850,000	25,000,000	8%
Metro Vancouver	5,520,000	5,500,000	1%
BC Assessment	3,500,000	3,500,000	1%
Municipal Finance Authority	20,000	20,000	0%
Total Other Governments	153,060,000	150,020,000	40%
Total	358,360,000	375,550,000	100%



Fees, Rates and Charges

The 2025 – 2029 *Financial Plan* includes a total of \$211 million in Fees, Rates and Service Charges.

Budgeted Fees, Rates and Charges
2025 Budgeted Revenues (\$211 million)



	2021 Actual	2022 Actual	2023 Actual	2024 Budget	2025 Budget
Water, sewer and drainage user rates	\$37.4	\$65.0	\$69.0	\$73.4	\$82.3
Development Cost Charges	\$22.2	\$21.5	\$19.3	\$39.6	\$68.6
Fees Charged	\$61.0	\$92.3	\$72.7	\$38.5	\$39.2
Solid waste levies	\$8.7	\$8.9	\$9.3	\$9.5	\$9.6
Rents and other property fees	\$3.3	\$3.8	\$4.4	\$3.9	\$4.2
Other Charges	\$3.0	\$4.6	\$5.7	\$4.2	\$3.7
Admissions	\$1.0	\$3.1	\$4.0	\$3.5	\$3.5

The revenues from fees, rates and service charges increase from \$137 million in 2021 to \$211 million in 2025. Development Cost Charges (DCCs) provide funding for capital projects. DCCs are treated as fees, rates and service 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 service 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 2025 – 2029 Year Plan indicates significant rate increases over the next few years as a result of a number of planned significant capital projects, with the NSWWTTP being incorporated in the first year. In 2025, the City's costs related to MVRD water purchases and NSWWTTP levy will increase by 44.6%, with future annual increases ranging from 5% – 9%.

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

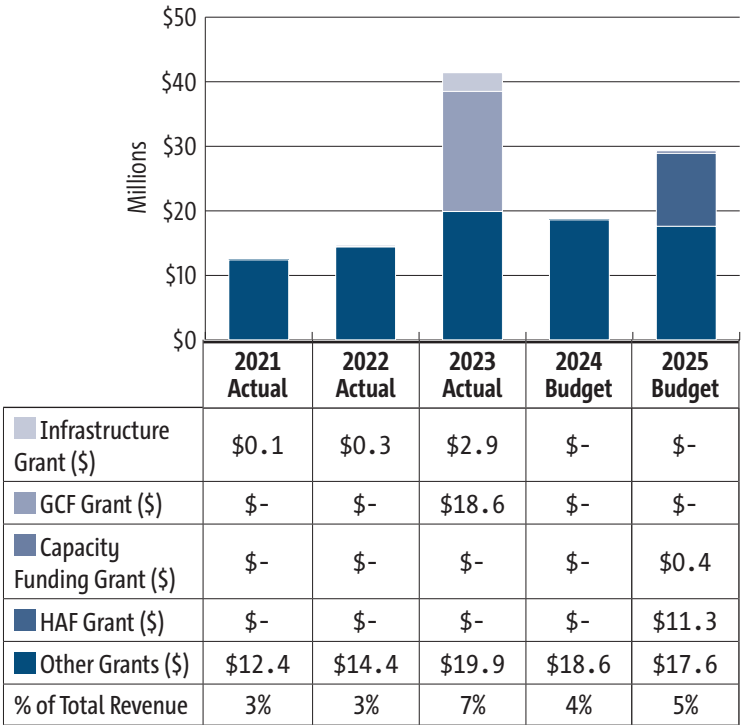
mitigating the volatility in the rate increases for Coquitlam ratepayers. While MVRD’s 2025 – 2029 *Financial Plan* indicates relative stable increases in the out years of the plan, there continues to be a significant risk of higher rate increases in the future due to a variety of variables such as capital project deferrals, significant cost escalations and

reliance on Development Cost Charges. 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 4% for water, 16% for sewer and drainage and 1% for solid waste in 2025.

Grants and Grants in Lieu

This funding source includes annual grants provided by TransLink, 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. Significant one-time grants are also recognized and highlighted in the chart below. These include an infrastructure grant secured towards the Mundy Park 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. In 2023, the City received a Growing Communities Fund (GCF) grant to support infrastructure and amenities for the city’s growing population which has been allocated to key projects, including the Burke Mountain Athletic Park, Mundy Park Pool Renewal, Town Centre improvements and Blue Mountain amenities. In 2024, the City received a Provincial Capacity Funding grant towards local government housing initiatives. In addition, the City was successful in securing the CMHC Housing Accelerator Fund (HAF) grant, to be received over 3 years, to support housing growth and infrastructure in Coquitlam. Budgeted amounts are based on signed agreements, applications in progress, or on firm estimates provided by the grantor.

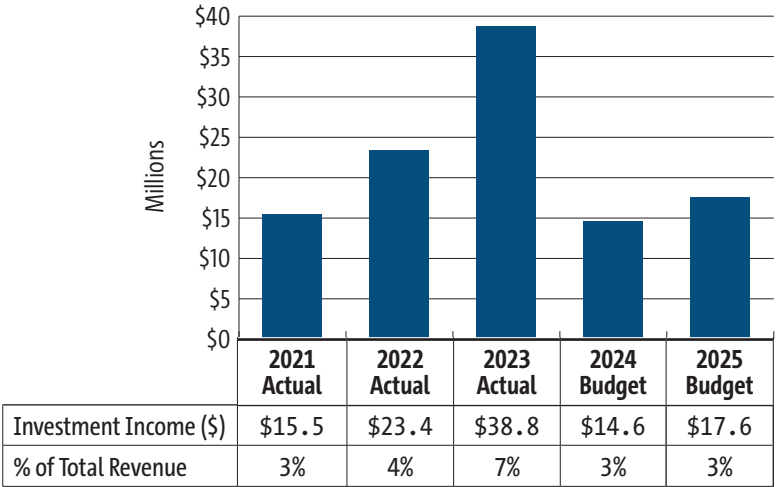
Grant Revenue Trends 2021 – 2025



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 reflects the plummeting interest rates as a result of the pandemic, while 2022 and 2023 reflect the increasing interest rate environment. While the 2025 budget has been increased to reflect the increasing capital reserves (a significant portion of which is held in the Land Sale Reserve), given the declining interest rate environment, coupled with the significant cash flow needed over the next few years as a result of the capital investments reflected in the *Capital Plan*, the budget is maintained at a conservative amount.

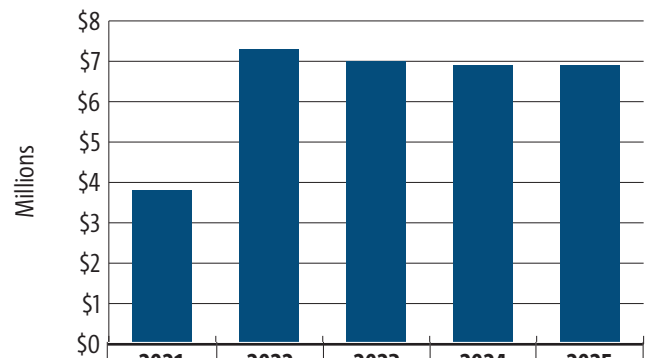
Investment Income Trends 2021 – 2025



Casino Host 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 Host Revenue Trends 2021 – 2025

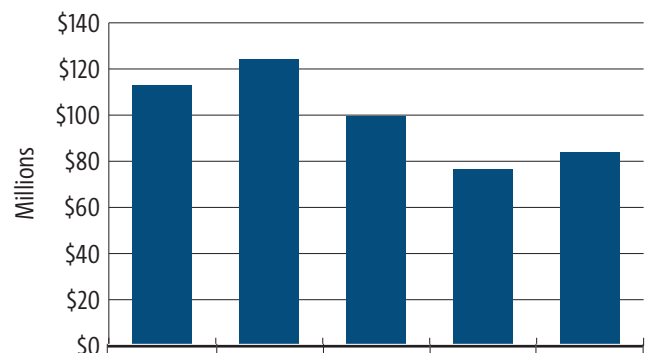


	2021 Actual	2022 Actual	2023 Actual	2024 Budget	2025 Budget
Casino Host Revenue (\$)	\$3.8	\$7.3	\$7.0	\$6.9	\$6.9
% of Total Revenue	1%	1%	1%	1%	1%

Other Revenue

The revenue from other sources has been volatile as the majority of it is made up of Municipal Land Sales and Contributed Tangible Capital Assets, 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 Contributed Tangible Capital Assets.

Other Revenue Trends 2021 – 2025



	2021 Actual	2022 Actual	2023 Actual	2024 Budget	2025 Budget
Other Revenue (\$)	\$112.8	\$124.1	\$99.5	\$76.7	\$83.9
% of Total Revenue	24%	23%	18%	16%	15%

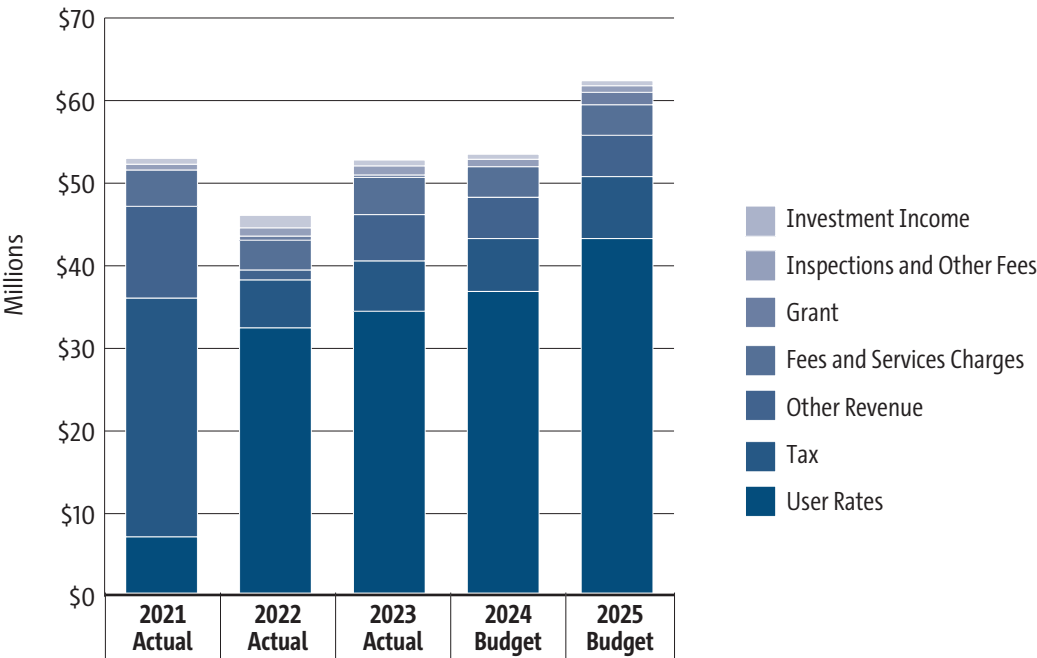
Revenues—Sewer and Drainage

Sewer and Drainage Utility Revenues

In 2025, the City of Coquitlam will collect \$62 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 \$9 million from 2024. 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 contributed tangible capital assets, which are included in other revenue in the chart below and can fluctuate significantly from year to year.

The following graph shows the proportional funding from each of these sources for the 2025 – 2029 Financial Plan.

Sewer and Drainage Revenues
2025 Budgeted Revenues (\$62 million)



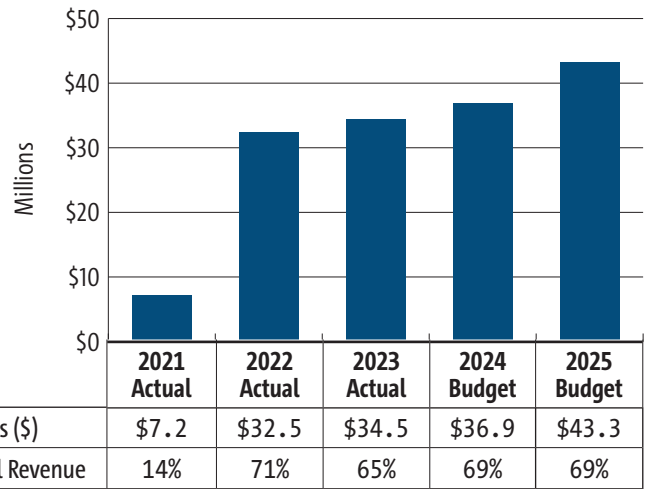
	2021 Actual	2022 Actual	2023 Actual	2024 Budget	2025 Budget
User Rates	\$7.2	\$32.5	\$34.5	\$36.9	\$43.3
Tax	\$28.9	\$5.8	\$6.1	\$6.4	\$7.5
Other Revenue	\$11.1	\$1.2	\$5.6	\$5.0	\$5.0
Fees and Service Charges	\$4.4	\$3.6	\$4.5	\$3.7	\$3.7
Grants	\$-	\$0.5	\$0.3	\$-	\$1.5
Inspections and Other Fees	\$0.7	\$1.0	\$1.1	\$0.9	\$0.8
Investment Income	\$0.7	\$1.5	\$0.7	\$0.6	\$0.6

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

Sewer User Rates

The largest source of revenue in the Sewer and Drainage Fund are sewer user rates, which include the flat rates 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 2025 reflects a combination of the 16% increase approved by Council (\$548 to \$636) and growth adjustments. The increase is primarily driven by the NSWWTP levy, an impact of \$5.5 million, over and above MVRD's annual base increases for trunk collection and treatment costs. Coquitlam's Sewer and Drainage Plan includes a reduction to the utility contingency to mitigate the impact of the significant MVRD rate increase to Coquitlam residents and businesses.

Sewer and Drainage User Rate Trends 2021 – 2025

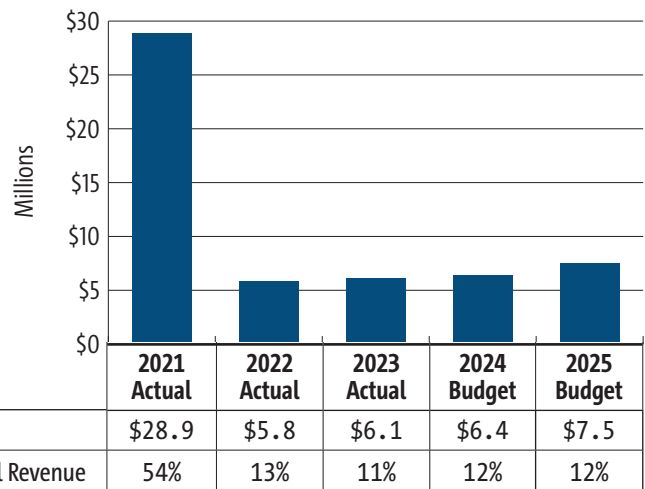


*Effective 2022, Sewer Parcel Tax changed to Sewer User Fee.

Drainage Tax Revenue

The drainage tax levy per home increased from an average of \$83 in 2024 to \$96 in 2025. Like the sewer and drainage rates, the 2025 increase is primarily driven by MVRD's increases.

Drainage Tax Trends 2021 – 2025

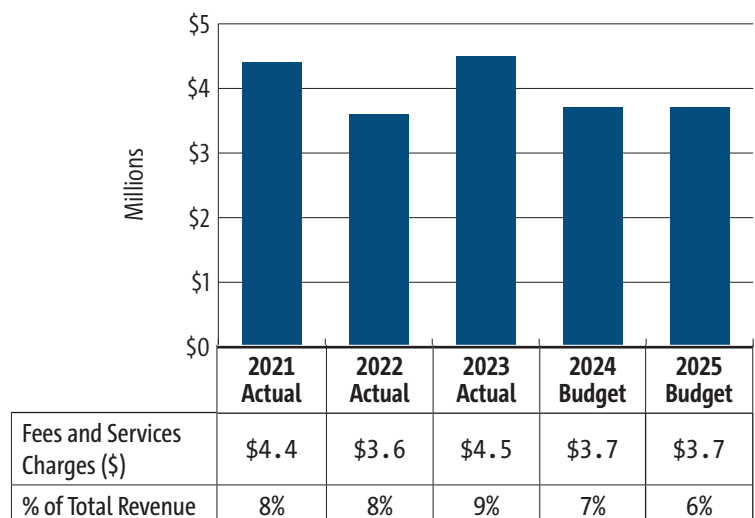


*Effective 2022, Sewer Parcel Tax changed to Sewer User Fee.

Sewer and Drainage Fees and Service Charges Revenue

Transfers from Development Cost Charges (DCCs) to fund capital infrastructure for sewer and drainage are recognized as fees, rates and charges in the financial statements, and can fluctuate significantly from year to year depending on the timing of growth related capital projects. The higher fees in 2021 and 2023 are due to an increase in the number of growth-related projects funded from DCCs in Northeast Coquitlam. The lower amounts in 2022, 2024 and 2025 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.

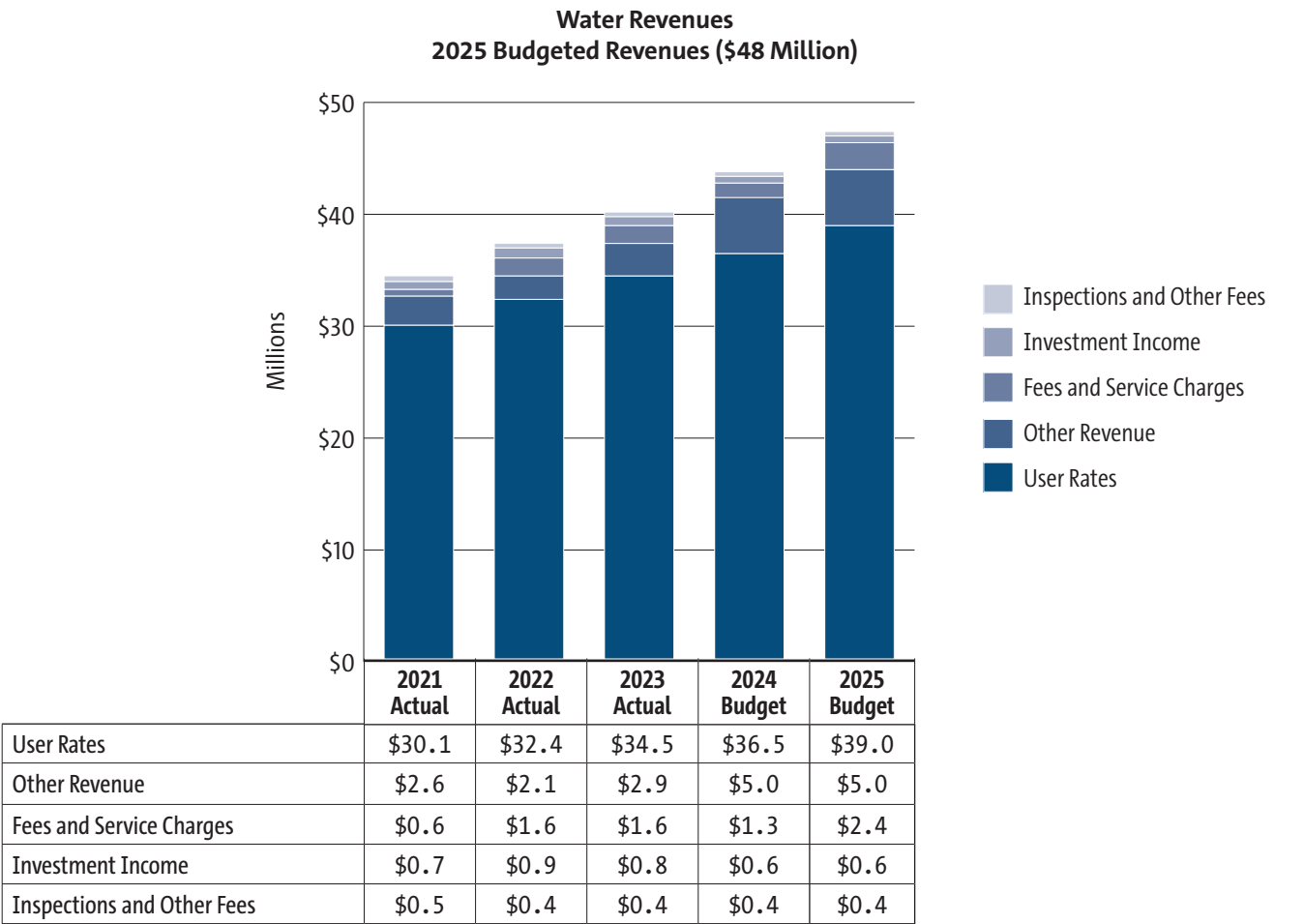
Sewer and Drainage Fees and Service Charge Trends 2021 – 2025



Revenues — Water

Water Utilities Revenue

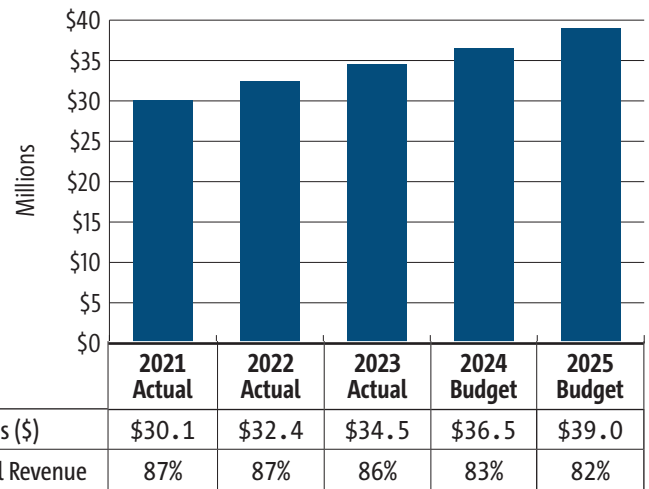
In 2025, the City of Coquitlam will collect \$48 million in revenues from a number of sources, including water user rates, investment income, and inspection and other fees. The following chart shows the proportional funding from each of these sources for the 2025 – 2029 Financial Plan.



Water User Rate Revenue

The largest source of revenue in the Water Fund is the water user rate, which is the flat rate charged to all homeowners. The revenue in 2025 reflects the 4% average rate increase approved by Council, 3% of which has been allocated to asset replacement to support the renewal of aging infrastructure. The remainder is primarily due to the MVRD rate increase for water purchase. 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 \$672 in 2024 to \$699 in 2025 and multi-family rates increasing from \$403 in 2024 to \$419 in 2025.

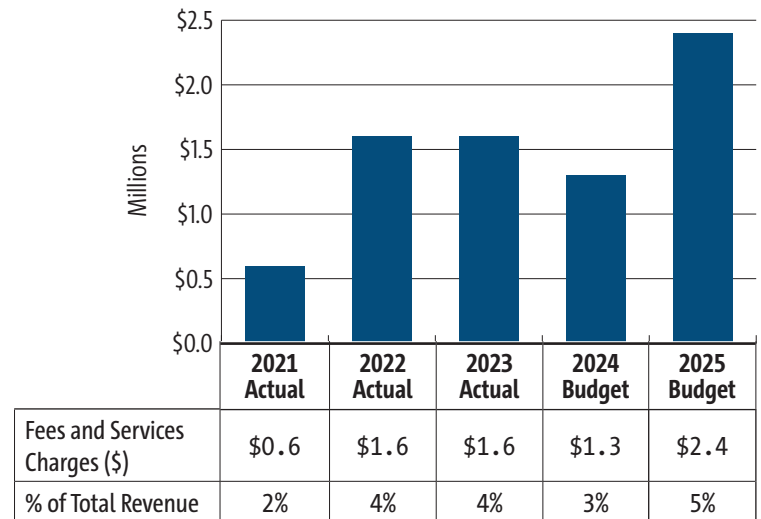
Water User Rates Trends 2021 – 2025



Water Fees and Service Charges Revenue

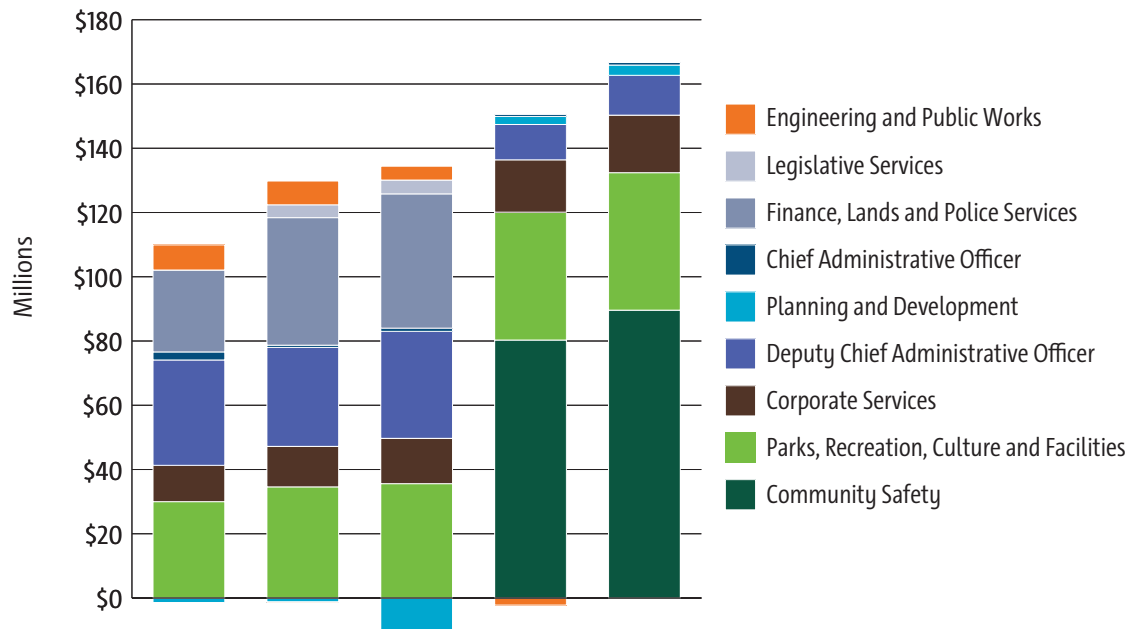
Transfers from DCCs to fund water infrastructure are recognized under fees, rates and charges in the financial statements, and can fluctuate from year to year due to the timing of growth-related capital projects. The DCC revenues are higher in the 2022, 2023 and budgeted 2025 due to an increase in the number of growth-related projects funded from DCCs in Northeast Coquitlam.

Water Fees and Service Charge Trends 2021 – 2025



2025 Operating Plan By Department

Net Expenditures by Department
2025 Budgeted Department Net Expenditures



	2021 Actual	2022 Actual	2023 Actual	2024 Budget	2025 Budget
Community Safety	\$-	\$-	\$-	\$80.3	\$89.6
Parks, Recreation, Culture and Facilities	\$30.0	\$34.6	\$35.6	\$39.8	\$42.8
Corporate Services	\$11.3	\$12.6	\$14.1	\$16.3	\$17.9
Deputy Chief Administrative Officer	\$32.8	\$30.8	\$33.3	\$11.0	\$12.4
Planning and Development	(\$1.4)	(\$1.3)	(\$10.7)	\$2.5	\$3.2
Chief Administrative Officer	\$2.5	\$0.7	\$1.0	\$0.7	\$0.8
Finance, Lands and Police Services	\$25.5	\$39.7	\$41.8	\$-	\$-
Legislative Services	\$-	\$4.0	\$4.3	\$-	\$-
Engineering and Public Works	\$7.8	\$7.4	\$4.3	(\$2.2)	(\$0.3)
Total	\$108.6	\$128.5	\$123.7	\$148.6	\$166.3

Note:

¹ Corporate Services was a new department in 2021 and Legislative Services was a new department in 2022 created through a reorganization of existing divisions.

² Community Safety was a new department in 2024 created through a reorganization of existing divisions.

³ In 2024 City Manager's Office was renamed to Chief Administrative Officer and Deputy City Manager's Office was renamed to Deputy Chief Administrative Officer.

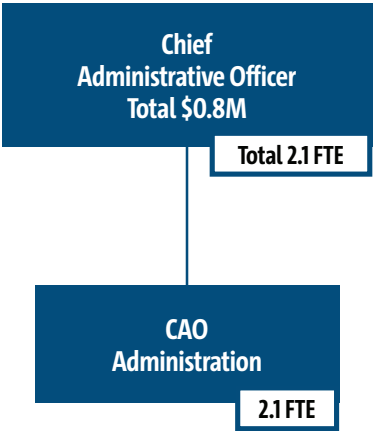
Office of the Chief Administrative Officer

Central Leadership for Community Progress

The Office of the Chief Administrative Officer oversees the broad spectrum of City operations. 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 Office of the Chief Administrative Officer, please see the *Business Plan* section starting on p. 22.



Key Performance Measures

Office of the Chief Administrative Officer	2020	2021	2022	2023	2024
Community Rating of Quality of Life	N/A	97%	N/A	94%	N/A
Community Overall Satisfaction of City Services	N/A	96%	N/A	93%	N/A
Taxpayer Confidence	N/A	89%	N/A	80%	N/A

Note: Coquitlam’s Community Satisfaction Survey is conducted every two years in order to reduce community engagement fatigue.

2025 – 2029 City of Coquitlam Budget

Fund: (10) Gen Optg Department: (120) Chief Administrative Officer		Actual 2023	Budget 2024	Budget 2025	Budget 2026	Budget 2027	Budget 2028	Budget 2029
Expenditures								
Division: (120) CAO Administration								
CAO Administration		1,031,061	739,876	750,600	770,620	791,437	797,643	797,941
Total Division: (120) CAO Administration		1,031,061	739,876	750,600	770,620	791,437	797,643	797,941
Total Expenditures		1,031,061	739,876	750,600	770,620	791,437	797,643	797,941
Net Expenditure (Contribution):		1,031,061	739,876	750,600	770,620	791,437	797,643	797,941

Office of the Deputy Chief Administrative Officer

Strategic Support across Departments

The Deputy Chief Administrative Officer leads corporate initiatives, supporting the Chief Administrative Officer and each City department in delivering key projects. The Deputy Chief Administrative Officer oversees and supports operations through the City's legislative services, finance, economic development, intergovernmental and indigenous relations and lands and real estate functions.

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

Legislative Services

Key responsibilities include:

- Operating 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 kwikwə́łəm First Nation and other Indigenous peoples, including urban indigenous peoples that reside in 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 and Tourism

Key responsibilities include:

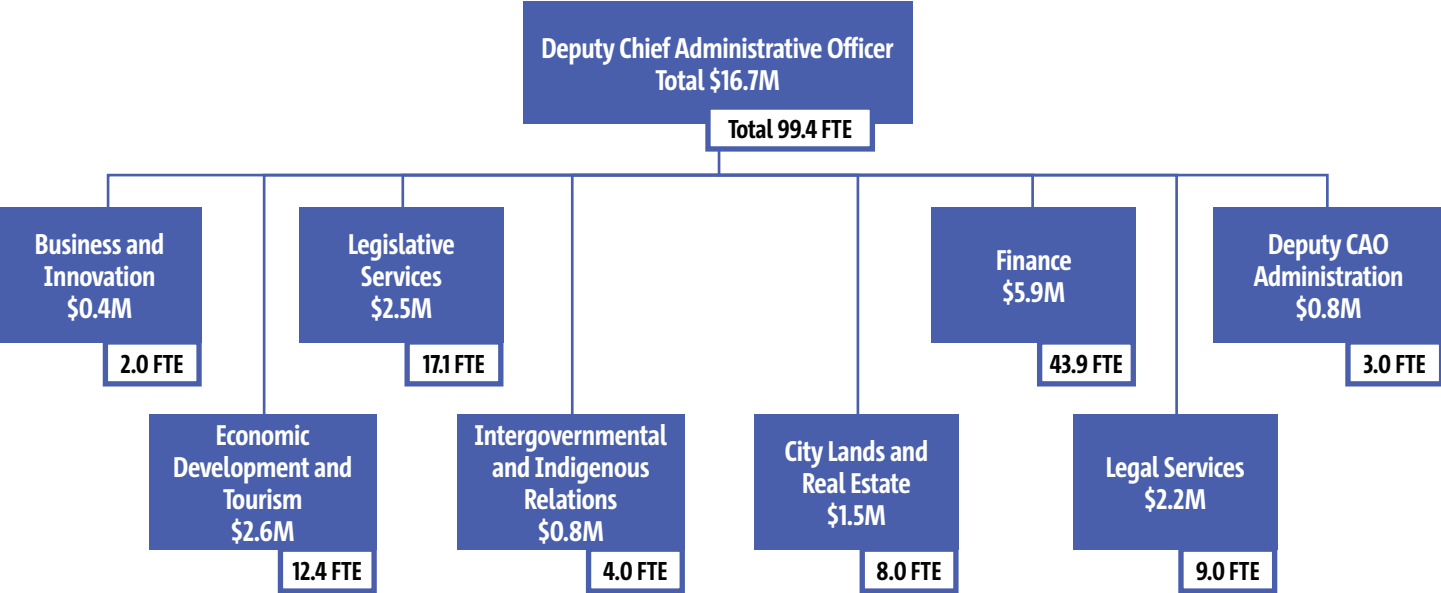
- Developing, managing and implementing a variety of strategic initiatives in an effort to promote, attract and grow the local business community
- Marketing the competitive advantage of the City and its businesses and attracting investors, tourists and film productions
- Supporting the City’s Business LinQ program to support, expand and retain new and existing businesses
- Building relationships with key stakeholders such as provincial and 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

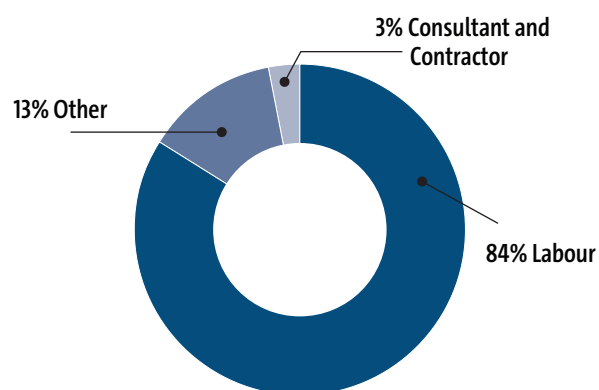
For details on the business priorities for Office of the Deputy Chief Administrative Officer, please see the *Business Plan* section starting on p. 22.



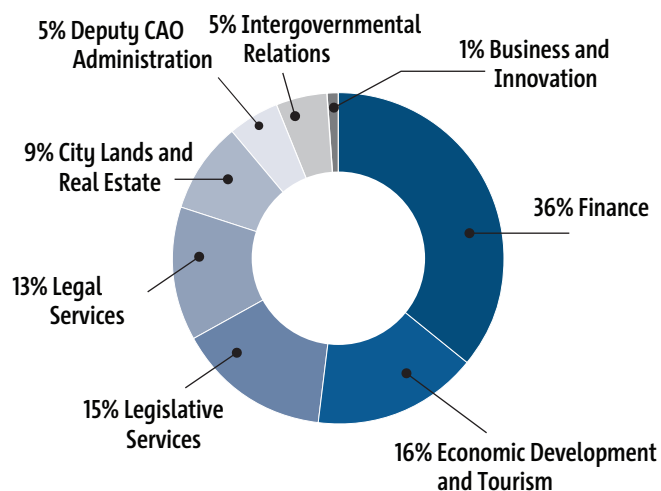
Key Performance Measures:

Performance Indicator Strategic Priority	Actual		Budget				
	2023	2024	2025	2026	2027	2028	2029
Total number of tax folios <i>Financial Excellence and Operational Efficiency</i>	53,070	54,343	55,970	57,650	59,380	61,160	62,990
Total number of invoices processed <i>Financial Excellence and Operational Efficiency</i>	19,875	20,230	20,634	21,045	21,465	21,894	22,331
Return on investment of the City's investment portfolio <i>Financial Excellence and Operational Efficiency</i>	3.57%/ \$45.8 million	4.26%/ \$55.7 million	3.85%/ \$52 million	3.5%/ \$47 million	3.1%/ \$42 million	3.1%/ \$42 million	3.1%/ \$42 million
Revenue received from film permits <i>Economic Vitality</i>	\$88,757	\$156,930	\$92,300	\$95,998	\$99,838	\$103,831	\$107,984

Office of the Deputy Chief Administrative Officer
Expenditures by Type



Office of the Deputy Chief Administrative Officer
Expenditures by Function



2025 City of Coquitlam Budget

Fund: (10) Gen Optg Department: (600) Deputy Chief Administrative Officer		Actual 2023	Budget 2024	Budget 2025	Budget 2026	Budget 2027	Budget 2028	Budget 2029
Expenditures								
Division: (210) Business and Innovation								
Business and Innovation		221,769	337,657	372,784	387,974	398,281	398,347	398,414
Total Division: (210) Business and Innovation		221,769	337,657	372,784	387,974	398,281	398,347	398,414
Division: (620) Deputy CAO Administration								
Deputy CAO Administration		551,863	690,992	757,398	752,652	752,811	752,974	753,140
Total Division: (620) Deputy CAO Administration		551,863	690,992	757,398	752,652	752,811	752,974	753,140
Division: (230) Legislative Services								
Legislative Services Administration		1,398,347	1,390,457	1,286,397	1,318,449	1,347,777	1,361,087	1,366,480
Records Management		343,506	365,720	420,633	425,727	430,995	430,847	430,698
Elections		65	-	-	350,000	-	-	-
Central Mail and Switchboard		389,013	408,638	438,857	442,458	446,131	449,879	453,701
City Archives		284,994	350,381	352,807	356,059	356,660	357,274	357,900
Total Division: (230) Legislative Services		2,415,924	2,515,196	2,498,694	2,892,693	2,581,563	2,599,087	2,608,779
Division: (270) Finance								
Payroll		548,385	631,671	647,633	664,577	678,423	689,553	693,769
Financial Services Administration		326,753	639,452	1,018,404	975,364	933,045	944,711	945,973
Accounting		1,093,775	1,201,872	1,297,125	1,323,849	1,338,529	1,340,673	1,340,673
Revenue Services		1,144,101	825,018	940,901	946,688	950,616	953,469	953,908
Budgeting		1,080,241	854,607	928,413	954,801	961,985	966,790	971,613
Purchasing		588,053	727,859	729,218	733,593	738,336	743,141	747,964
Stores		309,294	359,712	356,329	360,912	365,664	370,686	376,037
Total Division: (270) Finance		5,090,602	5,240,191	5,918,023	5,959,784	5,966,598	6,009,023	6,029,937
Division: (650) Economic Development and Tourism								
Economic Development		935,716	1,137,220	1,157,338	1,180,197	1,192,279	1,193,491	1,193,839
Corporate Partners Sponsorship		-	72,131	78,796	68,796	68,796	68,796	68,796
Events		-	1,221,596	1,398,936	961,908	969,977	978,057	986,337
Total Division: (650) Economic Development and Tourism		935,716	2,430,947	2,635,070	2,210,901	2,231,052	2,240,344	2,248,972
Division: (730) Intergovernmental Relations								
Intergovernmental Relations		211,623	272,630	547,103	520,397	530,897	534,688	534,688
Indigenous Relations		153,777	267,385	227,378	206,298	206,298	206,298	206,298
Total Division: (730) Intergovernmental Relations		365,400	540,015	774,481	726,695	737,195	740,986	740,986

Fund: (10) Gen Optg Department: (600) Deputy Chief Administrative Officer		Actual 2023	Budget 2024	Budget 2025	Budget 2026	Budget 2027	Budget 2028	Budget 2029
Division: (740) City Lands and Real Estate								
Real Estate Management		731,568	824,747	875,719	893,793	910,194	917,469	918,948
City Land Development Admin		506,247	611,563	634,143	644,617	650,726	656,474	656,543
Total Division: (740) City Lands and Real Estate		1,237,815	1,436,310	1,509,862	1,538,410	1,560,920	1,573,943	1,575,491
Division: (760) Legal Services								
Legal Services		1,656,189	1,930,517	2,222,285	2,172,081	2,111,654	2,126,569	2,141,807
Total Division: (760) Legal Services		1,656,189	1,930,517	2,222,285	2,172,081	2,111,654	2,126,569	2,141,807
Total Expenditures		12,475,277	15,121,825	16,688,597	16,641,190	16,340,074	16,441,273	16,497,526
Revenues								
Division: (230) Legislative Services								
Legislative Services Administration		(9,062)	(14,968)	(4,800)	(4,800)	(4,800)	(4,800)	(4,800)
Records Management		(5,439)	-	-	-	-	-	-
Elections		-	-	-	(350,000)	-	-	-
Total Division: (230) Legislative Services		(14,501)	(14,968)	(4,800)	(354,800)	(4,800)	(4,800)	(4,800)
Division: (270) Finance								
Payroll		-	(1,125)	(1,125)	(1,125)	(1,125)	(1,125)	(1,125)
Financial Services Administration		(25,500)	-	(123,217)	(61,609)	-	-	-
Accounting		(54,462)	(27,500)	(27,500)	(27,500)	(27,500)	(27,500)	(27,500)
Revenue Services		(1,546,542)	(1,050,000)	(1,125,000)	(1,125,000)	(1,125,000)	(1,125,000)	(1,125,000)
Purchasing		(32,475)	(30,000)	(30,000)	(30,000)	(30,000)	(30,000)	(30,000)
Total Division: (270) Finance		(1,658,979)	(1,108,625)	(1,306,842)	(1,245,234)	(1,183,625)	(1,183,625)	(1,183,625)
Division: (650) Economic Development and Tourism								
Economic Development		(259,333)	(333,167)	(54,900)	(54,900)	(54,900)	(54,900)	(54,900)
Corporate Partners Sponsorship		-	(5,000)	(10,000)	-	-	-	-
Events		-	(437,036)	(600,150)	(149,472)	(149,472)	(149,472)	(149,472)
Total Division: (650) Economic Development and Tourism		(259,333)	(775,203)	(665,050)	(204,372)	(204,372)	(204,372)	(204,372)
Division: (730) Intergovernmental Relations								
Indigenous Relations		-	(118,000)	(70,000)	-	-	-	-
Total Division: (730) Intergovernmental Relations		-	(118,000)	(70,000)	-	-	-	-



Fund: (10) Gen Optg Department: (600) Deputy Chief Administrative Officer	Actual 2023	Budget 2024	Budget 2025	Budget 2026	Budget 2027	Budget 2028	Budget 2029
Division: (740) City Lands and Real Estate							
Real Estate Management	(1,414,346)	(1,078,559)	(1,089,455)	(1,092,257)	(1,095,083)	(1,097,995)	(1,097,995)
City Land Development Admin	(424,593)	(609,419)	(542,802)	(553,212)	(559,254)	(564,934)	(564,934)
Total Division: (740) City Lands and Real Estate	(1,838,939)	(1,687,978)	(1,632,257)	(1,645,469)	(1,654,337)	(1,662,929)	(1,662,929)
Division: (760) Legal Services							
Legal Services	(684,344)	(385,668)	(581,002)	(498,687)	(412,811)	(412,811)	(412,811)
Total Division: (760) Legal Services	(684,344)	(385,668)	(581,002)	(498,687)	(412,811)	(412,811)	(412,811)
Total Revenues	(4,456,096)	(4,090,442)	(4,259,951)	(3,948,562)	(3,459,945)	(3,468,537)	(3,468,537)
Net Expenditure (Contribution):	8,019,181	11,031,383	12,428,646	12,692,628	12,880,129	12,972,736	13,028,989

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 include:

- 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 and Rescue Division

Key responsibilities include:

- 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 include:

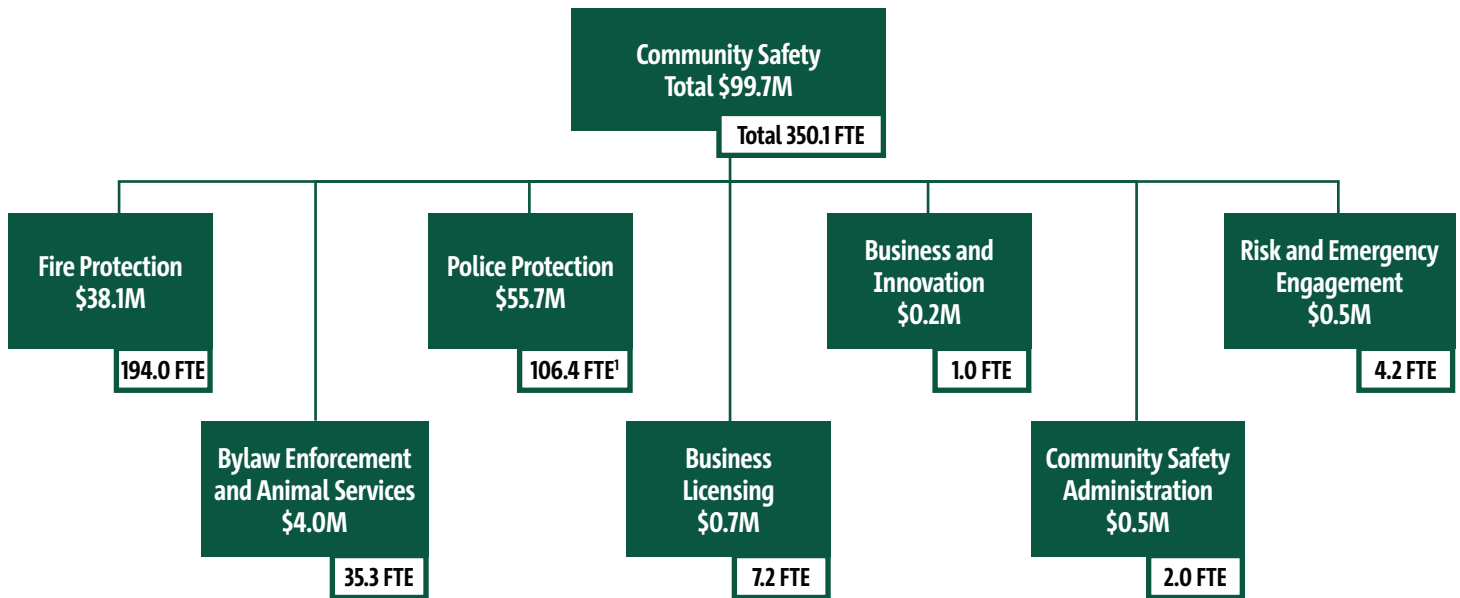
- Upholding public safety and law enforcement within Coquitlam along with Port Coquitlam, Anmore, Belcarra and kʷikʷəłəm (Kwikwetlem) First Nation
- Investigating criminal activities and ensuring community policing
- Partnering with community groups for crime prevention and awareness
- Providing traffic 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. 22.

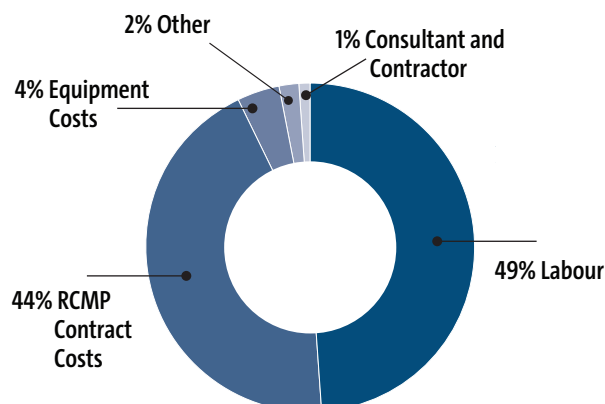


¹ Municipal employees only. RCMP members reflected on page 93.

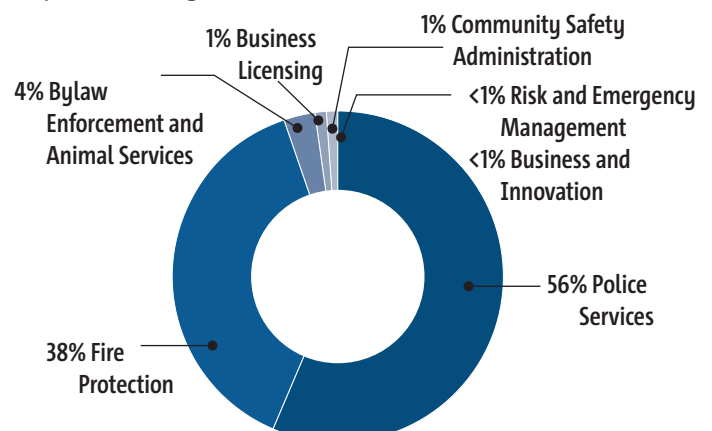
Key Performance Measures:

Performance Indicator <i>Strategic Priority</i>	Actual		Budget				
	2023	2024	2025	2026	2027	2028	2029
Total Number of Business LinQ inquires by phone, email and in-person <i>Economic Vitality</i>	512	393	447	451	430	443	441
Number of bylaw enforcement notices issued <i>Community Safety</i>	17,534	17,569	18,508	19,000	19,500	20,000	20,500
Number of calls for service to bylaw enforcement <i>Community Safety</i>	5,010	5,448	5,633	5,730	6,101	6,226	6,570
Total number of business licences issued in the year, including renewals, new businesses and intermunicipal licences <i>Economic Vitality</i>	7,558	7,705	7,840	8,240	8,328	8,693	8,765

Community Safety Expenditures by Type



Community Safety Expenditures by Function



2025 City of Coquitlam Budget

Fund: (10) Gen Optg Department: (660) Community Safety		Actual 2023	Budget 2024	Budget 2025	Budget 2026	Budget 2027	Budget 2028	Budget 2029
Expenditures								
Division: (610) Fire Protection								
Fire Administration		2,692,447	2,871,274	2,952,578	3,021,817	3,062,140	3,077,564	3,084,526
Fire Communications		1,253,376	1,527,311	1,583,763	1,583,788	1,583,814	1,583,840	1,583,867
Fire Prevention		1,270,291	1,397,774	1,434,364	1,462,777	1,494,184	1,511,351	1,511,430
Fire Suppression		26,578,986	26,996,622	30,853,494	31,191,854	31,418,545	31,580,769	31,645,471
Fire Training Division		812,691	802,651	824,013	820,759	824,454	827,560	830,728
Fire Facility Maintenance		456,818	403,365	397,562	402,097	406,723	411,443	416,257
Total Division: (610) Fire Protection		33,064,608	33,998,997	38,045,774	38,483,092	38,789,860	38,992,527	39,072,279
Division: (630) Police Protection								
Police Administration Operations		8,769,188	9,546,234	10,508,931	10,620,408	10,707,444	10,765,456	10,814,428
Community Policing		812,000	1,173,407	1,228,405	1,248,242	1,260,832	1,267,015	1,272,366
Police Contract		35,303,840	39,178,060	43,158,625	43,158,625	43,158,625	43,158,625	43,158,625
Police Facility Management		677,416	702,695	674,629	678,250	681,942	685,708	689,549
E-Comm		102,169	166,204	166,204	166,204	166,204	166,204	166,204
Total Division: (630) Police Protection		45,664,613	50,766,600	55,736,794	55,871,729	55,975,047	56,043,008	56,101,172
Division: (790) Community Safety Admin								
Legal and Bylaw Admin		2,317	452,771	487,542	506,562	526,276	526,301	526,327
Legislative Services Admin		545,756	-	-	-	-	-	-
Total Division: (790) Community Safety Admin		548,073	452,771	487,542	506,562	526,276	526,301	526,327
Division: (770) Bylaw Enforcement and Animal Services								
Bylaw Enforcement		2,237,569	2,633,316	3,251,445	3,309,724	3,364,923	3,404,990	3,430,875
Animal Shelter		674,310	686,403	719,346	720,133	720,935	721,753	722,588
Total Division: (770) Bylaw Enforcement and Animal Services		2,911,878	3,319,719	3,970,791	4,029,857	4,085,858	4,126,743	4,153,463
Division: (780) Business Licensing								
Licensing		563,560	705,923	719,738	731,936	741,297	742,448	742,589
Total Division: (780) Business Licensing		563,560	705,923	719,738	731,936	741,297	742,448	742,589
Division: (670) Business and Innovation								
Business and Innovation		-	212,484	230,983	240,202	244,526	244,534	244,542
Total Division: (670) Business and Innovation		-	212,484	230,983	240,202	244,526	244,534	244,542
Division: (680) Risk and Emergency Management								
Coquitlam Emergency Program		268,262	477,698	465,377	472,788	474,379	474,541	474,706
Total Division: (680) Risk and Emergency Management		268,262	477,698	465,377	472,788	474,379	474,541	474,706
Total Expenditures		83,020,995	89,934,192	99,656,999	100,336,166	100,837,243	101,150,102	101,315,078

Fund: (10) Gen Optg Department: (660) Community Safety		Actual 2023	Budget 2024	Budget 2025	Budget 2026	Budget 2027	Budget 2028	Budget 2029
Revenues								
Division: (610) Fire Protection								
Fire Administration		(71,574)	(41,102)	(40,284)	(40,284)	(40,284)	(40,284)	(40,284)
Fire Prevention		(162,242)	(145,002)	(145,002)	(145,002)	(145,002)	(145,002)	(145,002)
Fire Suppression		(733,116)	(62,000)	(17,500)	(17,500)	(17,500)	(17,500)	(17,500)
Fire Training Division		(28,482)	(16,000)	(16,000)	(1,000)	(1,000)	(1,000)	(1,000)
Total Division: (610) Fire Protection		(995,414)	(264,104)	(218,786)	(203,786)	(203,786)	(203,786)	(203,786)
Division: (630) Police Protection								
Police Administration Operations		(1,759,855)	(1,545,254)	(1,545,254)	(1,545,254)	(1,545,254)	(1,545,254)	(1,545,254)
Community Policing		(132,863)	(114,228)	(114,228)	(114,228)	(114,228)	(114,228)	(114,228)
Police Contract		(4,954,330)	(4,346,265)	(4,761,708)	(4,761,708)	(4,761,708)	(4,761,708)	(4,761,708)
Police Facility Management		(90,879)	(112,510)	(117,032)	(117,032)	(117,032)	(117,032)	(117,032)
Total Division: (630) Police Protection		(6,937,927)	(6,118,257)	(6,538,222)	(6,538,222)	(6,538,222)	(6,538,222)	(6,538,222)
Division: (770) Bylaw Enforcement and Animal Services								
Bylaw Enforcement		(769,773)	(706,782)	(706,782)	(706,782)	(706,782)	(706,782)	(706,782)
Animal Shelter		(656,088)	(607,164)	(618,677)	(618,677)	(618,677)	(618,677)	(618,677)
Total Division: (770) Bylaw Enforcement and Animal Services		(1,425,861)	(1,313,946)	(1,325,459)	(1,325,459)	(1,325,459)	(1,325,459)	(1,325,459)
Division: (780) Business Licensing								
Licensing		(2,271,457)	(1,874,565)	(1,991,932)	(2,004,532)	(2,004,532)	(2,004,532)	(2,004,532)
Total Division: (780) Business Licensing		(2,271,457)	(1,874,565)	(1,991,932)	(2,004,532)	(2,004,532)	(2,004,532)	(2,004,532)
Division: (680) Risk and Emergency Management								
Coquitlam Emergency Program		-	(41,750)	(250)	(250)	(250)	(250)	(250)
Total Division: (680) Risk and Emergency Management		-	(41,750)	(250)	(250)	(250)	(250)	(250)
Total Revenues		(11,630,659)	(9,612,622)	(10,074,649)	(10,072,249)	(10,072,249)	(10,072,249)	(10,072,249)
Net Expenditure (Contribution):		71,390,336	80,321,570	89,582,350	90,263,917	90,764,994	91,077,853	91,242,829

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.

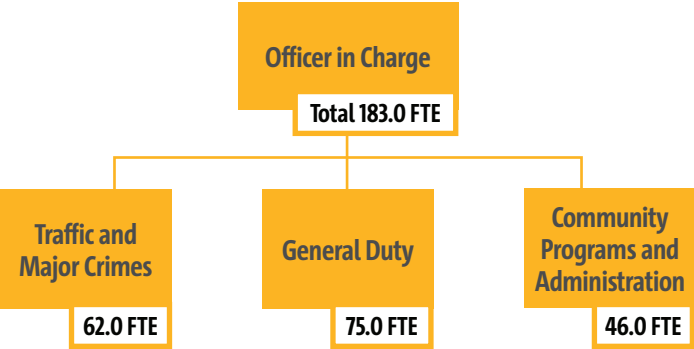
As highlighted in the 2023 – 2026 Coquitlam RCMP Strategic Plan, the detachment focuses on four long-term strategic outcomes are to:

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

Key responsibilities include:

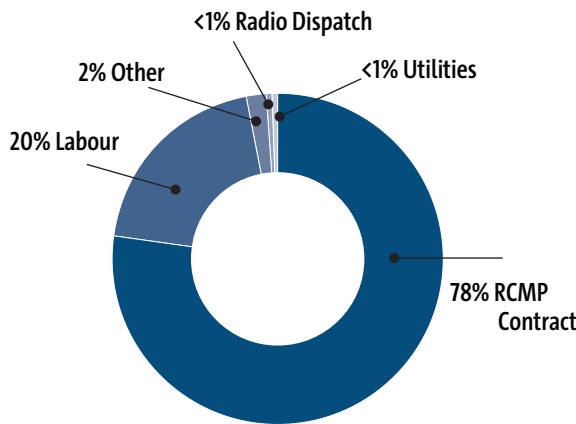
- Reactive and response-oriented policing, including responses to calls for service by the General Duty and Major Crimes sections
- Strategic and proactive policing, through teams such as the Traffic Unit, Uniformed Crime Reduction Unit, the Community Response Team and Youth Section, and in partnership 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)

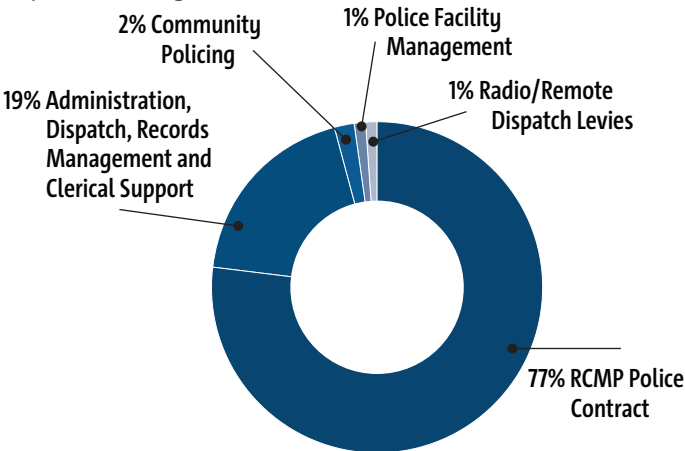


Performance Indicator Strategic Priority	Actual		Budget				
	2023	2024	2025	2026	2027	2028	2029
Number of calls placed to RCMP for service in Coquitlam Community Safety	23,777	23,627	23,153	23,736	23,561	23,693	23,588

Coquitlam RCMP Detachment
Expenditures by Type



Coquitlam RCMP Detachment
Expenditures by Function



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.

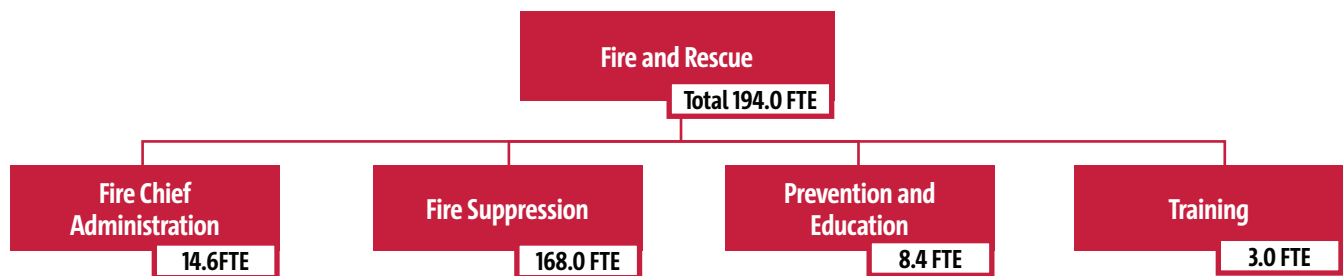
Key responsibilities include:

- 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

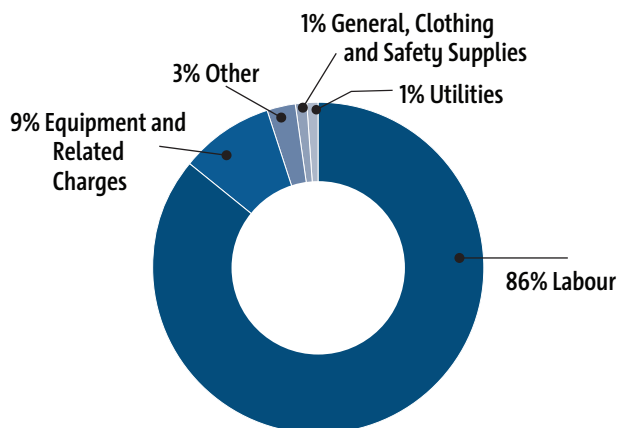
The department operates from four firehalls distributed throughout Coquitlam.

For details on the strategic priorities for Fire and Rescue, please see the *Business Plan* section starting on p. 22.

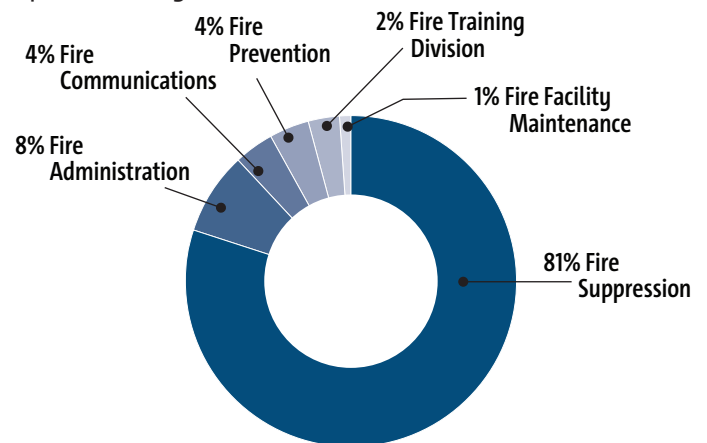


Performance Indicator Strategic Priority	Actual		Budget				
	2023	2024	2025	2026	2027	2028	2029
Number of annual fire safety inspections completed <i>Community Safety</i>	4,951	5,196	5,036	5,226	5,112	5,160	5,212
Number of responses to fire incidents <i>Community Safety</i>	8,325	9,165	9,898	11,253	11,783	12,621	13,577

Fire and Rescue
Expenditures by Type



Fire and Rescue
Expenditures by Function



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, accessibility 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 accessibility, inclusion and belonging
- Collaborating across the organization to ensure that equity, diversity, inclusion and accessibility 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:

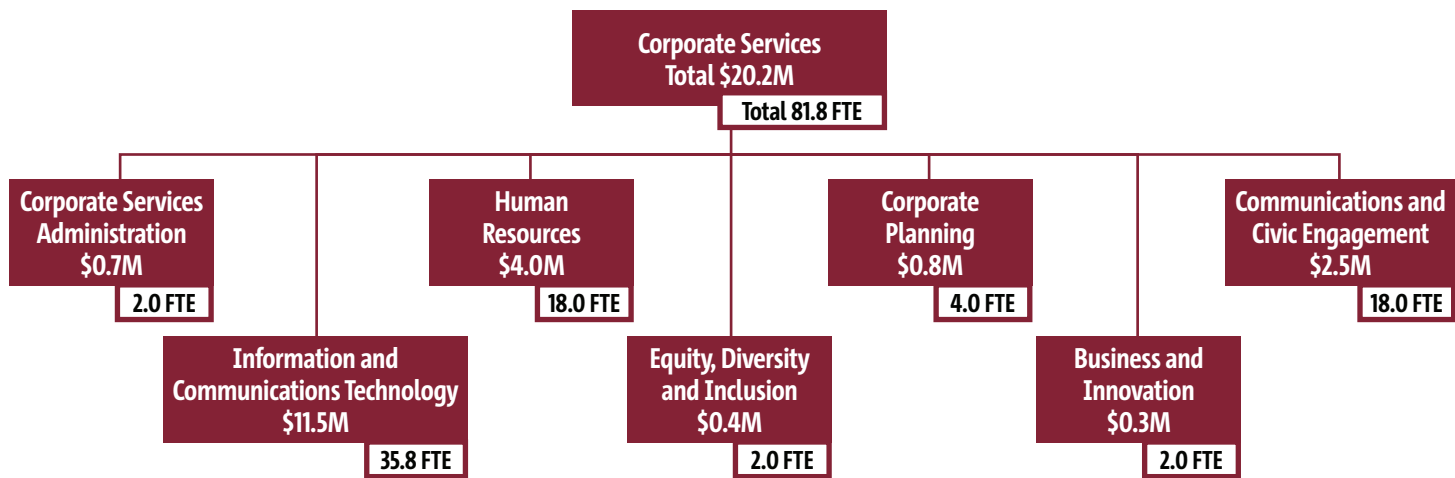
- Developing and executing the City's prioritized Technology Modernization Strategy
- Improving and supporting citizen access to City services through online services
- Providing information and communications technology services across the organization
- Planning and support for QNet, the City's fibre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

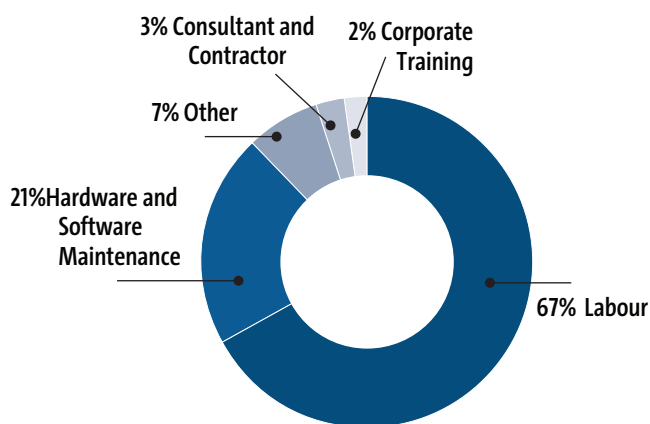
For details on the strategic priorities for Corporate Services, please see the *Business Plan* section starting on p. 22.



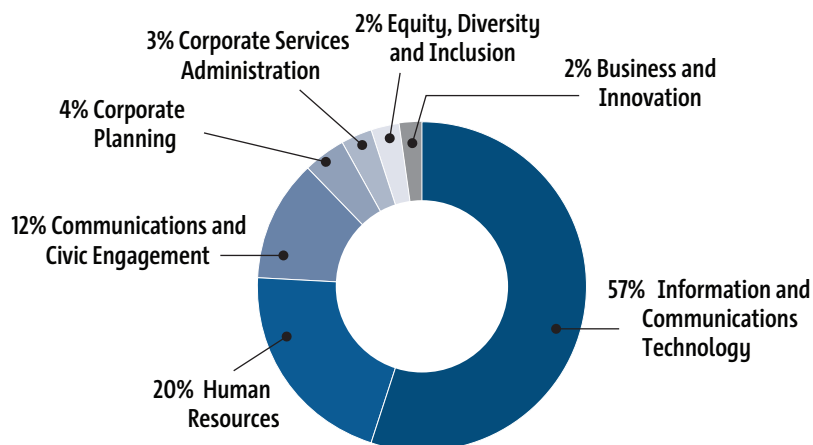
Key Performance Measures:

Performance Indicator Strategic Priority	Actual		Budget				
	2023	2024	2025	2026	2027	2028	2029
Total meters of fibre to support fibre-optic infrastructure <i>Critical Infrastructure</i>	105,014	110,995	115,000	120,000	125,000	130,000	135,000
% of transactions taking place online <i>Financial Excellence and Operational Efficiency</i>	73%	74%	75%	75%	76%	76%	77%
Number of City services available to the public online <i>Financial Excellence and Operational Efficiency</i>	24	26	28	30	32	34	36
Total number of visits to coquitlam.ca <i>Financial Excellence and Operational Efficiency</i>	3,689,732	4,701,101	5,171,211	5,688,332	6,257,165	6,882,882	7,571,170
Total number of visits to LetsTalkCoquitlam.ca <i>Financial Excellence and Operational Efficiency</i>	23,700	33,174	36,491	40,140	44,154	48,569	53,426
Number of health and safety training sessions for staff <i>Workplace and People</i>	40	51	51	51	51	51	51
Number of organizational development training programs available to staff <i>Workplace and People</i>	39	38	38	38	38	38	38

Corporate Services
Expenditures by Type



Corporate Services
Expenditures by Function



2025 City of Coquitlam Budget

Fund: (10) Gen Optg Department: (800) Corporate Services		Actual 2023	Budget 2024	Budget 2025	Budget 2026	Budget 2027	Budget 2028	Budget 2029
Expenditures								
Division: (240) Information and Communications Technology								
Information and Communications Technology Admin		299,455	561,030	764,229	776,586	794,951	814,019	826,362
Technical Services		3,043,270	3,396,769	3,424,198	3,458,602	3,469,921	3,472,364	3,472,364
Application Services		3,362,496	3,885,938	4,058,902	4,065,005	4,065,005	4,065,005	4,065,005
Telecom Services		346,059	407,025	416,150	416,207	416,265	416,324	416,384
ICT Project Management		307,630	484,629	1,079,135	813,064	540,502	541,921	541,921
QNet		715,874	728,578	765,645	789,645	813,645	823,565	847,565
Digital Strategy		146,041	331,929	508,367	518,196	518,196	518,196	518,196
ICT Security Program		-	-	439,580	439,580	439,580	439,580	439,580
Total Division: (240) Information and Communications Technology		8,220,826	9,795,898	11,456,206	11,276,885	11,058,065	11,090,974	11,127,377
Division: (250) Human Resources								
Human Resources Administration		2,369,404	2,389,100	2,495,441	2,513,053	2,520,954	2,529,099	2,529,358
Organizational Health and Safety		711,957	788,777	840,434	854,441	857,629	858,392	859,169
Organizational Development and Training		505,214	663,699	696,497	707,514	712,328	717,239	722,248
Total Division: (250) Human Resources		3,586,575	3,841,576	4,032,372	4,075,008	4,090,911	4,104,730	4,110,775
Division: (260) Corporate Planning								
Corporate Planning		686,490	735,124	779,411	781,761	781,775	781,790	781,805
Total Division: (260) Corporate Planning		686,490	735,124	779,411	781,761	781,775	781,790	781,805
Division: (280) Communications and Civic Engagement								
Communications and Civic Engagement		2,102,068	2,245,472	2,488,220	2,460,932	2,408,567	2,415,769	2,417,731
Total Division: (280) Communications and Civic Engagement		2,102,068	2,245,472	2,488,220	2,460,932	2,408,567	2,415,769	2,417,731
Division: (810) Corporate Services Admin								
Corporate Services Administration		888,074	635,057	659,825	661,718	663,649	665,619	667,628
Total Division: (810) Corporate Services Admin		888,074	635,057	659,825	661,718	663,649	665,619	667,628
Division: (820) Equity Diversity and Inclusion								
Equity Diversity and Inclusion		202,736	562,379	443,644	453,257	460,562	462,938	464,020
Total Division: (820) Equity Diversity and Inclusion		202,736	562,379	443,644	453,257	460,562	462,938	464,020
Division: (830) Business and Innovation								
Business and Innovation		-	297,129	320,093	329,333	333,678	333,708	333,739
Total Division: (830) Business and Innovation		-	297,129	320,093	329,333	333,678	333,708	333,739
Total Expenditures		15,686,769	18,112,635	20,179,771	20,038,894	19,797,207	19,855,528	19,903,075

Fund: (10) Gen Optg Department: (800) Corporate Services							Budget 2027	Budget 2028	Budget 2029
Revenues									
Division: (240) Information and Communications Technology									
Technical Services	(140)	-	-	-	-	-	-	-	-
Telecom Services	(313,176)	(307,786)	(338,336)	(338,336)	(338,336)	(338,336)	(338,336)	(338,336)	(338,336)
ICT Project Management	-	-	(560,000)	(280,000)	-	-	-	-	-
QNet	(715,874)	(728,578)	(765,645)	(789,645)	(813,645)	(823,565)	(847,565)		
Total Division: (240) Information and Communications Technology	(1,029,191)	(1,036,364)	(1,663,981)	(1,407,981)	(1,151,981)	(1,161,901)	(1,185,901)		
Division: (250) Human Resources									
Human Resources Administration	(302,449)	(250,000)	(250,000)	(250,000)	(250,000)	(250,000)	(250,000)	(250,000)	(250,000)
Organizational Health and Safety	(241,276)	(286,607)	(240,849)	(247,902)	(247,902)	(247,902)	(247,902)	(247,902)	(247,902)
Total Division: (250) Human Resources	(543,725)	(536,607)	(490,849)	(497,902)	(497,902)	(497,902)	(497,902)	(497,902)	(497,902)
Division: (260) Corporate Planning									
Corporate Planning	(27,000)	-	-	-	-	-	-	-	-
Total Division: (260) Corporate Planning	(27,000)	-	-	-	-	-	-	-	-
Division: (280) Communications and Civic Engagement									
Communications and Civic Engagement	(29,619)	(34,652)	(128,217)	(71,709)	-	-	-	-	-
Total Division: (280) Communications and Civic Engagement	(29,619)	(34,652)	(128,217)	(71,709)	-	-	-	-	-
Division: (820) Equity Diversity and Inclusion									
Equity Diversity and Inclusion	-	(150,000)	-	-	-	-	-	-	-
Total Division: (820) Equity Diversity and Inclusion	-	(150,000)	-	-	-	-	-	-	-
Total Revenues	(1,629,534)	(1,757,623)	(2,283,047)	(1,977,592)	(1,649,883)	(1,659,803)	(1,683,803)		
Net Expenditure (Contribution):	14,057,235	16,355,012	17,896,724	18,061,302	18,147,324	18,195,725	18,219,272		

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 the 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:

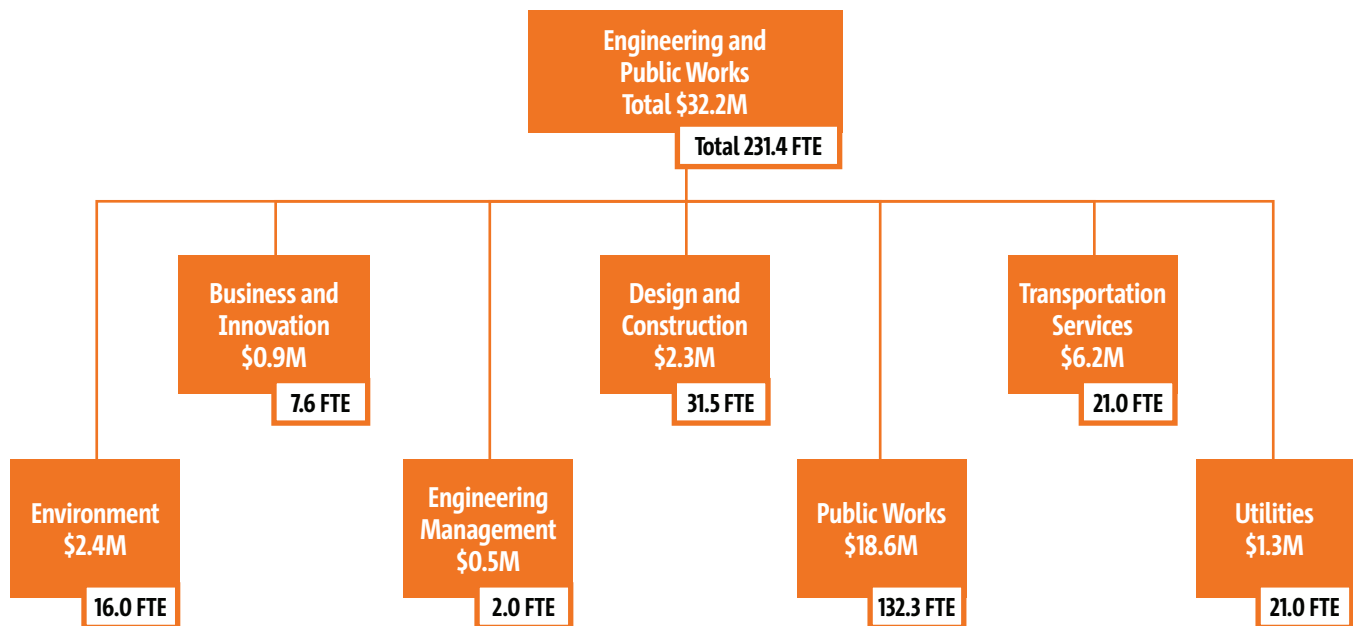
- Policy and planning for the City's transportation needs to accommodate new growth and infrastructure replacement
- Managing the City's traffic signal network and CCTV intersection cameras
- Traffic operations, including streetlights, pavement markings, signage and road safety
- Managing street use,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

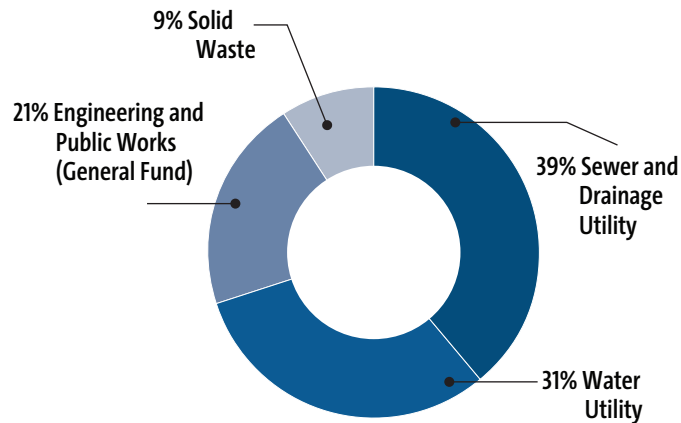
For details on the strategic priorities for Engineering and Public Works, please see the *Business Plan* section starting on p. 22.



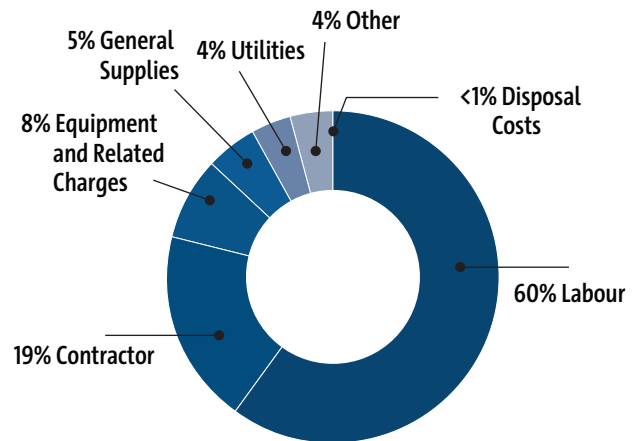
Key Performance Measures:

Performance Indicator Strategic Priority		Actual		Budget				
		2023	2024	2025	2026	2027	2028	2029
Total kilometres of multi-modal transportation networks for walking, biking and scootering <i>Critical Infrastructure</i>	New	7	3	5	5	5	5	5
	Total	672	675	680	685	690	695	700
Total kilometres of watermain cleaned throughout the year <i>Critical Infrastructure</i>		79	82	81	81	81	81	81
% quality of average pavement condition <i>Critical Infrastructure</i>		70.3%	69.9%	70%	70%	70%	70%	70%
% indicators (within regional guidelines) of the quality of water in local streams <i>Environmental Sustainability</i>		95%	96%	95%	95%	95%	95%	95%

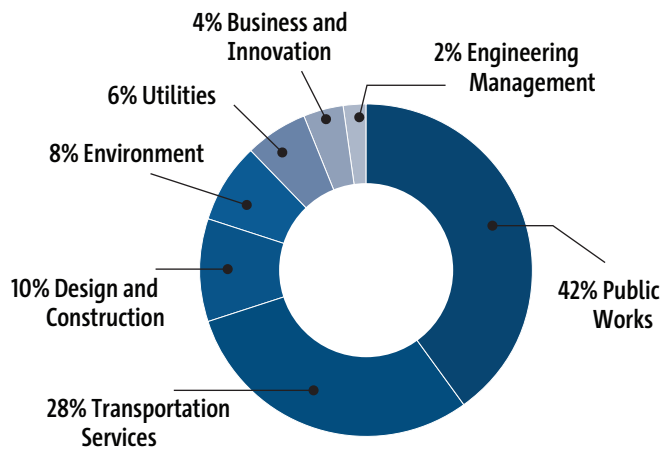
Engineering and Public Works Expenditures by Fund



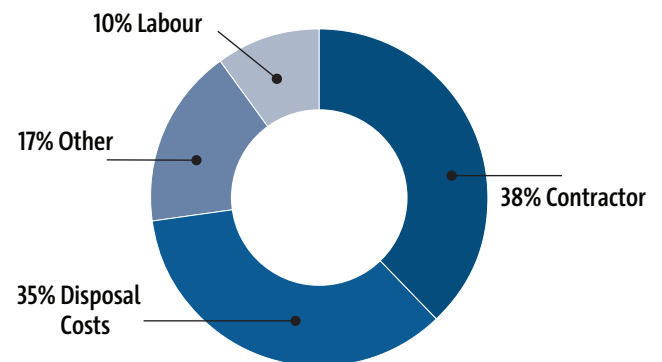
Engineering and Public Works Expenditures by Type



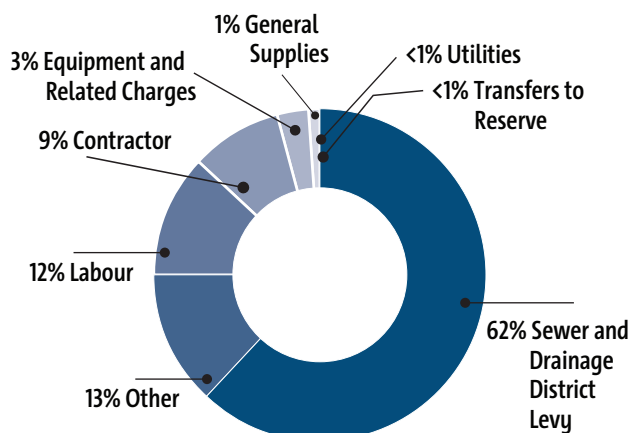
Engineering and Public Works Expenditures by Function



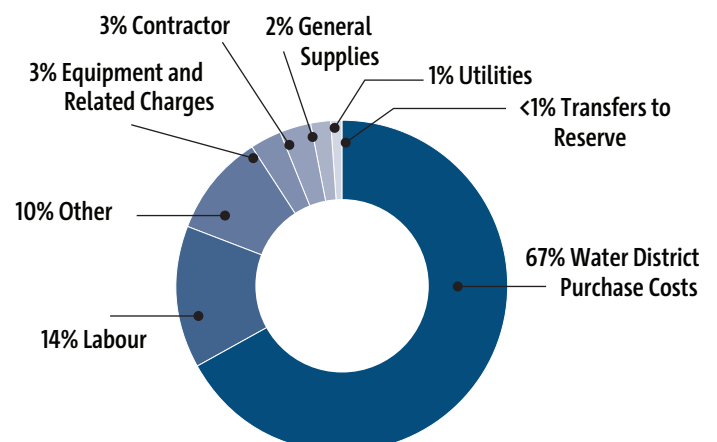
Solid Waste Expenditures by Type



Sewer and Drainage Utility Expenditures by Type



Water Utility Expenditures by Type



2025 City of Coquitlam Budget

Fund: (10) Gen Optg Department: (400) Engineering and Public Works		Actual 2023	Budget 2024	Budget 2025	Budget 2026	Budget 2027	Budget 2028	Budget 2029
Expenditures								
Division: (410) Engineering Management								
Operations General Management Administration		443,922	501,945	551,540	552,221	552,539	552,865	553,196
Total Division: (410) Engineering Management		443,922	501,945	551,540	552,221	552,539	552,865	553,196
Division: (420) Design and Construction								
Administrative Support		503,745	567,250	578,366	586,504	591,729	597,095	600,805
Infrastructure Inspections		740,897	443,729	469,125	478,962	489,436	496,989	505,629
Project Management		140,918	756,678	767,339	773,327	779,612	784,997	786,617
Survey		330,621	439,356	466,394	471,295	476,515	480,540	484,668
Total Division: (420) Design and Construction		1,716,182	2,207,013	2,281,224	2,310,088	2,337,292	2,359,621	2,377,719
Division: (450) Public Works								
Public Works Administration		523,295	622,275	649,890	653,719	654,634	655,226	655,830
Communication		12,219	11,000	11,000	11,000	11,000	11,000	11,000
Service Centre Administration		180,155	254,957	256,001	256,769	257,553	258,352	259,168
Fleet		500,398	250,000	250,000	250,000	250,000	250,000	250,000
Work Control		300,311	327,020	324,664	328,397	332,307	336,333	340,517
Roads		6,864,935	7,037,916	7,979,509	7,621,439	7,663,744	7,700,141	7,736,784
Solid Waste Operations		8,959,880	8,776,426	9,112,647	9,281,867	9,551,218	9,849,767	10,249,759
Total Division: (450) Public Works		17,341,192	17,279,594	18,583,711	18,403,191	18,720,456	19,060,819	19,503,058
Division: (460) Transportation Services								
Traffic Operations		3,516,475	3,794,236	3,901,457	3,955,067	3,998,401	4,040,737	4,084,744
Parking Management		282,370	802,807	338,666	338,995	339,331	339,673	340,022
Transportation Planning		1,549,136	1,837,185	1,951,526	1,817,871	1,818,610	1,818,948	1,819,294
Total Division: (460) Transportation Services		5,347,981	6,434,228	6,191,649	6,111,933	6,156,342	6,199,358	6,244,060
Division: (490) Utilities								
Geographic Information Systems (GIS)		877,835	935,510	1,021,704	1,022,222	974,479	974,741	975,008
Methane Recovery System		52,029	100,650	100,650	100,650	100,650	100,650	100,650
Utility Programming		173,316	192,133	205,906	211,158	215,890	215,890	215,890
Total Division: (490) Utilities		1,103,180	1,228,293	1,328,260	1,334,030	1,291,019	1,291,281	1,291,548
Division: (160) Environment								
Environmental Services		1,278,547	1,608,020	1,678,625	1,624,769	1,648,341	1,656,100	1,656,879
Waste Management		388,799	966,296	715,067	667,454	678,006	684,808	691,970
Total Division: (160) Environment		1,667,347	2,574,316	2,393,692	2,292,223	2,326,347	2,340,908	2,348,849

Fund: (10) Gen Optg Department: (400) Engineering and Public Works							Budget 2028	Budget 2029
Division: (170) Business and Innovation							Budget 2027	
Customer Service	488,975	498,597	497,887	503,743	507,106	510,553	514,091	
Business and Innovation	311,274	352,146	371,075	376,602	382,298	384,626	384,694	
Total Division: (170) Business and Innovation	800,249	850,743	868,962	880,345	889,404	895,179	898,785	
Total Expenditures	28,420,052	31,076,132	32,199,038	31,884,031	32,273,399	32,700,031	33,217,215	
Revenues								
Division: (420) Design and Construction								
Infrastructure Inspections	(2,206,097)	(1,125,445)	(1,125,445)	(1,125,445)	(1,125,445)	(1,125,445)	(1,125,445)	
Project Management	(1,087,288)	(425,500)	(525,500)	(525,500)	(525,500)	(525,500)	(525,500)	
Total Division: (420) Design and Construction	(3,293,384)	(1,550,945)	(1,650,945)	(1,650,945)	(1,650,945)	(1,650,945)	(1,650,945)	
Division: (450) Public Works								
Service Centre Administration	(3,606)	-	-	-	-	-	-	
Fleet	(3,606)	-	-	-	-	-	-	
Roads	(1,141,183)	(1,496,000)	(1,649,000)	(1,272,000)	(1,295,000)	(1,319,000)	(1,343,000)	
Solid Waste Operations	(9,365,363)	(9,682,722)	(9,767,714)	(9,949,321)	(10,229,224)	(10,534,575)	(10,941,729)	
Total Division: (450) Public Works	(10,513,758)	(11,178,722)	(11,416,714)	(11,221,321)	(11,524,224)	(11,853,575)	(12,284,729)	
Division: (460) Transportation Services								
Traffic Operations	(1,614,091)	(1,323,400)	(1,368,400)	(1,387,400)	(1,406,400)	(1,425,400)	(1,445,400)	
Parking Management	(428,891)	(925,300)	(458,300)	(458,300)	(458,300)	(458,300)	(458,300)	
Transportation Planning	(222,120)	(320,611)	(145,700)	-	-	-	-	
Total Division: (460) Transportation Services	(2,265,103)	(2,569,311)	(1,972,400)	(1,845,700)	(1,864,700)	(1,883,700)	(1,903,700)	
Division: (490) Utilities								
Geographic Information Systems (GIS)	(25,330)	(22,000)	(70,000)	(70,000)	(22,000)	(22,000)	(22,000)	
Methane Recovery System	(52,029)	(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	(77,359)	(132,650)	(180,650)	(180,650)	(132,650)	(132,650)	(132,650)	
Division: (160) Environment								
Environmental Services	(201,192)	(275,778)	(270,000)	(111,200)	(111,200)	(111,200)	(111,200)	
Waste Management	16,684	(60,000)	(60,000)	-	-	-	-	
Total Division: (160) Environment	(184,508)	(335,778)	(330,000)	(111,200)	(111,200)	(111,200)	(111,200)	
Division: (170) Business and Innovation								
Customer Service	(12,100)	(8,000)	(8,000)	(8,000)	(8,000)	(8,000)	(8,000)	
Total Division: (170) Business and Innovation	(12,100)	(8,000)	(8,000)	(8,000)	(8,000)	(8,000)	(8,000)	
Total Revenues	(16,346,212)	(15,775,406)	(15,558,709)	(15,017,816)	(15,291,719)	(15,640,070)	(16,091,224)	
Net Expenditure (Contribution):	12,073,840	15,300,726	16,640,329	16,866,215	16,981,680	17,059,961	17,125,991	

2025 City of Coquitlam Budget

Fund: (20) Sew and Drain Optg Department: (400) Engineering and Public Works							
Expenditures	Actual 2023	Budget 2024	Budget 2025	Budget 2026	Budget 2027	Budget 2028	Budget 2029
Division: (450) Public Works							
Storm Sewerage	4,359,050	4,496,518	4,498,283	4,534,990	4,572,402	4,610,224	4,648,800
Sanitary Sewerage	3,559,394	3,706,944	4,119,812	3,953,043	3,982,985	4,009,385	4,036,315
Total Division: (450) Public Works	7,918,444	8,203,462	8,618,095	8,488,033	8,555,387	8,619,609	8,685,115
Division: (490) Utilities							
Sewer Infrastructure Management	26,400,111	23,619,292	31,926,053	34,672,459	35,798,512	37,596,582	39,566,441
Drainage Infrastructure Management	2,299,976	968,947	1,062,465	1,100,722	1,150,442	1,218,683	1,283,974
Total Division: (490) Utilities	28,700,086	24,588,239	32,988,518	35,773,181	36,948,954	38,815,265	40,850,415
Division: (160) Environment							
Environmental Services	213,981	307,156	326,888	337,760	311,439	316,390	318,114
Total Division: (160) Environment	213,981	307,156	326,888	337,760	311,439	316,390	318,114
Total Expenditures	36,832,512	33,098,857	41,933,501	44,598,974	45,815,780	47,751,264	49,853,644
Revenues							
Division: (450) Public Works							
Storm Sewerage	(6,473,138)	(7,132,764)	(7,920,498)	(8,449,322)	(9,016,909)	(9,626,285)	(10,280,662)
Sanitary Sewerage	(446,242)	(522,000)	(722,000)	(522,000)	(522,000)	(522,000)	(522,000)
Total Division: (450) Public Works	(6,919,380)	(7,654,764)	(8,642,498)	(8,971,322)	(9,538,909)	(10,148,285)	(10,802,662)
Division: (490) Utilities							
Sewer Infrastructure Management	(34,588,568)	(37,156,744)	(43,786,208)	(46,984,164)	(49,826,915)	(53,103,830)	(56,626,191)
Total Division: (490) Utilities	(34,588,568)	(37,156,744)	(43,786,208)	(46,984,164)	(49,826,915)	(53,103,830)	(56,626,191)
Total Revenues	(41,507,948)	(44,811,508)	(52,428,706)	(55,955,486)	(59,365,824)	(63,252,115)	(67,428,853)
Net Expenditure (Contribution):	(4,675,436)	(11,712,651)	(10,495,205)	(11,356,512)	(13,550,044)	(15,500,851)	(17,575,209)

2025 City of Coquitlam Budget

Fund: (30) Wat Optg		Actual	Budget	Budget	Budget	Budget	Budget	Budget
Department: (400) Engineering and Public Works		2023	2024	2025	2026	2027	2028	2029
Expenditures								
Division: (450) Public Works								
Water Infrastructure Maintenance		5,219,942	5,945,994	5,963,854	6,007,591	6,050,738	6,091,444	6,132,969
Construction Crew		(4,530)	-	-	-	-	-	-
Total Division: (450) Public Works		5,215,413	5,945,994	5,963,854	6,007,591	6,050,738	6,091,444	6,132,969
Division: (490) Utilities								
Water Infrastructure Management		26,256,405	24,684,878	26,575,814	28,342,871	29,471,592	30,409,095	31,024,217
Total Division: (490) Utilities		26,256,405	24,684,878	26,575,814	28,342,871	29,471,592	30,409,095	31,024,217
Division: (160) Environment								
Environmental Services		361,092	522,154	483,292	438,015	441,990	444,996	448,064
Total Division: (160) Environment		361,092	522,154	483,292	438,015	441,990	444,996	448,064
Total Expenditures		31,832,909	31,153,026	33,022,960	34,788,477	35,964,320	36,945,535	37,605,250
Revenues								
Division: (450) Public Works								
Water Infrastructure Maintenance		(452,213)	(424,000)	(424,000)	(424,000)	(424,000)	(424,000)	(424,000)
Total Division: (450) Public Works		(452,213)	(424,000)	(424,000)	(424,000)	(424,000)	(424,000)	(424,000)
Division: (490) Utilities								
Water Infrastructure Management		(34,475,818)	(36,542,323)	(39,080,543)	(41,173,159)	(42,476,627)	(43,843,969)	(45,249,159)
Total Division: (490) Utilities		(34,475,818)	(36,542,323)	(39,080,543)	(41,173,159)	(42,476,627)	(43,843,969)	(45,249,159)
Division: (160) Environment								
Environmental Services		(3,100)	-	-	-	-	-	-
Total Division: (160) Environment		(3,100)	-	-	-	-	-	-
Total Revenues		(34,931,131)	(36,966,323)	(39,504,543)	(41,597,159)	(42,900,627)	(44,267,969)	(45,673,159)
Net Expenditure (Contribution):		(3,098,222)	(5,813,297)	(6,481,583)	(6,808,682)	(6,936,307)	(7,322,434)	(8,067,909)

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, Culture and Facilities

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
- 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

Parks

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

Parks and Recreation 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
- Community engagement for park projects
- Reviewing and providing input for parks, recreation and cultural amenities for private land development processes

Policy and Business 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 Construction

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
- Delivery of large, complex, parks projects
- Strategic and conceptual planning for new and upgraded recreation, culture and community facilities

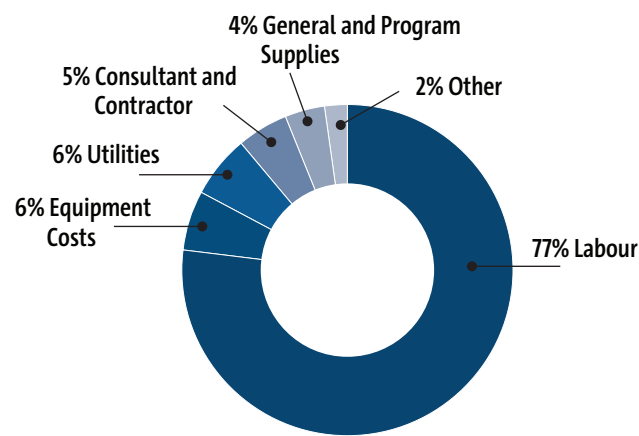
For details on the strategic priorities for Parks, Recreation, Culture and Facilities, please see the *Business Plan* section starting on p. 22.



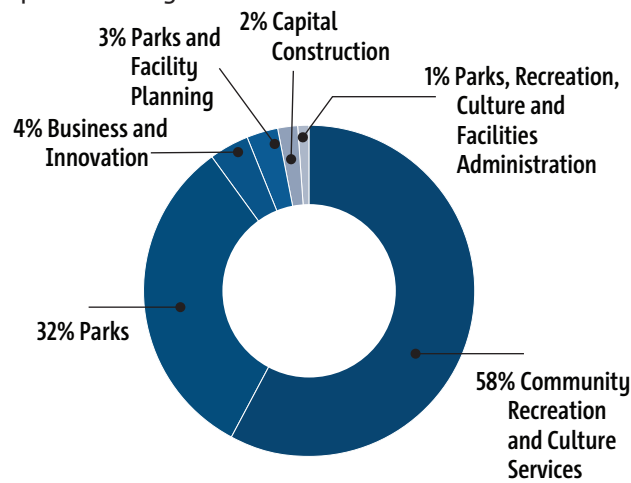
Key Performance Measures:

Performance Indicator (Strategic Priority)		Actual		Budget				
		2023	2024	2025	2026	2027	2028	2029
Hectares of parkland Community Amenities		1,005	1,012	1,019	1,026	1,031	1,037	1,043
Number of participants in recreation activities Community Amenities	Registration	70,799	82,177	84,054	85,931	87,808	89,685	91,562
	Drop-in	1,108,384	1,159,007	1,185,481	1,211,955	1,238,429	1,264,903	1,291,377
Registered program fill rates Community Amenities		1,372	1,345	1,376	1,406	1,438	1,470	1,503
Number of trees and shrubs planted Environmental Sustainability		2,161	1,845	1,961	1,922	1,885	1,848	1,811
Number of new and or improved parks and green spaces Community Amenities	New	-	2	1	1	4	4	1
	Upgraded	13	9	6	3	5	3	4
	Total	13	11	7	4	9	7	5
Total participation in Grade 5/6 Get Active Stay Active program		1,372	1,345	1,376	1,406	1,438	1,470	1,503
Number of recreation passes (ONE Passes) sold Community Amenities	30 Day Memberships	5,052	4,949	5,062	5,175	5,291	5,409	5,530
	30 Day Continuous Memberships	2,841	2,963	3,031	3,098	3,168	3,238	3,311
	365 Day Memberships	589	603	617	631	645	659	674
	10 Visit Memberships	24,002	24,683	25,247	25,811	26,387	26,976	27,579

Parks, Recreation, Culture and Facilities
Expenditures by Type



Parks, Recreation, Culture and Facilities
Expenditures by Function



2025 City of Coquitlam Budget

Fund: (10) Gen Optg Department: (300) Parks, Recreation, Culture and Facilities		Actual 2023	Budget 2024	Budget 2025	Budget 2026	Budget 2027	Budget 2028	Budget 2029
Expenditures								
Division: (310) Parks Recreation Culture and Facilities Admin								
Parks, Recreation and Culture Administration		539,209	581,213	622,560	644,339	654,216	656,622	659,077
Total Division: (310) Parks Recreation Culture and Facilities Admin		539,209	581,213	622,560	644,339	654,216	656,622	659,077
Division: (320) Business and Innovation								
Admin Services		293,530	287,440	301,878	304,460	304,460	304,460	304,460
Bookings		329,061	357,633	382,718	386,480	389,454	389,462	389,462
Performance Analysis		203,552	235,534	250,627	251,618	251,618	251,618	251,618
Business Services Admin		371,135	347,184	396,453	396,713	396,978	397,249	397,525
Business and Innovation		251,703	236,603	259,406	259,428	259,450	259,473	259,496
Partnerships and Policy		554,439	530,940	555,912	560,793	566,017	566,492	566,492
Total Division: (320) Business and Innovation		2,003,421	1,995,334	2,146,994	2,159,492	2,167,977	2,168,754	2,169,053
Division: (330) Parks								
Parks Admin		268,856	265,782	277,091	277,249	277,410	277,575	277,742
Parks Capital Construction		86,717	176,060	284,362	294,291	301,030	306,408	311,134
Cemetery Services		1,104,443	1,038,181	1,119,514	1,185,732	1,206,422	1,004,249	1,017,810
Parks Operations		1,059,035	1,177,515	1,223,799	1,223,766	1,229,318	1,234,143	1,236,191
Westwood Plateau Specified Area Maintenance		95,745	101,000	101,000	101,000	101,000	101,000	101,000
Pacific Reach Specified Area Maintenance		125,577	113,000	113,000	113,000	113,000	113,000	113,000
Parks Services Community Programs and Events		529,381	615,553	649,371	654,651	656,485	658,355	660,263
Landscape Services		4,309,768	4,579,977	3,548,364	3,565,096	3,579,647	3,590,307	3,599,616
Sport Services		2,964,956	2,953,160	4,183,055	4,209,672	4,230,518	4,251,867	4,273,714
Infrastructure Maintenance		2,906,053	2,941,886	4,302,843	4,327,516	4,347,876	4,367,782	4,388,168
Urban Forestry Operations		2,807,483	3,011,279	2,643,026	2,652,478	2,671,772	2,681,101	2,685,763
Total Division: (330) Parks		16,258,013	16,973,393	18,445,425	18,604,451	18,714,478	18,585,787	18,664,401

Fund: (10) Gen Optg Department: (300) Parks, Recreation, Culture and Facilities							Budget 2027	Budget 2028	Budget 2029
Division: (390) Community Rec and Culture Services									
Marketing	2	-	-	-	-	-	-	-	-
Facilities Assets	2,155,355	2,142,063	2,102,573	2,119,292	2,126,770	2,130,624	2,134,382		
Facilities Assets Admin	-	-	232,838	232,838	232,838	232,838	232,838		
Facilities Operations Admin	48,331	175,385	193,812	201,429	209,351	210,223	210,223		
Facilities Custodial	2,980,469	3,735,903	3,683,967	3,706,982	3,715,645	3,722,576	3,727,893		
Facilities Maintenance	7,109,871	7,784,349	7,962,591	8,066,154	8,163,139	8,253,355	8,338,348		
Comm Rec: Arenas and Reception Services Admin	268,878	307,066	305,987	309,392	312,946	316,685	320,459		
Community Rec - Programs Health and Wellness Admin	173,100	195,917	207,156	207,157	207,158	207,159	207,160		
PSLC-Arenas	628,332	631,611	676,883	681,106	684,413	684,765	685,124		
Poirier Community Centre	651,149	638,953	663,115	669,999	676,950	680,938	682,259		
Maillardville Community Centre	1,108,333	1,302,285	1,351,514	1,360,334	1,367,759	1,369,490	1,371,254		
Dogwood Pavilion	1,076,344	1,003,259	1,030,059	1,042,320	1,054,520	1,061,693	1,066,537		
Blue Mountain Wading Pool	-	35,469	36,908	36,918	36,928	36,938	36,949		
Planet Ice	812,292	829,882	854,778	854,778	854,778	854,778	854,778		
Mundy Park Pool	-	515,406	536,411	537,967	538,383	538,807	539,239		
City Wide Fitness	-	-	336,633	340,031	343,649	347,468	348,971		
Centennial Activity Centre	182,269	222,168	245,822	246,045	246,273	246,505	246,742		
PSLC-Aquatics	2,735,825	3,090,251	2,843,598	2,851,996	2,860,678	2,869,598	2,875,438		
Community Rec Fitness and NE Coquitlam Admin	200,051	198,141	184,256	191,614	199,267	207,159	207,160		
Outdoor Pools	317,302	-	-	-	-	-	-		
Cultural Services	1,225,187	295,295	302,388	295,605	306,185	317,164	317,175		
Community Recreation and Culture Admin	288,559	254,685	276,292	283,293	283,294	283,295	283,296		
Community Rec: Aquatics Admin	174,629	187,715	204,038	207,157	207,158	207,159	207,160		
City Centre Aquatics Complex	2,956,851	3,205,788	3,328,737	3,345,562	3,354,591	3,359,759	3,363,454		
Pinetree Community Centre	1,502,546	1,808,390	1,878,684	1,887,705	1,891,891	1,896,111	1,900,622		
Town Centre Spray Park	54	-	-	-	-	-	-		
Eagle Ridge Pool	-	177,701	184,909	184,968	185,028	185,089	185,151		
Victoria Community Hall	82	66,876	68,864	68,912	68,960	69,010	69,060		
Summit Community Centre	39,464	92,217	95,069	95,107	95,145	95,184	95,224		
Glen Pine Pavilion	1,078,251	1,032,443	1,056,638	1,065,647	1,077,260	1,086,029	1,092,120		
Community Services	535,513	595,387	624,363	618,741	627,993	633,118	637,659		
Neighbourhood and Outdoor Recreation	152,247	226,000	233,240	237,687	242,365	247,432	252,475		
Smiling Creek Elementary School	75,453	224,609	228,525	228,611	228,699	228,789	228,880		
Poirier Forum	104	4,357	4,444	4,533	4,624	4,716	4,810		

Fund: (10) Gen Optg Department: (300) Parks, Recreation, Culture and Facilities							Budget 2027	Budget 2028	Budget 2029
Northeast Programming		(1,625)	-	-	-	-	-	-	-
Town Centre Park Community Centre (TCPCC)		-	522,451	818,830	827,652	831,185	831,930	832,691	
Total Division: (390) Community Rec and Culture Services		28,475,216	31,502,022	32,753,922	33,007,532	33,235,823	33,416,384	33,555,531	
Division: (750) Capital Construction									
Capital Construction		347,657	878,861	1,018,718	1,031,624	1,042,005	1,052,708	1,052,855	
Strategic and Capital Projects Admin		284,531	-	-	-	-	-	-	
Total Division: (750) Capital Construction		632,188	878,861	1,018,718	1,031,624	1,042,005	1,052,708	1,052,855	
Division: (3AB) Parks and Facility Planning									
Park Planning and Design		995,686	1,192,692	1,310,082	1,290,070	1,267,740	1,279,618	1,292,409	
Rec and Culture Facility Planning Admin		312,631	359,630	390,943	400,045	400,056	400,067	400,078	
Total Division: (3AB) Parks and Facility Planning		1,308,317	1,552,322	1,701,025	1,690,115	1,667,796	1,679,685	1,692,487	
Total Expenditures		49,216,363	53,483,145	56,688,644	57,137,553	57,482,295	57,559,940	57,793,404	
Revenues									
Division: (310) Parks Recreation Culture and Facilities Admin									
Parks, Recreation and Culture Administration		(14,942)	-	-	-	-	-	-	
Total Division: (310) Parks Recreation Culture and Facilities Admin		(14,942)	-	-	-	-	-	-	
Division: (320) Business and Innovation									
Business Services Admin		(21,169)	(8,000)	(21,000)	(21,000)	(21,000)	(21,000)	(21,000)	
Partnerships and Policy		(253,902)	-	-	-	-	-	-	
Total Division: (320) Business and Innovation		(275,071)	(8,000)	(21,000)	(21,000)	(21,000)	(21,000)	(21,000)	
Division: (330) Parks									
Cemetery Services		(1,104,443)	(1,038,181)	(1,119,514)	(1,185,732)	(1,206,422)	(1,004,249)	(1,017,810)	
Parks Operations		(18,340)	(27,166)	(15,000)	-	-	-	-	
Westwood Plateau Specified Area Maintenance		(95,745)	(101,000)	(101,000)	(101,000)	(101,000)	(101,000)	(101,000)	
Pacific Reach Specified Area Maintenance		(125,576)	(113,000)	(113,000)	(113,000)	(113,000)	(113,000)	(113,000)	
Parks Services Community Programs and Events		(832)	(1,425)	(4,425)	(4,425)	(4,425)	(4,425)	(4,425)	
Landscape Services		(6,856)	(3,000)	-	-	-	-	-	
Sport Services		(366,893)	(281,683)	(251,836)	(252,136)	(252,136)	(252,136)	(252,136)	
Infrastructure Maintenance		(55,681)	-	(98,749)	(98,749)	(98,749)	(98,749)	(98,749)	
Urban Forestry Operations		(16,815)	(43,000)	(33,000)	(18,000)	(18,000)	(18,000)	(18,000)	
Total Division: (330) Parks		(1,791,181)	(1,608,455)	(1,736,524)	(1,773,042)	(1,793,732)	(1,591,559)	(1,605,120)	

Fund: (10) Gen Optg Department: (300) Parks, Recreation, Culture and Facilities							Budget 2027	Budget 2028	Budget 2029
Division: (390) Community Rec and Culture Services									
Facilities Assets	(1,539,937)	(1,408,622)	(1,558,119)	(1,562,873)	(1,562,873)	(1,562,873)	(1,562,873)	(1,562,873)	(1,562,873)
Facilities Custodial	-	-	(31,094)	(31,094)	(31,094)	(31,094)	(31,094)	(31,094)	(31,094)
Facilities Maintenance	(124,127)	(186,642)	(46,968)	(47,643)	(48,332)	(48,332)	(49,035)	(49,751)	(49,751)
Comm Rec: Arenas and Reception Services Admin	(50,000)	(50,000)	(50,000)	(50,000)	(50,000)	(50,000)	(50,000)	(50,000)	(50,000)
PSLC-Arenas	(1,351,154)	(1,292,824)	(1,435,079)	(1,438,679)	(1,438,679)	(1,438,679)	(1,438,679)	(1,438,679)	(1,438,679)
Poirier Community Centre	(335,408)	(314,387)	(304,587)	(304,587)	(304,587)	(304,587)	(304,587)	(304,587)	(304,587)
Maillardville Community Centre	(393,863)	(740,000)	(740,207)	(740,607)	(740,607)	(740,607)	(740,607)	(740,607)	(740,607)
Dogwood Pavilion	(408,950)	(371,343)	(342,153)	(338,153)	(338,153)	(338,153)	(338,153)	(338,153)	(338,153)
Planet Ice	(287,481)	(284,036)	(293,886)	(294,636)	(294,636)	(294,636)	(294,636)	(294,636)	(294,636)
Scout Hall	(7,006)	(5,700)	(5,900)	(5,950)	(5,950)	(5,950)	(5,950)	(5,950)	(5,950)
Mundy Park Pool	-	(154,000)	(153,909)	(153,909)	(153,909)	(153,909)	(153,909)	(153,909)	(153,909)
Centennial Activity Centre	(93,856)	(163,300)	(163,626)	(163,826)	(163,826)	(163,826)	(163,826)	(163,826)	(163,826)
PSLC-Aquatics	(2,456,001)	(2,312,037)	(2,306,750)	(2,316,950)	(2,316,950)	(2,316,950)	(2,316,950)	(2,316,950)	(2,316,950)
Mundy Park Field House	(19,633)	(5,700)	(15,850)	(15,900)	(15,900)	(15,900)	(15,900)	(15,900)	(15,900)
Outdoor Pools	(159,712)	-	-	-	-	-	-	-	-
Cultural Services	(104,294)	(17,549)	(17,000)	-	-	-	-	-	-
City Centre Aquatics Complex	(2,573,212)	(2,497,095)	(2,486,308)	(2,494,508)	(2,494,508)	(2,494,508)	(2,494,508)	(2,494,508)	(2,494,508)
Pinetree Community Centre	(748,035)	(947,978)	(939,648)	(939,648)	(939,648)	(939,648)	(939,648)	(939,648)	(939,648)
Eagle Ridge Pool	-	(97,388)	(97,297)	(97,297)	(97,297)	(97,297)	(97,297)	(97,297)	(97,297)
Victoria Community Hall	(22,288)	(55,617)	(55,817)	(55,817)	(55,817)	(55,817)	(55,817)	(55,817)	(55,817)
Summit Community Centre	(32,693)	(50,110)	(49,983)	(49,983)	(49,983)	(49,983)	(49,983)	(49,983)	(49,983)
Glen Pine Pavilion	(395,155)	(397,397)	(378,387)	(374,537)	(374,537)	(374,537)	(374,537)	(374,537)	(374,537)
Community Services	(31,940)	(11,000)	(21,500)	(2,000)	(2,000)	(2,000)	(2,000)	(2,000)	(2,000)
Neighbourhood and Outdoor Recreation	(70,055)	(103,800)	(103,800)	(103,800)	(103,800)	(103,800)	(103,800)	(103,800)	(103,800)
Smiling Creek Elementary School	(48,862)	(98,000)	(98,200)	(98,300)	(98,300)	(98,300)	(98,300)	(98,300)	(98,300)
Poirier Forum	(102,661)	(92,286)	(98,436)	(98,536)	(98,536)	(98,536)	(98,536)	(98,536)	(98,536)
Town Centre Park Community Centre (TCPCC)	-	(157,519)	(274,320)	(274,320)	(274,320)	(274,320)	(274,320)	(274,320)	(274,320)
Total Division: (390) Community Rec and Culture Services	(11,356,322)	(11,814,330)	(12,068,824)	(12,053,553)	(12,054,242)	(12,054,945)	(12,055,661)		
Division: (3AB) Parks and Facility Planning									
Park Planning and Design	(144,987)	(158,047)	(87,505)	(43,753)	-	-	-	-	-
Total Division: (3AB) Parks and Facility Planning	(144,987)	(158,047)	(87,505)	(43,753)	-	-	-	-	-
Total Revenues	(13,582,503)	(13,588,832)	(13,913,853)	(13,891,348)	(13,868,974)	(13,667,504)	(13,681,781)		
Net Expenditure (Contribution):	35,633,860	39,894,313	42,774,791	43,246,205	43,613,321	43,892,436	44,111,623		

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:

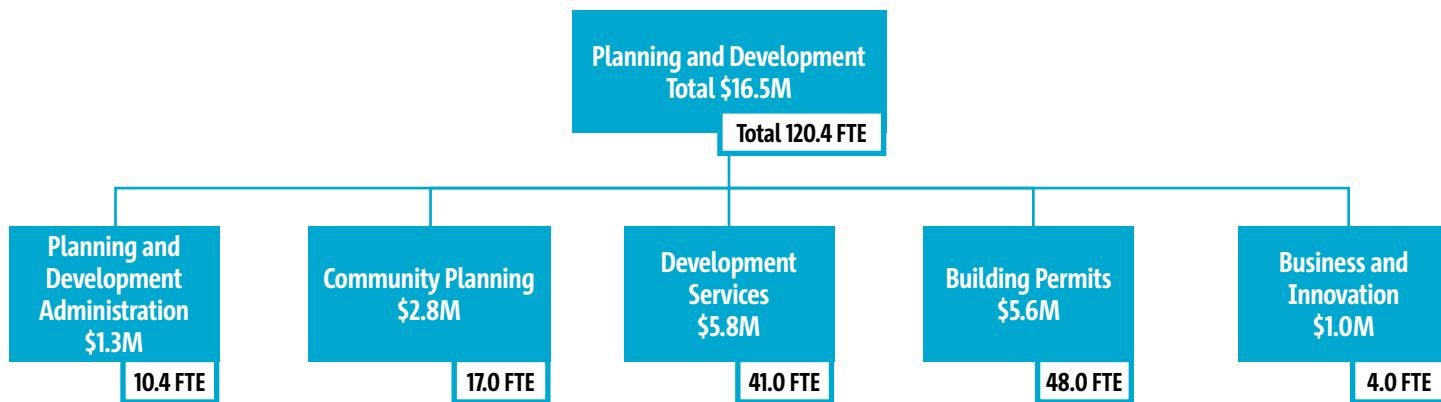
- Developing plans (such as the *Official Community Plan*) and strategies for shaping growth to meet land use, transportation, environmental, social, cultural, infrastructure, business, neighbourhood and other needs
- Conducting public consultation, stakeholder engagement and research to support planning 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

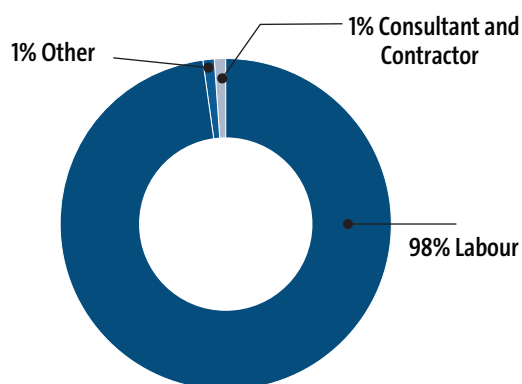
For details on the strategic priorities for Planning and Development, please see the *Business Plan* section starting on p. 22.



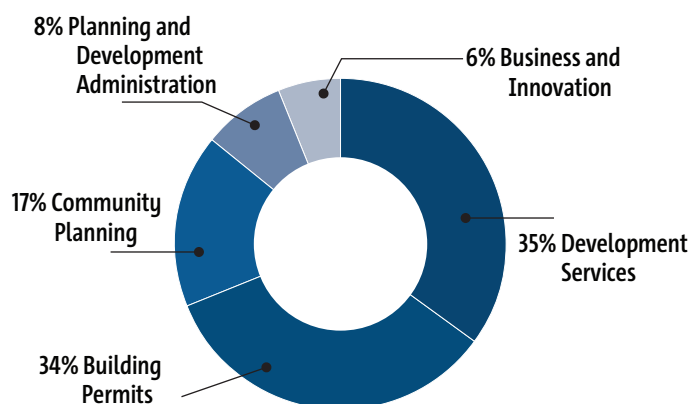
Key Performance Measures

Performance Indicator Strategic Priority	Actual		Budget				
	2023	2024	2025	2026	2027	2028	2029
% of housing units by building permits issued within 800m of a Frequent Transit Network <i>Housing</i>	79%	50%	65%	67%	68%	70%	71%
Number of building inspections conducted over the year <i>Financial Excellence and Operational Efficiency</i>	17,848	14,297	15,183	15,502	15,827	16,160	16,499
Number of plumbing inspections conducted <i>Financial Excellence and Operational Efficiency</i>	8,187	8,261	7,728	7,890	8,056	8,225	8,397
Number of development applications receiving final approval/4th reading <i>Housing</i>	18	19	18	18	18	18	18

Planning and Development
Expenditures by Type



Planning and Development
Expenditures by Function



2025 City of Coquitlam Budget

Fund: (10) Gen Optg Department: (500) Planning and Development		Actual 2023	Budget 2024	Budget 2025	Budget 2026	Budget 2027	Budget 2028	Budget 2029
Expenditures								
Division: (510) Planning and Development Administration								
Planning and Development Administration								
		857,017	1,221,505	1,292,585	1,319,589	1,341,572	1,357,684	1,365,438
Total Division: (510) Planning and Development Administration		857,017	1,221,505	1,292,585	1,319,589	1,341,572	1,357,684	1,365,438
Division: (520) Community Planning								
Community Planning								
		2,188,139	2,672,064	2,753,664	2,767,391	2,761,731	2,784,828	2,807,231
Total Division: (520) Community Planning		2,188,139	2,672,064	2,753,664	2,767,391	2,761,731	2,784,828	2,807,231
Division: (530) Development Services								
Development Services Administration								
		245,714	276,050	-	-	-	-	-
Development Planning								
		3,141,685	3,552,139	4,241,069	4,269,658	4,270,234	4,300,247	4,311,959
Development Servicing								
		1,269,867	1,447,195	1,539,024	1,561,823	1,580,725	1,582,323	1,582,479
Total Division: (530) Development Services		4,657,266	5,275,384	5,780,093	5,831,481	5,850,959	5,882,570	5,894,438
Division: (540) Building Permits								
Inspections								
		1,952,112	2,368,503	1,065,900	1,070,888	1,075,980	1,081,399	1,081,607
Permits								
		2,176,619	3,131,454	2,305,600	2,365,206	2,421,799	2,469,872	2,504,196
Administration								
		-	-	1,059,019	1,088,496	1,119,041	1,128,381	1,128,960
Plumbing								
		-	-	1,205,728	1,205,838	1,205,950	1,206,064	1,206,181
Total Division: (540) Building Permits		4,128,731	5,499,957	5,636,247	5,730,428	5,822,770	5,885,716	5,920,944
Division: (560) Business and Innovation								
Business and Innovation								
		428,821	482,547	995,014	1,004,577	658,971	659,050	659,131
Total Division: (560) Business and Innovation		428,821	482,547	995,014	1,004,577	658,971	659,050	659,131
Total Expenditures		12,259,975	15,151,457	16,457,603	16,653,466	16,436,003	16,569,848	16,647,182
Revenues								
Division: (510) Planning and Development Administration								
Planning and Development Administration								
		(24,361)	-	-	-	-	-	-
Total Division: (510) Planning and Development Administration		(24,361)	-	-	-	-	-	-
Division: (520) Community Planning								
Community Planning								
		(2,457)	(12,520)	(122,780)	(68,890)	(15,000)	(15,000)	(15,000)
Total Division: (520) Community Planning		(2,457)	(12,520)	(122,780)	(68,890)	(15,000)	(15,000)	(15,000)
Division: (530) Development Services								
Development Services Administration								
		(11,371)	(15,344)	-	-	-	-	-
Development Planning								
		(2,140,089)	(2,268,013)	(2,389,686)	(2,331,028)	(2,272,369)	(2,272,369)	(2,272,369)
Development Servicing								
		(3,591)	(6,248)	(6,417)	(6,417)	(6,417)	(6,417)	(6,417)
Total Division: (530) Development Services		(2,155,001)	(2,289,605)	(2,396,103)	(2,337,445)	(2,278,786)	(2,278,786)	(2,278,786)

Fund: (10) Gen Optg Department: (500) Planning and Development		Actual 2023	Budget 2024	Budget 2025	Budget 2026	Budget 2027	Budget 2028	Budget 2029
Division: (540) Building Permits								
Permits		(20,801,826)	(10,113,067)	(9,641,443)	(9,641,443)	(9,641,443)	(9,641,443)	(9,641,443)
Plumbing		-	-	(784,677)	(784,677)	(784,677)	(784,677)	(784,677)
Total Division: (540) Building Permits		(20,801,826)	(10,113,067)	(10,426,120)	(10,426,120)	(10,426,120)	(10,426,120)	(10,426,120)
Division: (560) Business and Innovation								
Business and Innovation		-	-	(350,000)	(350,000)	-	-	-
Total Division: (560) Business and Innovation		-	-	(350,000)	(350,000)	-	-	-
Total Revenues		(22,983,646)	(12,415,192)	(13,295,003)	(13,182,455)	(12,719,906)	(12,719,906)	(12,719,906)
Net Expenditure (Contribution):		(10,723,671)	2,736,265	3,162,600	3,471,011	3,716,097	3,849,942	3,927,276



Chapter 7

2025 Five-Year Capital Plan

7

Chapter 7

2025 Five-Year Capital Plan

Capital Planning Process

In late 2023 and early 2024, the Province enacted a variety of housing-related legislative changes that directly impact growth and development in Coquitlam. As noted earlier in the Executive Summary and Budget Context, the City is prioritizing the development and implementation of the new Development Finance Framework to align with the new legislation. However, these new tools take time to develop and given the timing of the enactment of the new legislation and the uncertainty of its impacts, the *2025 – 2029 Capital Plan* is based on the existing development revenue programs and fees such as Density Bonus, Community Amenity Contributions (CACs) and Development Cost Charges (DCCs). The new framework is anticipated to be in place by mid 2025 and the related funding policies, frameworks and strategies that inform the *Capital Plan* will be revised accordingly.

The *Capital Plan* supports the City's *Strategic* and *Business Plans* in delivering on the City's strategic goals and nine overarching themes. 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 *2025 – 2029 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 next 10 years. Therefore, future capital investments as outlined in the various City strategic plans, including the 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.

The *2025 – 2029 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 includes work on a number of financial strategies to support major capital investments required for a growing community.

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 assets. While the ultimate goal is to develop a long-term funding solution, such initiatives are currently considered on a project by project basis.

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 conservative 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 (NECC) and adjacent Burke Village Park (BVP) 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 NECC 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 Sale 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 (MFA) if needed. Given the uncertainty with future development revenues, \$10 million of the HAF grant was allocated to this growth project as part of the 2025 budget to help mitigate the amount of debt required for construction.

The 2025 – 2029 *Capital Plan* includes projects identified in the City's current DCC Program, which generates funding for growth-related infrastructure. To inform the *Capital Plan*, available DCC 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 DCC 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 \$899 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 2025 – 2029 *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 2025 – 2029 *Capital Plan* includes projects that are consistent with corporate objectives and long-range plans such as the DCC 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

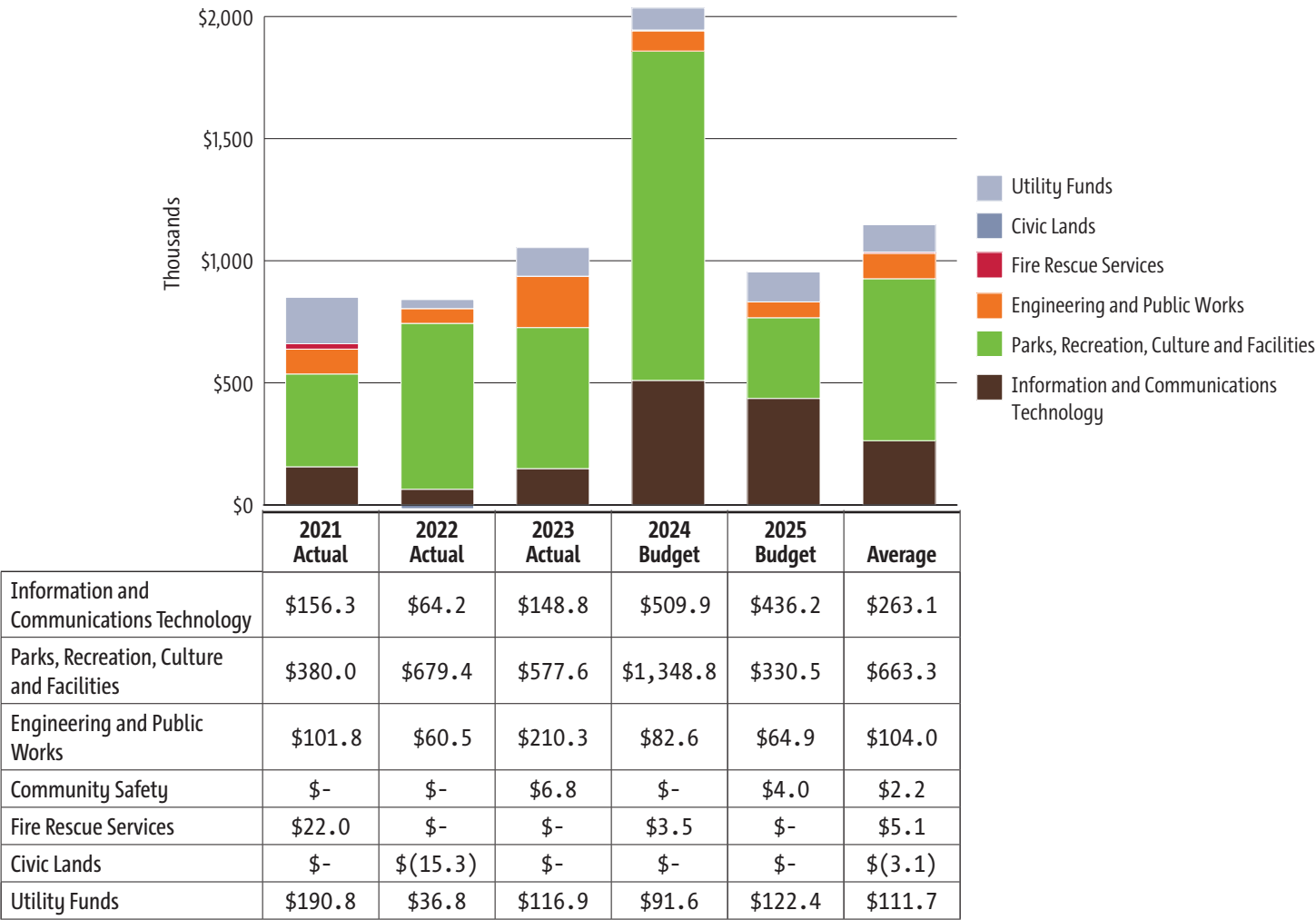
According to Council-adopted policy, the annual budget process requires that reasonable and adequate provisions be made for the incremental increases to the operating expenses for changes in the capital base. This is a key policy that is in line with GFOA best practices as it contributes to the long-term 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 2025 – 2029 Financial Plan is an additional \$1.0 million required for the operations and maintenance of new infrastructure.

Over the past five years, the average operating costs for new capital in the General Fund for new parks, facilities, roads, traffic and technology infrastructure has been \$1,035,000 and in the Utility Funds for water, sewer and drainage infrastructure the added operating cost has been an average of \$112,000. The significant increase in 2024 relates to the Mundy Park Pool Renewal, the new Town Centre Park Community Centre and Austin Works Yard expansion.

Operating Costs for New Capital Projects



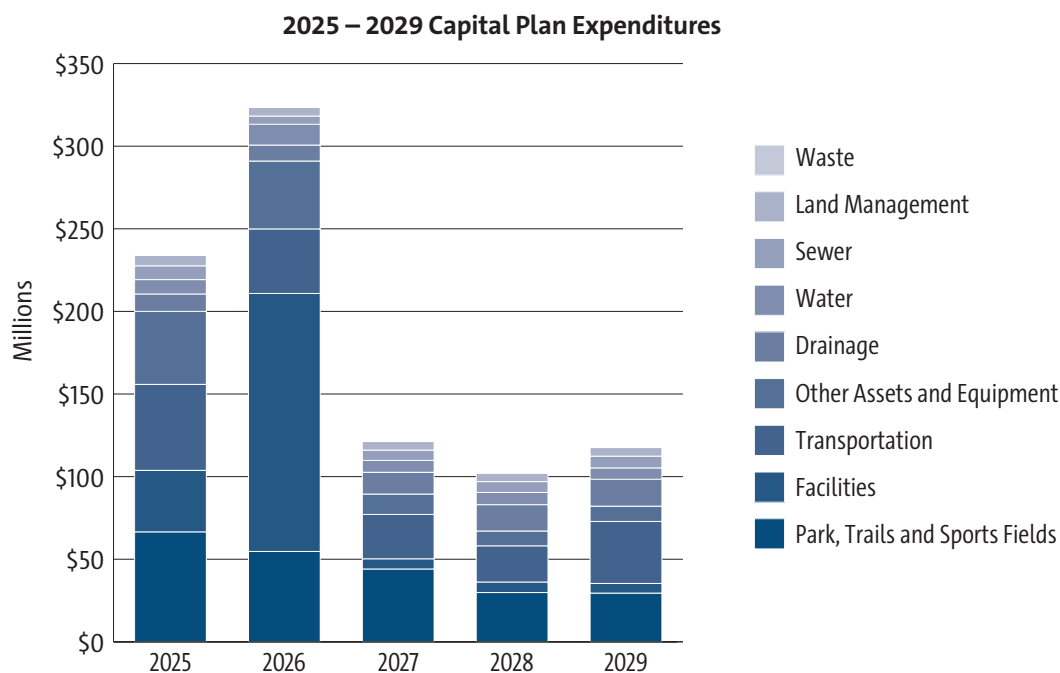


In addition to the Operating Costs for New Capital Policy and to support the City's ongoing efforts to sustain City infrastructure and service delivery, the City's Asset Replacement Funding Policy recognizes an increase in the contribution to asset replacement in the annual budget each year. The increased 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 *2025 – 2029 Financial Plan* for newly added infrastructure and to address inflationary pressures (\$0.5 million for the General Fund and \$0.5 million for the Utilities Funds). This includes the phase-in over three years of the building-related asset replacement for Mundy Park

Pool and Austin Works Yard expansion. This phase-in is in line with the City's Long-term Tax Strategy, which provides a framework for stabilizing the resulting fluctuations in future tax increases. Additionally, in line with the Sustainable Infrastructure Renewal Funding Strategy to help narrow the asset replacement funding gap, Council approved a further \$3.1 million (\$2.0 million for the General Fund and \$1.1 million for the Utility Funds), resulting in a total increase in contribution for asset replacement of \$4 million in 2025. 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.

2025 – 2029 Capital Plan

The 2025 – 2029 *Capital Plan* adopted by Council includes approximately \$899 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 2025 – 2029 Capital Expenditure Summary

Capital Expenditures	2025	2026	2027	2028	2029	TOTAL
Parks, Trails and Sports Fields	66,582,675	54,708,000	44,110,000	29,840,000	29,510,000	224,750,675
Facilities	37,214,499	156,147,529	6,170,079	6,377,344	5,835,482	211,744,933
Transportation	52,039,345	39,082,980	26,838,994	21,911,588	37,521,588	177,394,495
Other Assets and Equipment ¹	44,178,086	41,072,167	12,329,375	8,951,598	9,256,602	115,787,828
Drainage	10,540,550	9,675,000	13,175,000	15,957,000	16,278,000	65,625,550
Water	8,691,000	12,576,000	7,181,000	7,387,500	6,875,500	42,711,000
Sewer	8,353,940	4,985,000	6,233,000	6,560,000	7,124,000	33,255,940
Land Management	6,450,000	5,200,000	5,200,000	5,200,000	5,200,000	27,250,000
Waste	100,000	100,000	100,000	100,000	100,000	500,000
Total Capital Expenditures	234,150,095	323,546,676	121,337,448	102,285,030	117,701,172	899,020,421

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

Parks, Trails and Sports Fields (\$225 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 plans to invest \$225 million on these amenities, including parkland acquisition (\$125 million) and park development (\$70 million), with \$67 million required in 2025. Funding for these projects is from the Parkland Acquisition and Park Improvement DCC Programs, DCC Matching Reserve, Non-DCC Eligible Park Amenities Reserve, various asset replacement reserves (Park Infrastructure, Recreation and Fitness Equipment and Sportsfield Infrastructure), Canada Community Building Fund, general revenues, casino revenue, debt financing, 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 \$815,000 toward funding for sports field renewal projects, the 2025 – 2029 Capital Plan is supplemented with funding of \$4.1 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, Oakdale Park, Cottonwood Park (Phase 1C), and the below parks.
 - **Burke Mountain Athletic Park** – 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. School District 43 (SD43) plans to construct a long-awaited Secondary School on Burke Mountain given the continuing growth in the area. As part of this site, the City will be building a park and developing a joint-use agreement with SD43 to provide for shared use of the site amenities. Park amenities include a running track, artificial turf field, grass field, tennis courts, parking lot and washrooms.
 - **Burke Village Park** – This future park will be located in the heart of Burke Mountain Village directly adjacent to the future 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 Freemont Park (south) to a future trailhead at Burke Pinecone Provincial Park (north). Amenities may include play areas, gathering spaces, water play, flexible lawn areas.
 - **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. The 2025 – 2029 Capital Plan includes funding for the detailed design work for the final phase of the Lake Loop Improvements, expected to be constructed in 2026. Additionally, the City is currently updating the Town Centre Park Master Plan in response to impacts from Metro Vancouver's water main and tunnel project in the south eastern portion of the park.
- **Park Infrastructure Program** includes funding for a variety of playground, sport court and other park infrastructure upgrades.
- **Sports Field Strategy** includes increased funding for fields highlighted in the 2022 updated Park Asset Management Plan including Charles Best and Cunnings (Town Centre Park) artificial turf fields and Mackin Yard.

Facilities (\$212 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, \$212 million will be invested on civic facilities with \$37 million in 2025, 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, City Initiatives Reserve, debt financing, contribution from others and grants such as the federal Housing Accelerator Fund.

Major Project Spending

- **Northeast Community Centre (NECC)** – This project relates to anticipated growth and need for indoor community recreation, aquatics, library and cultural space in Northeast Coquitlam. Building amenities and spaces will include a 6 lane lap pool, two gymnasiums, a fitness centre, community space, a covered outdoor space and a new branch of the Coquitlam Public Library. Design began in 2024 and is expected to be completed by early 2026. Site work is scheduled to start in early 2026, with construction spanning from 2026 to 2028. The 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 CAC receipts, as well as an allocation from the Housing Accelerator fund grant. This ensures that the NECC, including financing costs, is fully paid by developer revenues and not taxes.
- **Facility Upgrade Program** – Key projects in this capital program include the renewal of a number of facility components including floor and lighting at Coquitlam City Centre Library; swimming pool tank and plumbing fixtures at Eagle Ridge Pool; emergency generator and washrooms at Town Centre Fire Station; overhead rolling doors and furnaces at Mariner Way Fire Station, exterior painting, parkade exhaust and supply fans at City Hall; condensing units and air conditioning at Place des Arts; hot water tanks and painting at Burke Mountain Fire Station; and fire alarm system at Poirier Sport and Leisure Complex Arena.
- **Poirier Administrative Building Upgrade** – The building is currently used as a City staff space and partially leased out to tenants. Renovations are required to expand the tenanted portion of the building, bring the building to modern standards and extend the useful life.
- **RCMP Facility Upgrade Program and Minor Asset Renewal Program** – This relates to plumbing renewals, restroom fixtures renewals, exterior painting and sealing for the Public Service Building. These costs are shared with the City of Port Coquitlam.

Transportation (\$177 Million)

According to previous Community Satisfaction Surveys, transportation continues to be one of the highest priority for Coquitlam residents. The 2025 – 2029 *Capital Plan* includes \$177 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 DCC 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 Major Transportation Reserve. This reserve funds the non-DCC eligible portion of these projects, as well as major transportation projects identified in the City's draft Strategic Transportation Plan. Placeholder funding of \$25 million over the next five years has been allocated to support significant pedestrian improvements and the development of key strategies. Planned transportation spending in 2025 is \$52 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.**
- **Micromobility Infrastructure** – The continued expansion of the Micromobility Program (bikes, scooters and electric versions) is a key component of the draft Strategic Transportation Plan and reflects the growing demands for more vehicle protected infrastructure that includes separated bike lanes, multi-use pathways and/or local street bikeways. Funding for 2025 includes the continuation of ongoing active transportation projects such as Cedar Drive and United Boulevard.
- **Frontage Works 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 2025 include frontages along Nelson Street from Alderson Avenue to Charland Avenue.
- **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. Priorities identified in the 2025 program include Nelson Street, Draycott Street, Cornell Avenue, Haversley Avenue, and others.

Utilities (\$142 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 *2025 – 2029 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 2025 is \$28 million.

Major Project Spending	
Drainage <ul style="list-style-type: none">Cedar Drive ProjectStorm Main Replacement ProgramStorm Sewer Structural Rehabilitation	Water <ul style="list-style-type: none">North Road Watermain Upgrade (Chapman to Cottonwood)Water Main Replacement ProgramFoster Pump Station ExpansionSouthwest Brunette Zone Upgrades (fire flow)
Sewer <ul style="list-style-type: none">Sanitary Sewer Main Replacement ProgramSanitary Sewer Structural RehabilitationSouthwest Austin Heights Sewer Upgrade	Waste <ul style="list-style-type: none">Waste Bins Replacement Program

Land Management (\$27 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 *2025 – 2029 Capital Plan* includes costs related to the necessary steps to establish market readiness. This work is funded from the City’s Land Sale Reserve, which also receives the proceeds from the sale of the land. Planned land management spending in 2025 is \$6.5 million.

Major Project Spending
<ul style="list-style-type: none">Strategic Land Purchase ProgramTechnical Work for Lands and Properties

Other Assets and Equipment (\$116 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 \$110M. 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 1 fire truck in 2025 due to significant supply chain challenges, as well as additional funding for 4 fire trucks advanced as part of the 2024 budget to cover the significant cost escalations.
- The City’s Environmental Sustainability Plan (ESP) outlines the City’s climate targets to reduce greenhouse gas emission by 45% by 2030 from 2007 levels and aiming for carbon neutrality by 2050. To further advance the plan, a Green Fleet *Strategic Plan* (GFSP) framework was developed in 2024 for various pathways of decarbonization for the City fleet, such as renewal diesel and battery electric vehicles. In line with the GFSP, the *2025 – 2029 Capital Plan* allocates supplemental funding from the Fleet Replacement Reserve to fund the additional costs required for the purchase of eligible replacement green vehicles, as well as the infrastructure needed to service those vehicles. Related operational savings will be redirected to the Fleet Replacement Reserve to help offset future conversion costs and related infrastructure upgrades.
- 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 (AED) 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

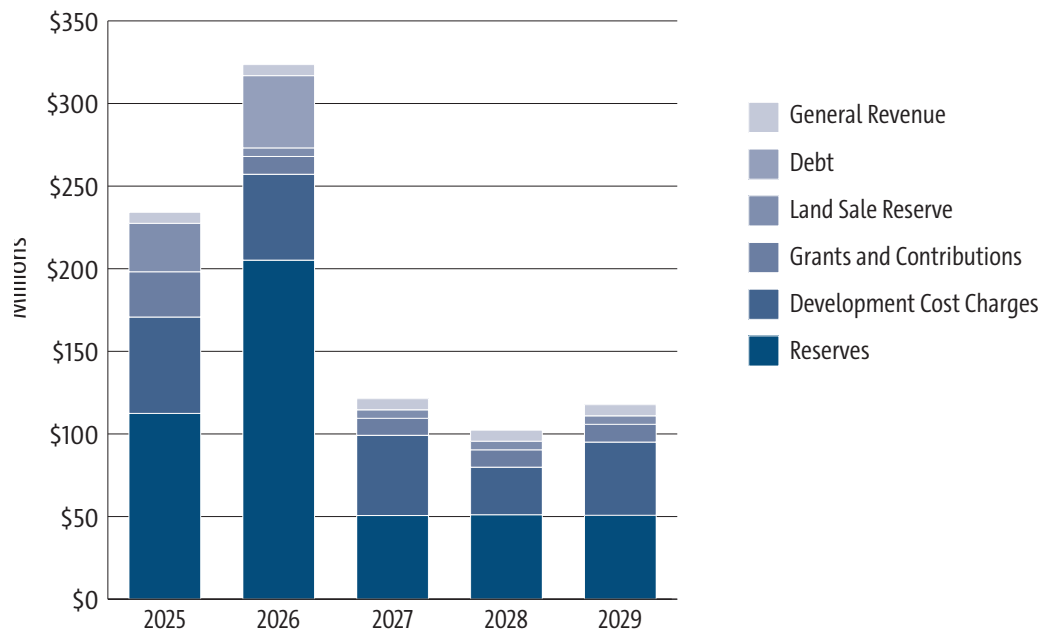
Cost pressures, together with increasing demands placed upon the City's infrastructure and services by a growing community, challenge the City's financial capacity to ensure that projects are adequately funded in the present without impairing the City's ability to plan for the future. Funding for capital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

In 2025, the City will see continued support from senior levels of government. In 2025, Translink will provide approximately \$4.9 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 capital portion of the 2025 – 2029 *Financial Plan* is funded from the following sources in the graphic below. (For more information on reserve funding please refer to Chapter 4).

2025 – 2029 Capital Plan Funding Sources



Funding Source	2025	2026	2027	2028	2029	Total
Reserves	112,424,905	205,192,454	50,619,895	51,108,098	50,768,515	470,113,867
Development Cost Charges	58,342,560	51,982,883	48,560,280	28,776,312	44,307,440	231,969,475
Grants and Contributions	27,400,281	10,762,157	10,274,191	10,517,538	10,742,135	69,696,302
Land Sale Reserve	29,299,267	5,200,000	5,200,000	5,200,000	5,200,000	50,099,267
Debt	-	43,726,100	-	-	-	43,726,100
General Revenue	6,683,082	6,683,082	6,683,082	6,683,082	6,683,082	33,415,410
Total Funding	234,150,095	323,546,676	121,337,448	102,285,030	117,701,172	899,020,421

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 guides the management of the City's capital financing program and provides 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.

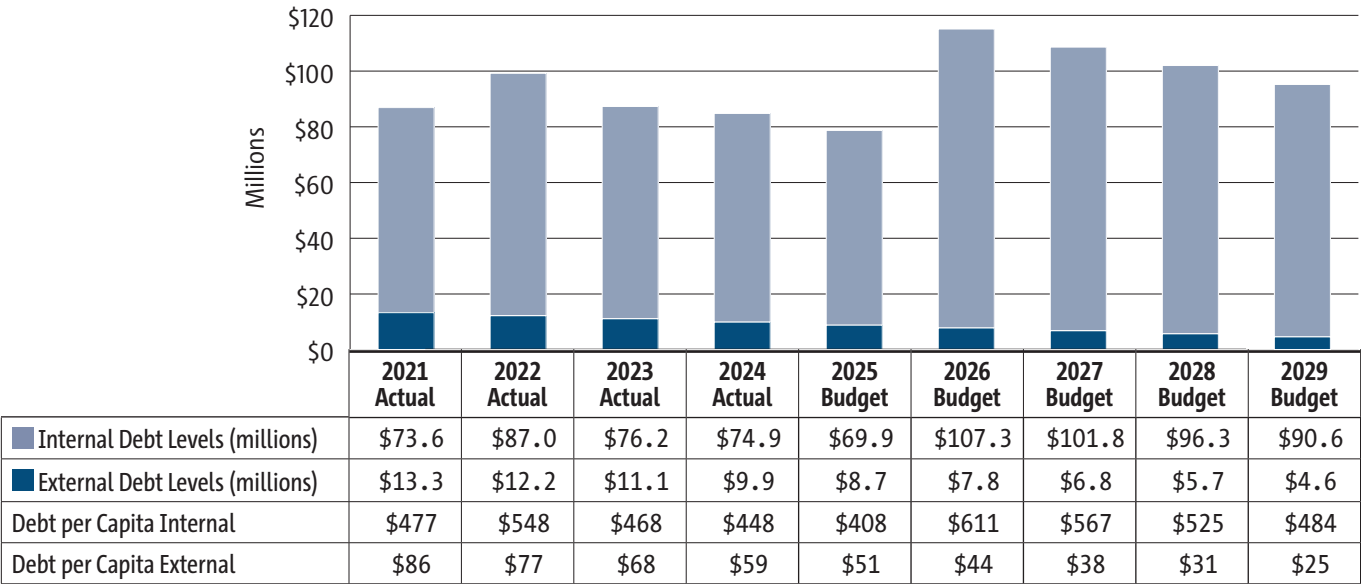
The City has used long-term borrowing to fund infrastructure projects that support growth in the community and that are repaid by development revenues, including DCC collections. This borrowing usually precedes development and the use of long-term borrowing spreads the payment stream over time so it can be matched to the revenue stream. This ensures that these assets will be paid for by future development revenues, rather than increasing taxes. The *2025 – 2029 Capital Plan* includes \$44 million of debt financing primarily for the NECC and BVP. 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 Sale Reserve, in 2023, the Council approved a Loan Authorization Bylaw which allows the City to externally borrow through the MFA 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 2021 – 2029

Currently, the City has approximately \$85 million in debt outstanding which is made up of \$10 million in external debt and \$75 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 DCCs. 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 DCCs.

As anticipated in past financial plans, there is an increase in internal borrowing in 2021 – 2023 for the Coquitlam Bettie Allard YMCA project, which is to be funded by development contributions, but requires internal borrowing while funding is collected over time. 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 2025 – 2029 *Financial Plan* reflects anticipated borrowing in 2025 and 2026 for the construction of the NECC and the BVP. Outstanding debt (internal and external) at the end of 2024 was \$85 million or \$507 per capita. The City’s debt level is estimated to be \$79 million at the end of 2025.

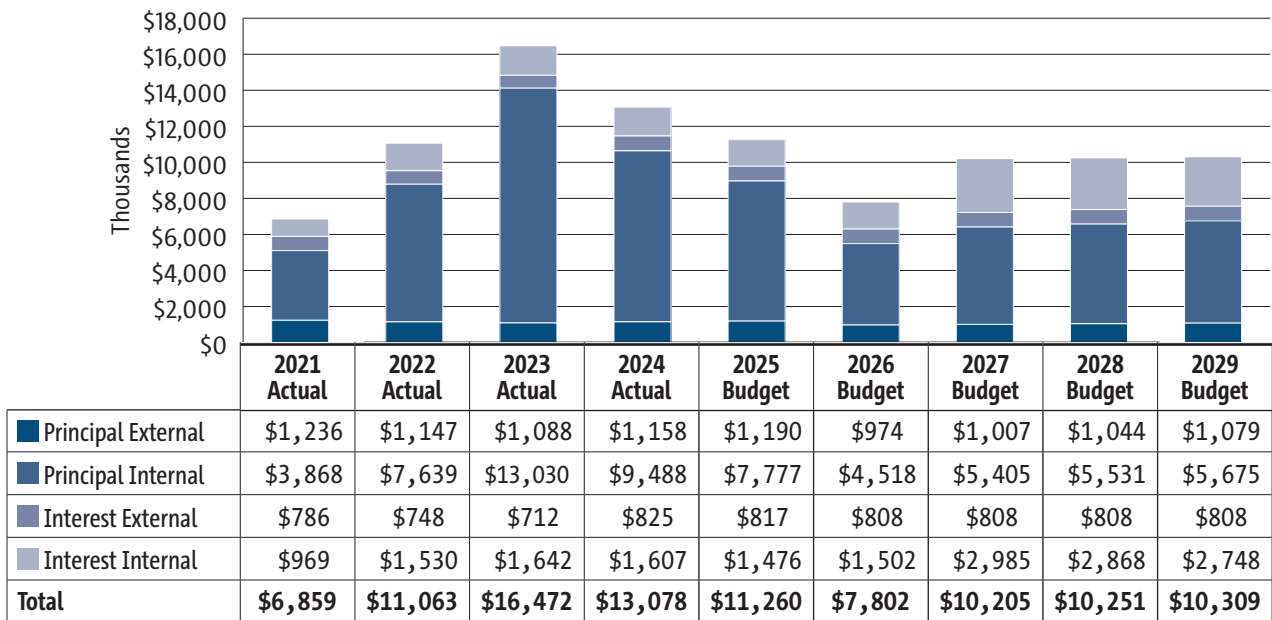


Debt Payments 2021 – 2056

As noted above, the City strategically uses internal debt to temporarily finance priority infrastructure projects that are intended to be funded by development revenues, but required to bridge cash flow gaps due to timing. These projects are assessed individually on a priority basis, and within the City's Debt Management Policy. As such, internal debt payments can vary from year to year:

- The increase in borrowing in 2021 and 2022 due to the construction of the Coquitlam Bettie Allard 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 DCC 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 DCC Program.
- 2025 reflects one-time repayment from park improvement DCCs for temporary internal borrowing for the Burke Mountain Athletic Park.
- With the anticipated borrowing for the construction of the NECC and BVP starting 2026, an increase in debt payments is expected to start in 2027.



Annual Debt Servicing Requirements

Year	General Fund		Sewer and Drainage Fund		Water Fund	
	Principal	Interest	Principal	Interest	Principal	Interest
2025 Budget	7,591,000	1,399,000	1,063,000	626,000	312,000	268,000
2026 Budget	4,083,000	1,434,000	1,087,000	608,000	323,000	268,000
2027 Budget	4,968,000	2,936,000	1,110,000	589,000	334,000	268,000
2028 Budget	5,094,000	2,838,000	1,135,000	570,000	346,000	268,000
2029 Budget	5,236,000	2,737,000	1,159,000	551,000	358,000	268,000
2030 – 2034 Budget	24,183,000	11,712,000	4,997,000	2,360,000	1,563,000	1,072,000
2035 – 2039 Budget	16,766,000	7,534,000	4,503,000	1,428,000	-	-
2040 – 2044 Budget	9,752,000	5,554,000	4,982,000	949,000	-	-
2045 – 2049 Budget	9,110,000	3,965,000	3,967,000	444,000	-	-
2050 – 2054 Budget	10,952,000	2,124,000	1,963,000	92,000	-	-
2055 – 2056 Budget	4,597,000	253,000	-	-	-	-
Total	102,332,000	42,486,000	25,966,000	8,217,000	3,236,000	2,412,000

Liability Servicing Limits 2021 – 2029

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 \$101 million in 2024 for external debt, the related debt borrowing limit under the City’s policy provides \$48 million of borrowing capacity for the general fund and \$6-\$7 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 \$11.3 million in the

2025 – 2029 financial planning period, which is below the allowable limit calculated at \$101 million for externally legislated and \$60 million per the City’s Debt Management Policy as outlined in the City’s Debt Management Policy and well below the legislated allowable limit.

\$ millions	External Debt Servicing Limit set by Community Charter	Internal Debt Servicing Limit set by Debt Management Policy
General Fund	79.2	47.5
Sewer and Drainage Fund	11.8	7.1
Water Fund	9.6	5.8
Total Limit	100.6	60.4

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 periodically, 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 (AATI) 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 *2025 – 2029 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 *2025 – 2029 Financial Plan* incorporates a 1.00% property tax increase towards the General Fund, and a 3% utility rate increase for the Water Utility Fund.



Chapter 8 **Appendix**

8

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.

ACCRUAL METHOD OF ACCOUNTING: A method of accounting in which transactions are recognized at the time they are incurred, as opposed to when cash is received or spent.

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 nine corporate strategic priorities that relate to the cornerstones of its vision: Coquitlam in 2025 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 23 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. 5428, 2024

A Bylaw to adopt the 2025-2029 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. **2025-2029 Financial Plan Bylaw No. 5428, 2024**

This Bylaw may be cited for all purposes as "2025-2029 Financial Plan Bylaw No. 5428, 2024".

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, 2025 and ending December 31, 2029.

3. Full Force & Effect

This Bylaw has full force and effect from January 1, 2025 until amended, repealed or replaced.

READ A FIRST TIME this 2nd day of December, 2024.

READ A SECOND TIME this 2nd day of December, 2024.

READ A THIRD TIME this 2nd day of December, 2024.

GIVEN FOURTH AND FINAL READING and the Seal of the Corporation affixed this 9th day of December, 2024.


MAYOR


CORPORATE OFFICER

City of Coquitlam
2025-2029 Financial Plan Bylaw No. 5428, 2024

Consolidated Summary of Revenues & Expenditures

	2025	2026	2027	2028	2029
Revenues:					
Taxation, net	(225,525,542)	(234,838,566)	(244,021,353)	(253,003,729)	(262,172,106)
Fees and Service Charges	(164,937,872)	(163,899,663)	(168,570,475)	(173,327,830)	(178,700,096)
Proceeds from Borrowing (Note 1)	-	(43,726,100)	-	-	-
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	(37,268,954)	(19,941,838)	(18,446,875)	(18,733,222)	(19,001,819)
Other	(17,630,467)	(17,663,407)	(17,697,499)	(17,732,786)	(17,769,306)
Transfers:					
Collections for Other Governments	(150,817,173)	(150,843,666)	(150,872,280)	(150,903,182)	(150,936,557)
Transfer from Reserves	(150,321,005)	(217,481,320)	(62,371,553)	(62,829,051)	(62,490,184)
Transfer from DCC's (Schedule "C")	(68,648,881)	(55,729,036)	(53,072,147)	(33,288,179)	(48,819,307)
	(875,149,894)	(964,123,596)	(775,052,182)	(769,817,979)	(799,889,375)
Expenditures:					
Other Municipal Purposes	362,314,969	374,497,477	386,038,160	399,689,532	413,938,594
Debt Payments	3,568,816	3,194,502	3,228,595	3,263,882	3,300,401
Capital Expenditures (Note 2)	234,150,099	323,546,680	121,337,452	102,285,034	117,701,176
Transfers:					
Transfer to Other Governments	150,817,173	150,843,666	150,872,280	150,903,182	150,936,557
Transfer to Land Sale Reserve	49,824,095	46,610,458	49,573,258	49,582,388	49,605,558
Developer Contributed Assets	20,000,000	20,000,000	20,000,000	20,000,000	20,000,000
Transfer to Reserves	91,574,742	82,530,813	81,102,437	81,193,961	81,507,089
Non-Cash Expenditure of Depreciation	(37,100,000)	(37,100,000)	(37,100,000)	(37,100,000)	(37,100,000)
	875,149,894	964,123,596	775,052,182	769,817,979	799,889,375

Note 1: Council approved Loan Authorization Bylaw, 5301, 2023 should the City decide to access financing from the Municipal Finance Authority within the five years of the Bylaw for the Northeast Community Centre and Burke Village Park. The City is not externally borrowing in 2025, but may do so in the future.

Note 2: Excludes work-in-progress expenditures approved in previous budgets estimated at \$202 million.

Schedule “B” to Bylaw No. 5428, 2024

2025-2029 Financial Plan Bylaw No. 5428, 2024
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 Taxation– 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 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. The City has established policies and bylaws to support the collection of various development revenues, including Development Cost Charges, Density Bonus fees and Community Amenity Contributions. These revenues fund the assets and infrastructure required to support the growing community. In response to provincial housing legislation introduced in late 2023, the City is updating its Development Finance Framework. Pending this update, the current 2025-2029 Financial Plan reflect the existing framework.

Schedule “B” to Bylaw No. 5428, 2024

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 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.

Developers 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.

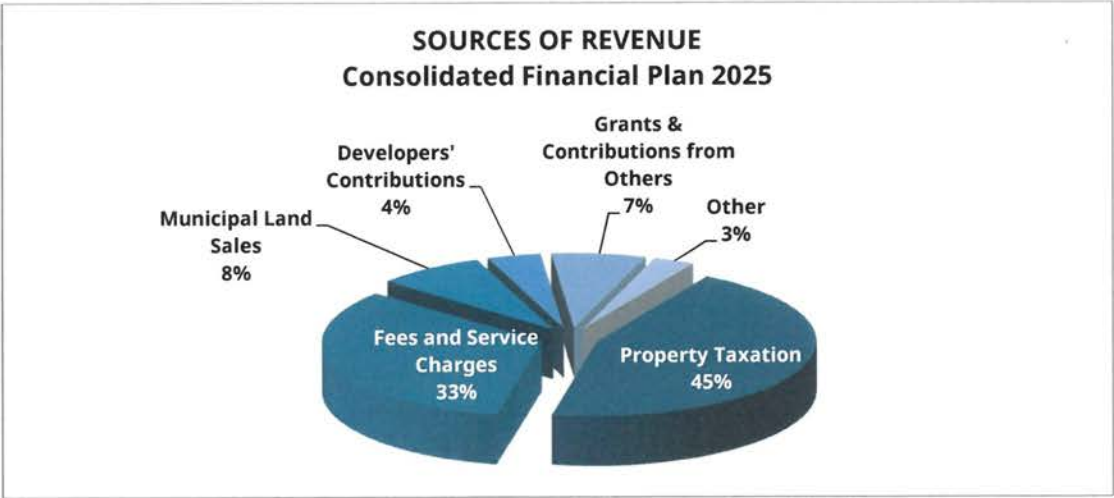
Other Revenues:

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 2025.

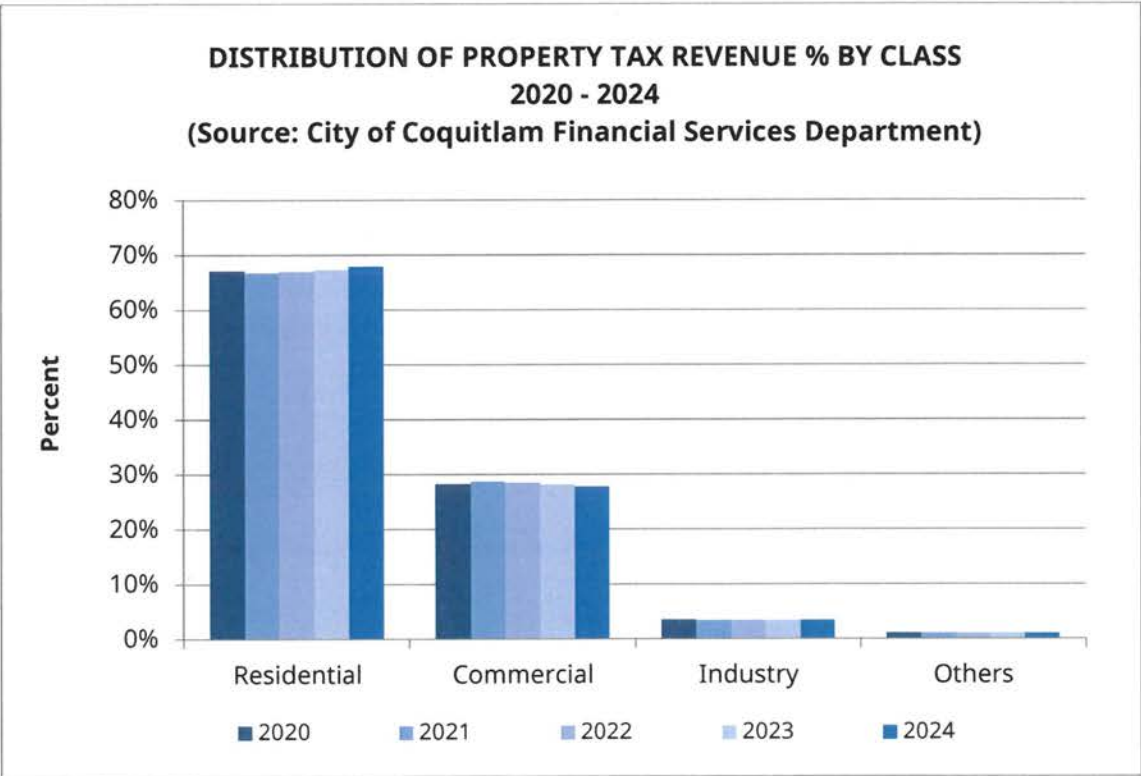


Schedule “B” to Bylaw No. 5428, 2024

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.

The approach to setting tax rates involves adjusting the previous year’s rates to account for 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. 5428, 2024

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 49 properties with an approximate value of \$1.77 million. These properties fit into four different groups as follows:

- 32 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.

2025-2029 Financial Plan Bylaw No. 5428, 2024
Development Cost Charges Reserve Fund Expenditures

	Parkland Acquisition	Drainage	Sanitary Sewer	Water	Transportation	Park Improvement	TOTAL
Projects per Approved 2025 Capital Plan	\$24,750,000	\$981,181	\$975,539	\$2,346,747	\$14,654,133	\$14,634,960	\$58,342,560
Internal Debt Repayment		\$915,460	\$646,612			\$7,021,561	\$8,583,633
External Debt Repayment			\$224,083	\$486,033	\$1,012,572		\$1,722,688
Total Amount Appropriated	\$24,750,000	\$1,896,641	\$1,846,234	\$2,832,780	\$15,666,705	\$21,656,521	\$68,648,881

File #: 09-3900-20/5428/1 Doc #: 5504014.v1

Operating Funding Principles

The following principles have been developed to help guide the City's operating budget funding priorities and the development of the City's annual Financial Plan.

1. **Long-term Financial Sustainability:** The City's goals and objectives must be balanced with its ability to pay and the impact on long-term financial sustainability. This includes:
 - a) Attempting to match recurring expenses with reoccurring, sustainable revenues.
 - b) Seeking efficiencies while maintaining service levels in the context of rising delivery costs.
 - c) Charging a user fee for services identifiable to specific users instead of levying a general tax to all users.
 - d) Ensuring that users pay their fair share for services without passing the burden on to future generations.
 - e) Adequately funding infrastructure management to support sustainable, Council-approved service levels.
 - f) Incorporating adjustments into the annual budget process in response to unforeseen operating changes.
2. **Flexibility to Respond:** The City adapts to the ever-changing operating environment. This includes:
 - a) Maintaining a Surplus Policy that ensures the operating accumulated surplus reserves are sufficient to provide working capital and emergency funds.
 - b) Using operating reserves judiciously to manage expenditure fluctuations and maintain operating budget stability.
3. **Stability in Property Taxation and User Fees:** The City aims to reduce volatility in tax and fee increases, providing financial certainty to residents and businesses. This includes:
 - a) Considering the long-range forecasts and plans for annual increases.
 - b) Focusing on stabilizing growth impacts, not inflationary impacts.
 - c) Gradually incorporating significant budget impacts and/or increases related to the contributions for infrastructure sustainability that reflect a growing asset inventory over two to four years.
4. **Development Pays for Growth:** Development-related revenues should fund new infrastructure requirements, aligning growth-related expenses with growth-related revenues. This includes:
 - a) Covering growth-related budget impacts with growth-related revenues.
 - b) Where tax growth is related to future development (i.e. land use changes), setting aside a portion to be used to offset expenses related to servicing that growth as it materializes in the future.

File #: 05-1700-20/000/2025-1 Doc #: 5434951.v2

Capital Funding Principles

The following principles were developed to guide funding strategies and allocations of the City's various capital priorities, and infrastructure and amenity requirements:

- 1. Priority on Maintaining Infrastructure:** The City will generally prioritize timely replacement and maintenance of existing infrastructure and amenities before building additional new infrastructure and amenities. This approach helps ensure that services can be delivered sustainably over time.
- 2. Funding Growth Through Development:** Capital investment, which is required to support growth, should be funded by development revenues, not from taxes. To keep the development revenue system equitable, these funds will generally not be used for renewing or maintaining existing infrastructure, unless it also supports growth or expansion.
- 3. Development Revenue Program Integrity:** To maintain the integrity of development revenue programs, such as Development Cost Charges, the municipal portion that benefits existing residents should be adequately funded, primarily by taxpayers.
- 4. Balancing Capital Funding:** Capital funding allocations will balance the delivery of amenities that have short-term benefits to residents with planning for long-term infrastructure needs.
- 5. Funding Core Services:** Allocating sufficient funding to maintain core municipal services will be prioritized over funding enhanced service levels.
- 6. Consideration of the Operating Impacts of Expansion:** When planning future capital investments related to expansion, the City will consider the impact of the additional or incremental operating costs.
- 7. Developer Contributions:** Developer-delivered "in kind" assets and amenities, including those outlined in approved City plans and strategies, will be assessed based on potential forgone revenues, capital funding priorities and the impact on operating costs.

File #: 05-1700-20/000/2025-1 Doc #: 5434950.v1

Coquitlam



Strategic Plan

2024-2027





Message from City Council

The City of Coquitlam's Integrated Planning Process ensures that taxpayer dollars are spent wisely, in a forward-looking, coordinated and deliberate manner. The cornerstone of this framework is the Strategic Plan, which outlines the City's highest aspirations for the future. It is developed with a twelve-year horizon and speaks to Coquitlam's vision, mission, values and strategic priorities. The Strategic Plan serves as a roadmap, guiding the decisions that will shape the future of our community and our organization.

Coquitlam is a diverse community, one that offers a high quality of life to its residents; a city where people live, learn, work and play. It is also one of the fastest-growing cities in the country, with a current population of 150,000 and projections for over 220,000 residents by 2041. Growth of this magnitude poses unique challenges and opportunities for Council, the organization, and city residents.

The priorities, values and outcomes that are described in this plan are those of the community: Community Safety; Housing; Environmental Sustainability; Critical Infrastructure; Community Amenities; Financial Excellence and Operational Efficiency; EDI, Reconciliation and Social Cohesion; Workplace and People; and Economic Vitality.

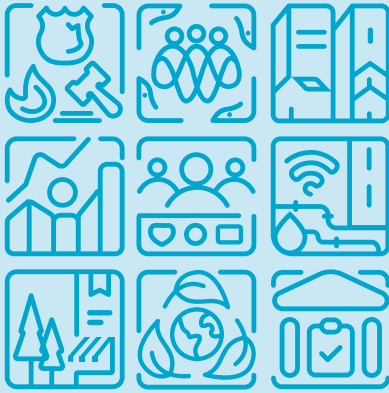
Together these priorities and values will move us forward as we achieve our vision for 2032: sustaining a high quality of life for current and future generations, where people choose to live, learn work and play.

Integrated Planning Process

The Strategic Plan provides a decision-making framework, strategic priorities, and vision for our city in 2032.

Council, together with key community groups, works to achieve the City's priorities and vision through this integrated planning process.





Our Vision and Strategic Priorities

Vision for 2032

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

Mission

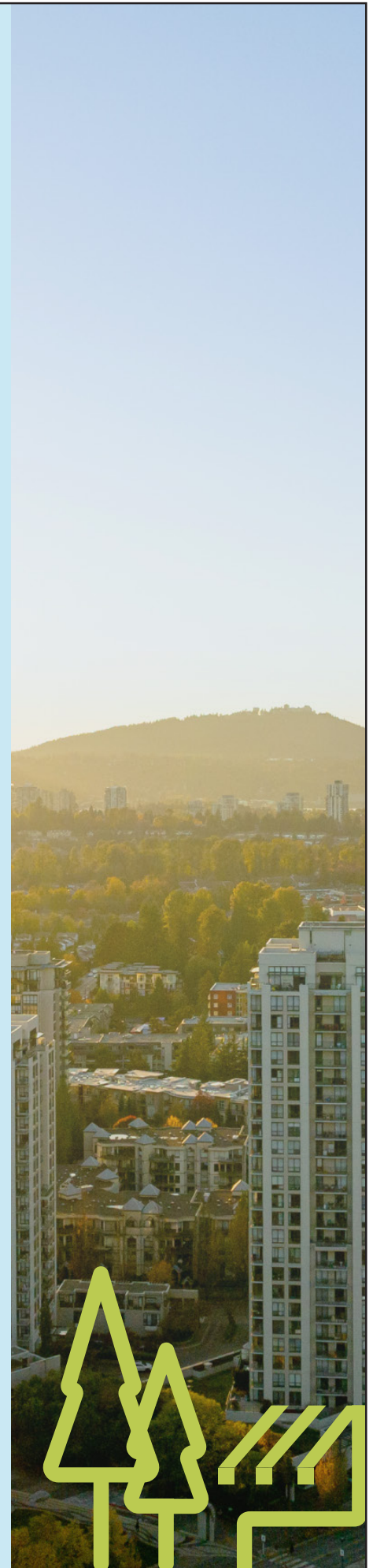
To serve the public interest through open, fair, and accountable local government with a focus on leadership, innovation and community priorities and strengths.

Organizational Values

Organizational values form the foundation of the City's decision-making framework and are central to the relationships with our employees, residents, businesses 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 safety, inclusivity, and belonging by treating people equitably 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 k'w'ikwə'łəm.



The vision, mission and organizational values are being realized through Council's nine strategic priorities for 2024-2027:



Community Safety

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



Housing

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



Environmental Sustainability

Coquitlam is taking action to address environmental and climate sustainability.



Critical Infrastructure

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



Workplace and People

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



Community Amenities

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



Financial Excellence and Operational Efficiency

Coquitlam is focusing on fiscal accountability and continuous improvement.



EDI, Reconciliation, and Social Cohesion

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



Economic Vitality

Coquitlam is building and supporting the local economy.





Community Safety

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

How We Will Measure Progress:

- RCMP calls for service
- Crime rate – overall
- Fire prevention activities
- Community Satisfaction (fire)
- Community Satisfaction (police)
- Fire incident responses
- Bylaw enforcement notices
- Bylaw enforcement calls for service





Community Safety

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

What we hope to achieve

How we plan to achieve it

Support a multi-disciplinary and inclusive approach to public safety.

- » Develop and implement plans to mitigate risks for hazards impacting Coquitlam.
- » Work with the Coquitlam RCMP detachment to implement initiatives that support the RCMP's renewed Strategic Plan.
- » Enhance emergency services to best meet the needs of an evolving, diverse and changing community and climate.
- » Continue to enforce and proactively educate residents on the City's bylaws in a professional and courteous manner.
- » Develop and support emergency management programs and initiatives to enhance preparedness for and response to emergencies and disasters.
- » Implement the Community Wildfire Resiliency Plan to advance mutually supportive actions that address wildfire climate risk events.
- » Develop a strategy for the location and services offered at the City's community police offices.
- » Leverage the federal government's Building Safe Communities Fund to provide programming that reduces and prevents youth-related crime.
- » Work with local businesses and business improvement associations on matters related to crime and crime prevention for businesses.
- » Establish community partners to augment the City's response to and recovery from emergencies and disasters.

Make the City's road network safer for all types of users including drivers, pedestrians, and cyclists, and people living with disabilities.

- » Develop and implement actions from the Road Safety Strategy.
- » Increase the network of separated and protected micromobility lanes to create safe cycling and rolling opportunities for all ages and abilities.
- » Continue to improve pedestrian accessibility, safety, and comfort through a suite of measures such as additional street lighting, Rectangular Rapid Flashing Beacon (RRFB) crosswalks, pedestrian letdowns and other infrastructure on City roads and parks.
- » Support the RCMP's Strategic Plan, including through educational campaigns, social media messaging, and increased enforcement to support compliance.



Housing

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

How We Will Measure Progress:

- Development activity (all streams)
- Approved market/non-market rental units
- % of homes within 200m, 400m, and 800m of Frequent Transit Network
- Community perception of quality of life
- # of childcare spaces approved
- Funding committed by Council towards housing affordability





Housing

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

What we hope to achieve

How we plan to achieve it

Encourage a mix of new housing supply to develop complete neighborhoods that improve affordability, livability, and sustainability.

- » Develop new and updated area and neighbourhood plans that include a mix of housing, transportation modes, commercial and community services, and employment opportunities.
- » Minimize impacts of housing construction on residents through effective construction management.
- » Advance the Childcare Partnership Strategy to promote affordable and high-quality childcare access that meets the diverse needs of children and families in our growing community.
- » Develop open gathering and accessible community spaces that support informal and programmed experiences.
- » Manage the City's land and real estate portfolio in a strategic manner consistent with industry and municipal best practices.
- » Advance climate action initiatives through improved construction techniques and the BC Energy Step Code.

Lead collaborative action and innovative partnerships with the provincial and federal governments and third parties to maximize use of external resources to deliver affordable housing.

- » Work with other orders of government, non-profits and other third-party organizations to deliver affordable housing projects and programs.
- » Leverage the federal Housing Accelerator Fund to increase housing supply and affordability while delivering on the community's diverse housing needs across the city.
- » Continue to implement and refine the City's Housing Affordability Strategy to encourage investment in affordable housing in neighbourhoods and ensure its alignment with emerging incentives and regulations from other orders of government.
- » Continue to provide partnership assistance to assist residents experiencing homelessness.



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Environmental Sustainability

Coquitlam is taking action to address environmental and climate sustainability.

How We Will Measure Progress:

- Natural areas restored (square metres)
- Number of trees/shrubs planted
- Waste diversion rate
- Community Satisfaction (parks, trails and green space)
- % resident trips non-vehicular/sustainable mode share
- Public electric vehicle charging usage
- Improved/new parks and green spaces
 - New
 - Upgraded
 - Total
- Corporate and community GHG reduction vs 2007 base year (%)
- Total metered water consumption (m3)
- Total water consumption per capita
- Creek water quality
- Stream water quality indicators within regional guidelines (%)





Environmental Sustainability

Coquitlam is taking action to address environmental and climate sustainability.

What we hope to achieve

How we plan to achieve it

Demonstrate responsible public stewardship through leadership in environmental sustainability strategies and resilient practices.

- » Continue to implement priority actions and develop policies consistent with the Environmental Sustainability Plan such as the Climate Action Plan and Enhanced Water Conservation Strategy.
- » Develop emergency management plans that consider the impact climate change may have on any given hazard.
- » Continue to lower the City's greenhouse gas emissions through the development of operating and service-delivery models that achieve progress on the Environmental Sustainability Plan's goals.
- » Continue to upgrade, retrofit, and apply cost-effective climate adaptive design to aging civic facilities and infrastructure.
- » Develop strategies and policies that reduce corporate energy costs and GHG emissions with acceptable payback period or return on investment, such as a corporate green fleet strategy.
- » Continue to implement the Enhanced Water Conservation Strategy to enhance water conservation efforts across consumption categories.
- » Develop strategies that meet the targets of zero emissions from transportation through the advancement of public and private use of Electric Vehicles and Electric Micromobility devices.
- » Continue to implement policies and practices that retain and preserve the City's parks and green spaces.
- » Develop policies and plans that enable low carbon, climate resilient and energy efficient buildings that incorporate renewable energy sources where appropriate and are in line with the BC Energy Step Code.
- » Continue in-stream works program to mitigate flooding and enhance aquatic habitat.

Explore innovative sustainability improvements through community partnerships and diverse participation.

- » Continue to partner with innovative problem-solvers to deliver efficient technology-based solutions to environmental challenges.
- » Prioritize planting of trees and vegetation that are resilient to climate change on public lands and support new tree planting programs on private lands through education and outreach.
- » Leverage relationships with public and private sector operators to achieve corporate and community sustainability objectives and identify and promote incentives to reduce waste.
- » Support community programming and initiatives that promote environmental sustainability such as reducing food waste, residential storm water management, and optimizing capacity for adapting infrastructure and services to the impacts of climate change and GHG mitigation.
- » In partnership with the business community and business associations, provide support and recognition to local businesses that reduce their carbon footprint and green their operations.



Critical Infrastructure

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

How We Will Measure Progress:

- Average pavement condition assessment
- Sanitary sewers rating
- Drainage mains rating
- Roads swept (lane kms)
- Community Satisfaction – public works
- Kilometres of multi-modal transportation (new/total)
- Number of kilometers of fibre-optic infrastructure





Critical Infrastructure

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

What we hope to achieve

How we plan to achieve it

Plan and deliver infrastructure that meets the capacity needs of our growing community.

- » Enhance the City's neighbourhoods through programs that revitalize public works assets, such as the watermain replacement, sanitary sewer structural rehabilitation and pavement rehabilitation programs.
- » Plan infrastructure to be resilient in the face of climate change impacts, such as rainfall intensity, and consider nature-based solutions to reduce GHG emissions.
- » Expand and update utility and road corridors in the growing areas of Coquitlam.

Work with partners to advocate, plan and deliver major regional infrastructure projects that are important to Coquitlam.

- » Continue to work with Metro Vancouver and advocate for Coquitlam's interest in the region and on major capital projects, such as the Metro Vancouver Coquitlam Lake Water Main.
- » Work with key partners, including kwikwə́x̣əm, to plan for key transportation infrastructure.
- » Continue to work with TransLink to improve rapid transit connections between regional town/city centres, including Coquitlam to Surrey City Centre and Port Coquitlam/Maple Ridge.

Enhance travel in and between neighbourhoods by advancing multi-modal and accessible transportation options that continue to improve the livability and quality of streets.

- » Update the Strategic Transportation Plan to provide a renewed roadmap of transportation improvements for implementation, including sustainable and accessible multi-modal infrastructure with emerging technologies that support efficient movement and greenhouse gas mitigation.
- » Develop policies, regulations and streetscape improvements to manage curb space safely and efficiently, with an emphasis on encouraging walking, cycling, transit and shared mobility.
- » Enhance policy options that create public open space outside of the City's park network.
- » Continue to rehabilitate and improve the City's transportation network, including through the frontage works program.

Plan and deliver Information, Communications and Technology services to meet the needs of our changing community and City growth.

- » Update key City information, data, and technology through the development of a prioritized Information, Communications and Technology Modernization Strategy.
- » Deliver capital infrastructure to ensure the current and future capability and capacity of the City's digital communications network and Wi-Fi services to the community.
- » Improve the City's financial systems through the planning and implementation of a financial system modernization project.
- » Develop a data strategy to improve the City's use of business intelligence and analytics, and build capabilities for new innovation tools.



Workplace and People

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

How We Will Measure Progress:

- Employee turnover
- Vacancy rate
- # of staff participating in/completed the Core and Strategic streams of the City's Leadership Program
- Employee engagement through culture building events/activities





Workplace and People

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

What we hope to achieve

How we plan to achieve it

Invest in our people to support wellness, retention, talent development and potential of our workforce.

- » Continue long-range workforce talent planning to respond to changing demographics and the modern recruitment and retention needs of a growing organization by developing a Talent and Retention Strategy.
- » Ongoing investment in employee wellness through programs, training and tools to support their physical and mental wellbeing.
- » Partner with BCMSA and WorkSafeBC to pilot quicker access to available psychological resources to support mental health claims and more effective return to work outcomes.
- » Implement the EDI Recruitment and Retention Action Plan to advance the organization's commitment of enhancing inclusivity and belonging across its workforce, processes, and culture.
- » Continue to develop policies and guidelines that fill a gap in services, such as the Guidelines to Support Trans and Non-Binary Staff in the Workplace.

Develop and implement policies and programs that foster talent acquisition and ensure employees have the training to do their work and serve the community.

- » Ensure Coquitlam continues to be a leader in workplace health and safety through training, workplace culture and proactively addressing current and emerging trends and regulatory changes in Accessibility and Occupational Health and Safety.
- » Continue ongoing training and development of employees to support their talent and development potential in leading the delivery of our services and implementation of long-range plans to the community.
- » In the spirit of continuous improvement, examine the City's human resources policies and practices to ensure they remain relevant to the realities of today's workforce.
- » Continue to expand the talent pipeline by establishing partnerships and collaborating with local organizations with a focus on EDI.
- » Partner with SD43, colleges and universities to provide opportunities for potential future employees.

Invest in technology to equip our people with modern means of working, engaging and providing services to the community.

- » Support the City's operations through the deployment of technology solutions and the development and implementation of a Technology Modernization Strategy.
- » Invest in tools and technologies that improve efficiency and collaboration across the organization.



Community Amenities

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

How We Will Measure Progress:

- Community Satisfaction
 - Recreational and cultural opportunities
 - Sports fields
- Program fill rates
- Visitors to cultural partners:
 - Library
 - Evergreen Cultural Centre
 - Place des Arts
- Participation in recreation activities:
 - Registered
 - Drop-in
 - Total participation
- Number of recreation passes sold
- Total participation in Financial Assistance for Recreation (FAR)
- Total participation in Grade 5/6 Get Active Stay Active program
- Capacity utilization rates of city assets (facilities/parks)
- Investment in capital construction and facilities upgrades





Community Amenities

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

What we hope to achieve

How we plan to achieve it

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

- » Facilitate both formal and informal recreation opportunities so that residents and visitors can experience Coquitlam's facilities in the manner of their choosing.
- » Work with community partners and media to promote awareness and participation in arts, culture and heritage experiences and available recreational opportunities.
- » Promote public awareness of the variety of no/low-cost opportunities to strengthen monetary accessibility.
- » Support partnerships to provide enhanced opportunities for accessible participation.
- » Deliver programs and amenities that address the accessibility needs and preferences of a changing and diverse community.
- » Monitor and adjust the variety of programs offered through recreation and culture facilities based upon community patterns, location, and demographic characteristics such as age, ability and income level.
- » Develop and deliver introductory programming through a variety of delivery methods including registered programming and drop-ins, with a focus on reducing barriers to participation.
- » Continue to support partnerships that advance the delivery of cultural and recreation services.

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

- » Complete a strategy for the development of major recreation and cultural facilities.
- » Continue planning and construction on a variety of important amenities, such as recreation and community centres, outdoor pools, and park spaces, in all areas of Coquitlam.
- » Implement initiatives consistent with the Town Centre Park Master Plan to make Town Centre Park a City-wide destination park.
- » Update policies consistent with the Parks, Recreation and Culture (PRC) Master Plan.
- » Enhance the City's neighbourhoods through programs that revitalize parks and other amenities.
- » Plan, construct and acquire parkland and public park facilities in a manner consistent with the Parks, Recreation and Culture (PRC) Master Plan and five-year capital plans.
- » Facilitate partnership agreements with School District 43 on the shared-use of community facilities and outdoor spaces.



Financial Excellence and Operational Efficiency

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

How We Will Measure Progress:

- # of completed Business Improvement Initiatives
- % transactions online
- # of services available online
- Community Satisfaction – City services
- Taxpayer confidence
- Website visits
- Social media engagement
- Community engagement participation
- Grant funding approved for City projects
- Return on Investment of the City's investment portfolio
- Debt ratio





Financial Excellence and Operational Efficiency

Coquitlam is focusing on fiscal accountability and continuous improvement.

What we hope to achieve

How we plan to achieve it

Maintain prudent financial and governing policies and practices with a focus on long-range planning, efficiency and effectiveness, and budgeting.

- » Pursue alternate funding models for facilities, amenities, programs and services wherever financially viable while ensuring standards of quality and service are being met.
- » Apply for grants to reduce the costs of major capital projects on Coquitlam taxpayers.
- » Continue to support the City's award-winning asset management funding framework and invest in the City's assets and facilities in a strategic and responsible manner.
- » Manage projects in a timely and cost-effective manner that ensures value for taxpayers.
- » Continue to review the City's financial and governance practices to ensure they conform to modern industry standards and best practices.
- » Manage the impact of the City's growth on internal and client-facing services through the ongoing review of organizational policies and practices.
- » Update the development finance tools that support the City's capital funding framework

Innovate corporate and process improvement to optimize service delivery for clients and enhance our organizational capacity and efficiency.

- » Foster a culture of continuous improvement to meet current and future needs of the City, including a continued focus on the City's Business Improvement Committee and Additional Business Improvements list.
- » Develop and implement a business continuity framework to ensure robust business continuity planning of critical and essential services to enhance resiliency.
- » Continue to review and optimize the development application process.
- » Continue to improve community access to City services through the use of online services.
- » Improve online client service interactions with the City by increasing the amount of virtual and self-service options.



EDI, Reconciliation, and Social Cohesion

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

How We Will Measure Progress:

- #/% of City staff who have completed Reconciliation Learning Framework (Truth and Reconciliation Commission Call to Action #57) training
- # of not-for-profit organizations in the Community Volunteer Support Hub
- Support for not-for-profit groups
- # of events and learning opportunities that promote EDI
- # of actions completed in the EDI Recruitment and Retention Action Plan
- # of community and organizational partnerships collaborated with to support the advancement of EDI in our community





EDI, Reconciliation and Social Cohesion

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

What we hope to achieve

How we plan to achieve it

Utilizing an EDI lens, foster a workplace culture that is equipped to enhance inclusivity, accessibility, and belonging across its diverse and talented workforce as well as throughout the community.

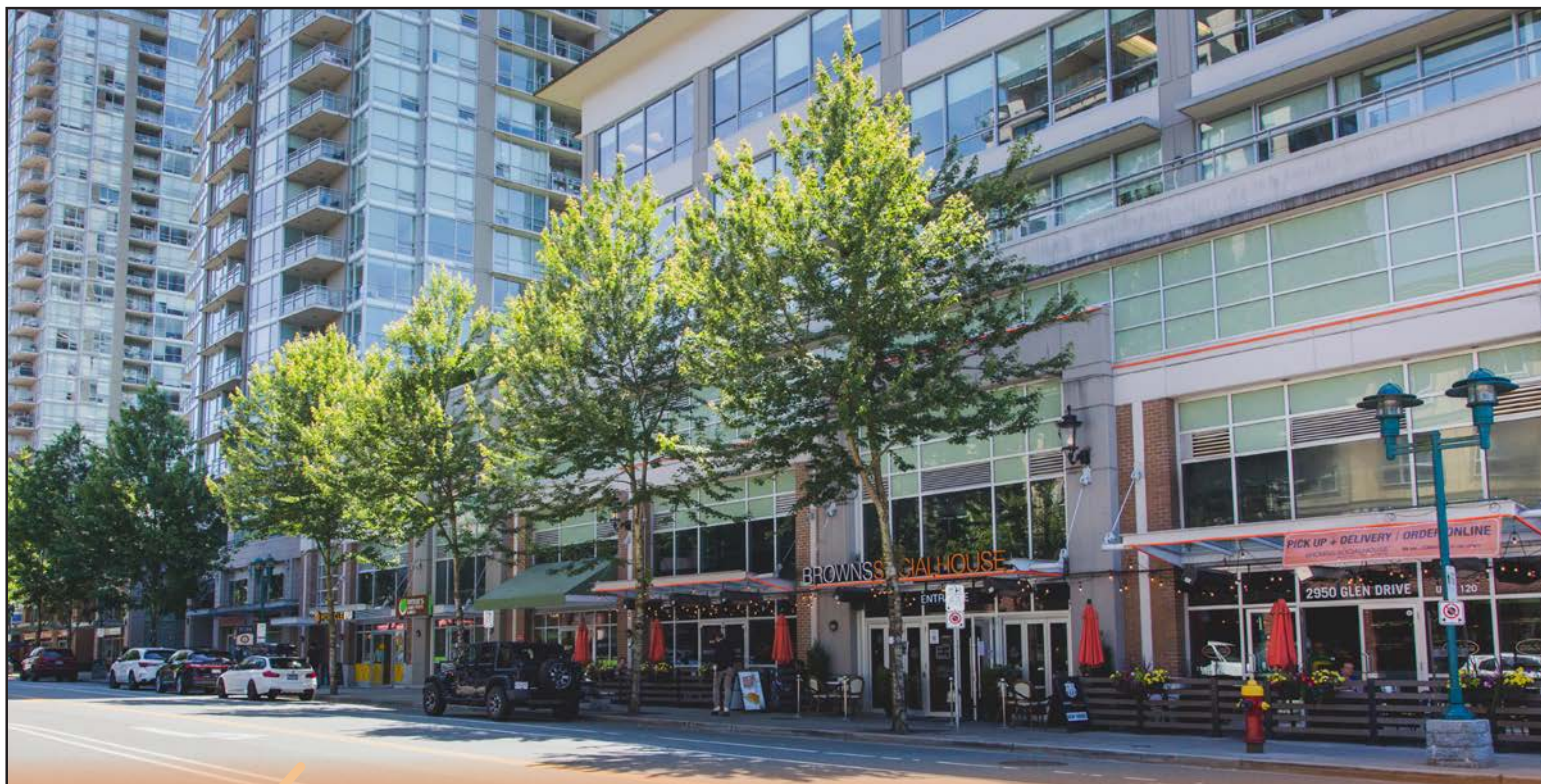
- » Empower diversity throughout our workforce through the ongoing review of organizational policies and human resource processes with an EDI lens to further support employee engagement, recruitment and retention, inclusion, and equal opportunity.
- » Develop and deliver emergency management plans and services using an intersectional lens to reduce the disproportionate impacts of emergencies and disasters.
- » Promote a positive, respectful and welcoming workplace culture through training and events that recognize and reinforce organizational values and success.
- » Continue to use the Community Engagement Framework to encourage engagement that includes the variety of diversity throughout the community in the affairs of the community.
- » Celebrate Coquitlam's diversity through events and festivals that showcase the community's rich cultural heritage.
- » Continue to advance equitable policies, programs, and processes for our community and workforce by implementing an EDI lens across all City business areas and work.
- » Advance partnerships and collaboration with local organizations.

Build strong government-to-government relationships with First Nations – starting with *kʷikwə́ləm* – through honest and sincere conversation, an openness to learning and unlearning, and a commitment to cooperation for advancing ongoing reconciliation.

- » Continue with ongoing government-to-government partnership building.
- » Enhance *kʷikwə́ləm* visual representation in the community through partnerships.
- » Implement a Reconciliation Learning Framework to advance TRC Call to Action #57.
- » Work with local First Nations to identify economic reconciliation and local employment opportunities.
- » Support community learning through partnerships that provide formal and informal opportunities for life-long learning and Indigenous stewardship collaboration.
- » Continue to support the Path to Reconciliation Process, enhancing government-to-government relationships with First Nations.

Support the continued viability and sustainability of community organizations in their implementation of services, events and programs that contribute to social vibrancy and cohesion.

- » Provide support to not-for-profit organizations to conduct activities that benefit the community.
- » Continue to use the Community Volunteer Support Hub to connect residents with non-for-profit organizations that provide value and services to the community.
- » Support community organizations that provide learning and cultural programs, community festivals and cultural events.
- » Develop a signature event funding policy to support major community events.



Economic Vitality

Coquitlam is building and supporting the local economy.

How We Will Measure Success:

- Floor space – new and total (industrial, commercial, institutional)
- Construction value (industrial, commercial, institutional)
- Filming – permits and revenue
- Tourism activity – webpage views on VisitCoquitlam.ca; social media analytics on @visitcoquitlam; local businesses promoted across tourism channels
- Festivals and events – # of festivals and events, # of participants, # of block parties
- Share of regional jobs and/or % of Coquitlam residents who work in Coquitlam
- # of non-residential building permits
- % of City purchase orders issued to businesses in the Tri-Cities
- Investment Attraction – # of business leads generated, # of business leads closed





Economic Vitality

Coquitlam is building and supporting the local economy.

What we hope to achieve

How we plan to achieve it

Lead the attraction, retention, and promotion of diverse local employment opportunities that are accessible to the income needs of the community.

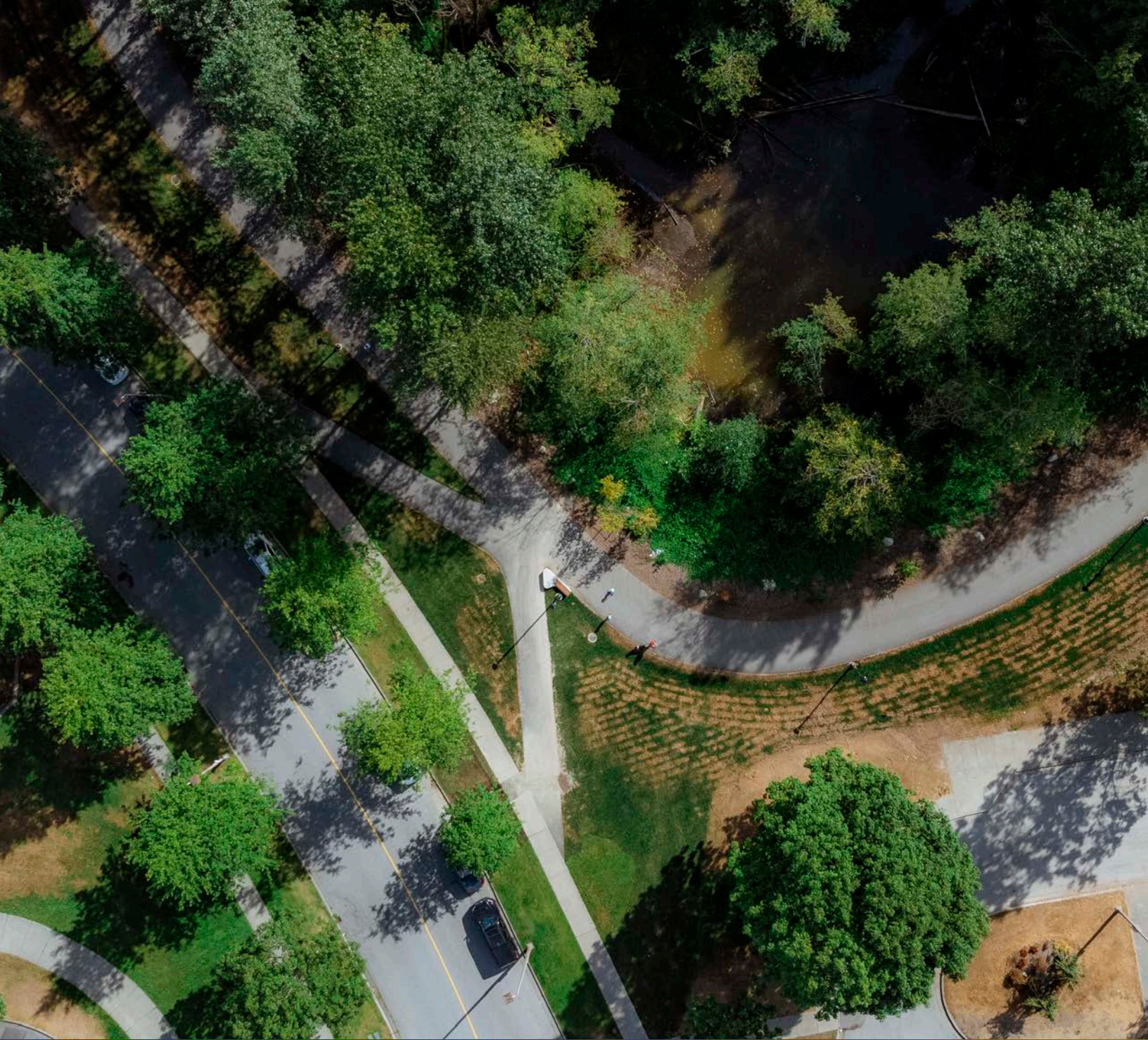
- » Promote Coquitlam as a business-friendly community that is an economic destination with local jobs for residents.
- » Support the expansion of existing businesses to encourage business development and employment growth.
- » Accelerate focused investment to grow sustainable local economic clusters to leverage Coquitlam's strength of diversity in tech, film, cultural festivals/events, and visitor economy sectors.
- » Expand data tracking to better understand the changing nature of work and business needs.
- » Promote Coquitlam's diverse business offerings through tourism marketing and promotions.

Advance capacity across Coquitlam to accommodate shared economic opportunities that empower business resiliency and affordability.

- » Implement priority actions in the City's Economic Development Strategy.
- » Encourage the continued development, through appropriate policies and incentives, of major commercial space and hotels and events space in the City Centre to establish it as an integrated regional employer cluster.
- » Ensure land use policies enable a range of business and employment activities in appropriate locations.
- » Promote local opportunities for innovation and entrepreneurship within the community.
- » Manage the impact of redevelopment on businesses through supportive policy development and advocacy that strengthen the local business environment.

Strengthen and leverage partnerships with and between community members, local employers, educational institutions, and other orders of government to support community vibrancy and quality of life.

- » Work with partners and conduct business outreach to attract and retain major employers and institutional and entertainment uses into the City Centre to establish it as an integrated regional mixed-use services center.
- » Continue to support local business creation and capacity through Business LinQ and leverage its services to support further outreach.
- » Support the establishment of new grass roots community economic development organizations, partnerships, and programs.
- » Work with government, institutional and business partners to ensure that local institutions are offering the kinds of skills training and educational programs that meet the needs of the local economy.



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Coquitlam