



City of Coquitlam
British Columbia

2010 Annual Report

For the year ending December 31, 2010

Metro Vancouver Regional Map

City of
Coquitlam



2010 Annual Report



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City of Coquitlam Mayor and Council



BACK ROW

Councillor Neal Nicholson
Councillor Doug Macdonnell
Councillor Brent Asmundson
Councillor Linda Reimer

FRONT ROW

Councillor Lou Sekora
Councillor Selina Robinson
Mayor Richard Stewart
Councillor Mae Reid
Councillor Barrie Lynch

Auditors:
KPMG Chartered Accountants

Bank:
Scotia Bank

Message from Mayor Richard Stewart

Although 2010 was a challenging year from an economic perspective, the City of Coquitlam and its Council took proactive steps to respond to the global recession.

On behalf of City Council, I am pleased to present the 2010 Annual Report for the City of Coquitlam. This report contains important information related to City operations including a financial overview, highlights and accomplishments, and progress being made on Council's strategic goals in 2010.

Coquitlam's 2010 budget was the result of one of the most comprehensive Financial Plan processes the City has undergone in years. The areas of focus in the 2010 budget reflected the community's priorities - transportation improvement, community safety, and sport/fitness/recreation. Through both capital investment and operational funding, we met these priorities.

We began the construction of a new Overpass over Highway 1 at King Edward that will, when completed, seamlessly connect Lougheed Highway with the United Boulevard and Pacific Reach business areas. A key goal is to drive significant job-creation on these commercial lands, which are at the very center of the Lower Mainland.

The Poirier Sport and Leisure Complex was completed in 24 months - 10 months ahead of schedule and several million dollars under budget. And, with \$17 million in senior government infrastructure improvement grants, Coquitlam was able to create jobs in a slow economy, while undertaking very significant and long-overdue capital projects. We completed roughly four times more road construction and improvement this past year than in a typical year, and our residents and businesses will benefit from those improvements and savings for years to come.

In 2010, Coquitlam RCMP continued their very successful crime-reduction strategy, and were able to see decreased activity in key signal crimes (vehicle theft, break and enter, collisions) compared to 2009 levels; this is the fifth year in a row that these year-over-year decreases have been seen. Coquitlam's policing budget in 2010 also covered phase one of a plan to fully budget for the RCMP's

Integrated Homicide Investigation Team, which will make our budgeting more sustainable. And elsewhere on the community safety front, the Town Centre Firehall was also expanded to provide added capacity for the growing City Center and Northeast parts of our community.

This year, despite significant cost pressures, a very lean budget, and a difficult economic context, I'm also pleased to report that city staff have been able to bring in a surplus from operations over the budget approved eighteen months ago. Council wants to acknowledge the hard work of staff to find savings in a difficult financial environment, as these savings will benefit the residents and taxpayers of our community. The majority of this surplus of \$3.4 million has been retained in various reserves to offset the cost of known infrastructure needs within the City which will mitigate future tax increases.

At its core, Coquitlam's spending in 2010 reflected our commitment to provide essential services efficiently, respond to safety concerns appropriately, and meet our fiscal responsibilities sustainably.



Richard Stewart
Mayor





City of Coquitlam Civic Directory

Mayor

Richard Stewart

Councillors

Brent Asmundson

Barrie Lynch

Doug Macdonell

Neal Nicholson

Mae Reid

Linda Reimer

Selina Robinson

Lou Sekora

Officials

P. Steblin
CITY MANAGER

J. DuMont
DEPUTY CITY MANAGER

Vacant
GENERAL MANAGER CORPORATE SERVICES

B. Susak
GENERAL MANAGER
ENGINEERING AND PUBLIC WORKS

J. McIntyre
GENERAL MANAGER PLANNING
AND DEVELOPMENT

S. MacLeod
MANAGER FINANCIAL SERVICES
CITY TREASURER

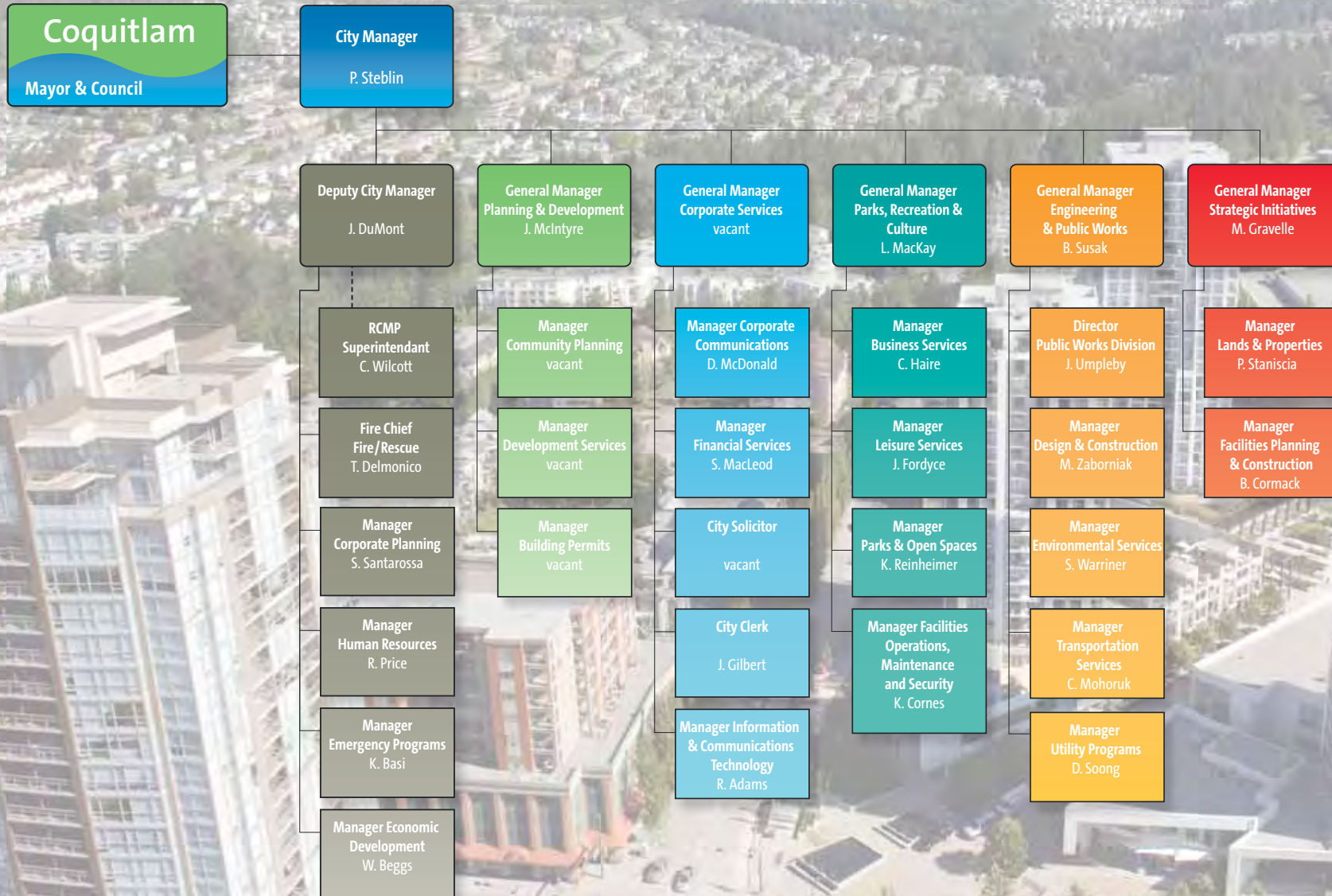
L. MacKay
GENERAL MANAGER PARKS, RECREATION AND
CULTURE SERVICES

M. Gravelle
GENERAL MANAGER STRATEGIC INITIATIVES

T. Delmonico
FIRE CHIEF

C. Wilcott
SUPERINTENDENT R.C.M.P.

City of Coquitlam Organizational Chart
as of December 31, 2010





Coquit

Our Vision for the Future

Coquitlam's City Council establishes the vision, mission, values and goals for the entire organization based upon input from the community, employees and other stakeholders. Because the city government takes its direction from Council, the organization has citywide goals and does not develop separate values or vision statements for individual departments.

Instead, each department adheres to the organization's overall values and determines how its specific policies, programs and services should be designed to help achieve Council's goals and vision for Coquitlam.

Coquitlam's 2009 - 2011 Strategic Plan is goal-oriented and includes the City's vision, mission, values and goals. This Plan forms the foundation for all other long-range planning for the City government, including the Business Plan, Financial Plan, Official Community Plans and other targeted plans related to transportation, land use and parks planning.

Coquitlam 2021



Coquitlam 2021 - Strategic Plan 2009 Highlights

Vision

Coquitlam in 2021 will be a community of neighbourhoods within a vibrant urban city where people of all ages, abilities and cultures choose to live, learn, work and play.

Mission

To sustain Coquitlam's high quality of life for current and future generations, we serve the public interest through leadership, innovation and a focus on community priorities and strengths.

Values

Organizational values are very important and form the foundation for the City's decision-making framework and relationships with its stakeholders, employees, citizens and customers. The City of Coquitlam will be an organization recognized for its excellence in City governance and employee, citizen and customer relations by living its values.

Coquitlam has four key values to help achieve this goal:

- Treat People Fairly
- Build Organizational and Community Capacity
- Inform, Involve and Inspire
- Innovate to Sustain Community Quality-of-Life

Accomplishments

By linking its strategic goals to specific objectives and work plans, the City of Coquitlam is better able to track its progress towards achieving the City's vision and goals for the community. The established Business Plan Priorities assist staff in focusing resources, including staff time, on the most important City priorities each year.

Strategic Plan Goals and Measures

Coquitlam has identified five goals that build on the cornerstones of Live, Work, Play and Leadership that support its vision.

Goal 1 – Strengthen Neighbourhoods

Coquitlam in 2021 will be a community of clean, safe, green and inclusive neighbourhoods.

Strategic Measure: Tracking Overall Quality of Life in Coquitlam

Goal 2 – Expand Local Jobs, Local Prosperity

By 2021, Coquitlam will have a prosperous and vital local economy well-positioned in the region.

Strategic Measure: Number of Business Licenses Issued – New and Renewed

Goal 3 – Increase Active Participation and Creativity

Coquitlam will be a community offering a full array of leisure, sport, arts, cultural and educational activities and facilities, along with a system of parks and open spaces.

Strategic Measure: 20% Physical Activity Challenge

Goal 4 – Enhance Sustainability of City Services and Infrastructure

The City of Coquitlam is committed to sustaining its high quality of life for current and future generations by fostering the economic, social and environmental well-being of its community.

Strategic Measure: Energy Consumption Levels - Corporate

Goal 5 – Achieve Excellence in City Governance

The City of Coquitlam will provide good governance, services for the community's benefit and stewardship of public assets and foster the economic, social and environmental well-being of the community.

Strategic Measure: Taxpayer Confidence in Value for Tax Dollars



2010 Business Plan

A key step to linking strategy to action involves taking the Strategic Goals and Corporate Objectives and developing Business Plan priorities. These priorities are the identified priorities for the City over the next five years and will be reviewed on an annual basis.

The established Business Plan Priorities assist staff in focusing resources, including staff time, on the most important city priorities each year.

The stated priorities ensure that staff time in all areas of the organization are directed toward the most important priorities, in addition to the day-to-day responsibilities, and that the City's support services (i.e. Finance, Clerks, Human Resources) recognize these priorities and provide administrative support accordingly.

The Executive Team reviewed these priorities and identified the 2010 Business Plan Priorities based upon the following criteria:

- existing strategic goals and directives
- corporate objectives
- Council priorities
- public priorities based on Ipsos Reid Survey and general feedback
- initiatives currently underway and budgeted
- required initiatives

These Business Plan priorities were the focus for staff in 2010. They linked strategy with action and specifically:

- ensured consistency between the Strategic Plan and work priorities;
- focused corporate efforts on the key challenges facing the community; and
- linked the financial plan to work items identified as priorities.

The priority listing continues to be reviewed on an annual basis and also serves as the basis for tracking and measuring Coquitlam's performance in relation to each priority. Trimester reports are being prepared for Council tracking and for measuring performance to date.

2010 Business Plan Priorities

"A" Priorities	"B" Priorities	"C" Priorities
City-owned Land Strategies	Communication Strategies	Bylaw Enforcement and Property Use Initiatives
Crime Reduction, Community Safety, Outreach and Strategic Planning	Customer Service Initiatives	Development Cost Charges
Environment, Climate Change, Corporate Energy and Sustainability	Development Application Process	Emergency Program Initiatives
Evergreen Line	Facility, Park and Recreation Planning Management Initiatives	Graffiti Eradication Program
Gateway Program	Fire Protection Strategic Plan	ICT Initiatives
Integrated Economic Development Plan	Human Resources Initiatives	Recreation and Parks Services Partnerships, Community Outreach and Programs
Maillardville Commercial and Cultural Revitalization	Integrated Watershed Management Plans	Multiculturalism Strategic Plan
Major Civic Facility Construction Projects	Land Use Planning and Area/Neighbourhood Plan Updates	Pedestrian Mobility
Major Community Events and Festivals	Major Civic Facility Priority Planning	Public Safety Inspection Team
Organizational Structure Review	Major Parks and Open Space Capital Construction	Social/Community Development Partnerships and Initiatives
Strategic and Business Planning	QNet	Utility Strategic Plan Priorities
Strategic Partnerships with other Municipalities/Agencies	Solid Waste and Recycling Initiatives	
Transportation and Safety Initiatives		





The City Manager's

The City Manager's Office in municipal government operates much like an executive office in a corporation, overseeing the broad requirements of the organization, with the City Manager as Chief Administrative Officer. The City Manager attends meetings of Council and is responsible for providing advice to Council and executing their decisions. The City Manager works with departments including Corporate Services, Engineering and Public Works, Planning and Development, Parks Recreation and Culture, Strategic Initiatives, Fire/Rescue and RCMP. Periodically, the City Manager reviews the performance of each department with the General Managers, assisting with problems in the department or in inter-departmental initiatives.

and Deputy City Manager's Office

The Deputy City Manager assists with the function of the City Manager's Office including acting for the City Manager in his absence. The position leads a variety of corporate initiatives such as strategic planning and business planning. The Deputy City Manager provides support for departments in their delivery of a variety of projects and initiatives. This position is responsible for a number of City departments and sections including Corporate Planning, Economic Development, Emergency Programs, Fire/Rescue Services, Human Resources and administrative support to the Mayor's office. The Deputy City Manager is also the City liaison to the RCMP.

The Manager Corporate Planning is responsible for coordinating the Strategic Planning and Business Planning processes, which determine the long and short-term goals and objectives for the organization. An important part of the process includes working with Council, staff and the public to establish the vision, mission and values for the community and City organization. This position also develops the Strategic Plan that serves as a guide for all other long-range planning for the City such as the Financial Plan and the City-wide Official Community Plan.

Included in the Manager of Corporate Planning duties is the development of performance measures for each corporate priority and monitoring progress to achieve Council's goals and vision for Coquitlam. This position reviews the provision of customer service from an internal and external perspective.

The Manager of Economic Development is responsible for delivering the City of Coquitlam's Economic Action Plan which focuses on increasing the economic vitality of the City of Coquitlam. The Manager of Economic Development advances these goals collaboratively, marketing the City and working closely with various partners to attract investors and increase employment. The Manager of Economic Development also represents the City of Coquitlam as a Director on the Metro Vancouver Commerce Initiative.

The Emergency Program Manager is responsible for coordinating the emergency planning of all internal and external resources to address any man-made or natural disaster that may occur in the City. Emergency Preparedness includes the preparation and planning to safeguard the health, safety and welfare of its citizens and to provide effective response and recovery as much as possible. This position is also responsible for the effective use of the emergency operations centres, the organization and preparedness of staff and volunteers, and for the promotion of public and corporate emergency preparedness.

Human Resources is responsible for developing and managing corporate programs that impact employees such as: Recruitment and Selection, Labour Relations, Collective Bargaining, Training, Staff Development, Health and Safety, Payroll, Benefits and Job Evaluation.

Department Accomplishments

Strengthen Neighbourhoods

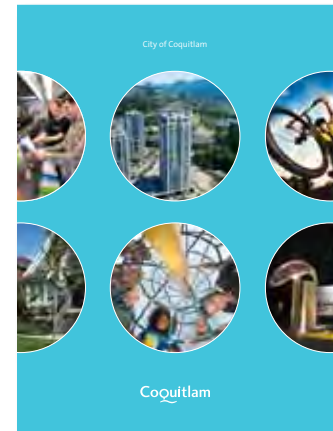
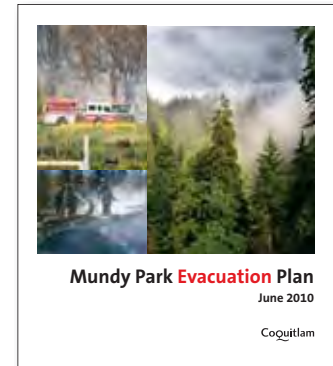
- Updated Disaster Response Plan and Emergency Program Bylaw
- Completed Mundy Park Interface Fire Evacuation Plan
- Completed EOC Radio Communications Audit and Upgrades
- Introduced a Toxic Process Gas Program dealing with Chlorine, Ammonia and Ozone
- Introduced a New and Young Worker Safety Orientation Program
- Coordinated Annual Ipsos Reid Survey
- Coordinated Earth Hour 2010

Expand Local Jobs, Local Prosperity

- Economic Development and Investment Advisory Panel established
- Economic Development Display/Package completed
- Secured LPGA Canadian Open for 2012
- Coquitlam Express Hockey Team agreement completed

Achieve Excellence in City Governance

- Departmental Cyclical Reviews completed:
 - ◆ Building Permit Division
 - ◆ Engineering & Public Works
 - ◆ Parks, Recreation & Culture Services
- 2010 Business Plan priority development and tracking
- Trimester reporting including performance measures
- Electronic pay system implemented





Corporate Services

Providing service to both the internal organization and the community, the Corporate Services Department is integral to ensuring the City government operates effectively and efficiently. Corporate Services staff are responsible for five key areas:

1. The City Clerk's Office;
2. Corporate Communications;
3. Financial Services;
4. Information and Communications Technology; and
5. Legal, Bylaw Enforcement, Business Licensing and Animal Services.

The City Clerk's Office provides the primary communications link between City Council, staff and the community. City Clerk's Office staff are also responsible for the preparation of the agendas and minutes for Council and Committee meetings; maintenance and access to corporate records including City bylaws; administrative support to Council and its Committees; and local government elections.

The Corporate Communications Division provides communication support to improve the effectiveness of internal and external communications, including advertising, marketing, media relations, strategic multi-media advice, and management of the Print Shop, as well as content development, design and management of the City website.

Financial Services includes long-term financial planning, annual budget development, investments, accounting, treasury and cash management and all statutory financial reporting. All purchasing requirements such as tenders and purchase orders are coordinated through this division. Financial Services staff also calculate and levy property taxes, water and sewer billing and collection of other payments to the City for items such as licenses, permits and fines.

The Information and Communications Technology staff support all of the City's integrated software applications and coordinate telecommunications requirements such as telephones, cell phones and pagers. They also provide the technical support to the City's Internet and Intranet applications. Support is also provided to QNet, a municipal corporation owned by the City of Coquitlam which provides community access to unlit fibre optics and competitive telecommunications services.

Staff in the Legal, Bylaw Enforcement, Business Licensing and Animal Services Division oversee all legal matters for the City, as well as bylaw enforcement and business licensing. In addition, they operate Coquitlam's Animal Shelter and animal care services, including volunteer coordination at the facility. The City Solicitor is responsible for legal counsel at the City.

Department Accomplishments

Strengthen Neighbourhoods

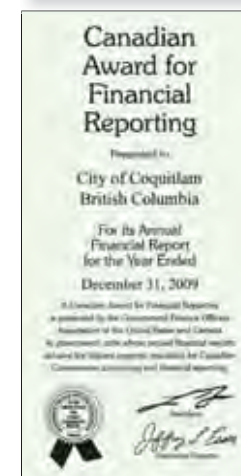
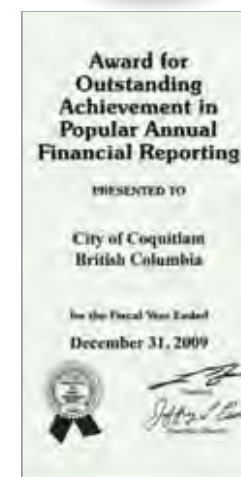
- Smoking Ban in Parks Implemented

Expand Local Jobs, Local Prosperity

- Recipient of UBCM Award for QNet, the City's fibre optic network in the Best Practices General Category
- QNet signs up the first competitive telecom service provider (Uniserve/Qconnect) achieving the primary goal of the QNet business plan

Achieve Excellence in City Governance

- Recipient of 3 GFOA Awards:
 - ◆ Canadian Award for Financial Reporting
 - ◆ Award for Outstanding Achievement in popular annual Financial Reporting
 - ◆ Distinguished Budget Presentation Award
- ICT Receives a Gold Medal Laureate for data storage systems virtualization (i.e. efficiency & reliability)
- ICT completes major upgrades of Oracle Financials and Maximo Maintenance Management Systems
- Implementation of new media relations guidelines
- Introduction of a communications project management and tracking system
- Completion of phase one of the City's web site redevelopment





Engineering & Public Works

Engineering and Public Works plans, implements and operates the systems that enable the community to use high-quality water for drinking and fire fighting, and dispose of sanitary waste, as well as operate drainage and transportation facilities including roads, bridges, street lighting and traffic signal systems, and the corporate fleet. The department coordinates the Capital Works program as it relates to the provision of new streets and transportation systems, drainage, water and sewer systems. The department also maintains record drawings and high quality maps of the City.

Engineering and Public Works is also responsible for the City's environmental services, which include: energy management and climate action; development and implementation of environmental programs, policies and objectives; City-wide waste reduction, collection and recycling; water conservation; and environmental protection.

Department Accomplishments

Strengthen Neighbourhoods

- Green Can Program Implemented
- Building a direct connection (King Edward Street) between Maillardville and Fraser Mills
- Providing enhanced snow clearing services, including local roads

Enhance Sustainability of City Services & Infrastructure

- Infrastructure Stimulus Fund (ISF) Projects: – The City has received ISF grants of \$17 million from the Provincial and Federal Governments. The following is a status of the various parts of the projects:
 - ◆ Schoolhouse Street (Lougheed to Brunette) Road reconstruction and drainage improvements – substantially complete
 - ◆ King Edward Street (Lougheed to Brunette) Road widening – substantially complete
 - ◆ Lougheed Highway – Central (Schoolhouse to Brunette) – complete
 - ◆ Lougheed Highway – North (Pitt River Rd. to Dewdney Trunk Rd.) 50 % complete.
 - ◆ Coast Meridian Road – Victoria Drive to David Avenue nearly complete
 - ◆ King Edward Overpass – significant progress.
 - ◆ Austin Avenue – completed from Bromley Street to Draycott Street

- ◆ North Road Improvements (Lougheed to Delestre) – complete
- ◆ Lougheed Highway – West (North Rd. to Blue Mountain) – complete
- ◆ Lougheed Highway – South (Colony Farm Rd. to Pitt River Rd.) – complete
- ◆ Barnet Highway – West (Port Moody border to Johnson St.) – complete - Lougheed/Barnet Highway – East (Johnson St. to Westwood) – complete

➤ Corporate Energy Management

- ◆ The City has implemented 37 energy conservation projects since October, 2008 reducing corporate GHG emissions by 898 tonnes annually and reducing energy costs by \$175,000 annually
- ◆ The City has recently advanced to a more sophisticated level of Energy Management by launching the Workplace Conservation Pilot in November, 2010 targeting staff behaviour to lower energy consumption and raise awareness of energy and climate action issues as well as identifying and implementing operational energy conservation projects, which reduce energy consumption by monitoring and modifying the daily operation of energy consuming systems





Fire/Rescue

Coquitlam Fire/Rescue employs over 160 full-time fire suppression, prevention, training and dispatch personnel along with an authorized complement of 45 auxiliary fire suppression staff. Emergency response to building fires is only one of the Fire/Rescue Department's core roles and responsibilities. Medical emergencies account for up to 50% of the emergency responses each year and all fire fighters and officers are trained through the First Responders program to provide valuable life-saving medical treatment until arrival of an ambulance.

Fire/Rescue provides emergency response to specialized and technical rescues such as those involving heights, industry, confined space, trench and water. Hazardous Materials incidents at railways and trucking or other modes of transport are mitigated by highly trained, equipped and certified personnel operating out of the Austin Fire Station. Coquitlam Fire/Rescue is one of only a few departments in the Province that is trained and equipped to assist with Wildland Interface fires and has been deployed numerous times in aid of other areas and communities.

A recent joint initiative with the City of New Westminster enhances our Instructor and structural collapse team members' capabilities to respond to building collapse incidents such as the recent earthquake that struck New Zealand. Further training is planned which will train all fire fighters in structure collapse and rapid building assessment.

Station Officer and Chief Officer Succession programs prepare senior staff to ensure effective supervision and management of the emergency incidents. Training, education and certification are vital to meeting greater expanding legal requirements and each year thousands of hours are dedicated to keeping staff skill sets current.

In addition to these important emergency response requirements, Coquitlam Fire/Rescue is very active in promoting Fire Prevention and Education Programs. Approximately 6,000 citizens benefited from the various prevention programs that are available such as school education, fire extinguisher training, fire reduction instruction, juvenile fire-setter interventions and public relation events.

Coquitlam Fire/Rescue is also required to carry out up to 7,000 inspections of multi-family residences, industrial, institutional and commercial buildings each year. Fire Prevention personnel complete fire investigations to determine the cause of fires and check building plans for compliance to the Fire Code related to life safety issues. The Office of the Fire Commissioner requires information on any reportable structure and/or major vehicle fires and these are forwarded to the Province for statistical purposes.

Department Accomplishments

Strengthen Neighbourhoods

- Fire Dispatch Centre upgrade inclusive of CAD
- Advanced Fire Officer training at all levels to deal with upcoming vacancies
- 5,838 emergency/public service incidents (3,240 medical, 290 fires, 884 fire-alarm responses, 52 rescues, 717 motor vehicle incidents, 23 Hazmat calls and 632 other calls)
- Federal Government Structural Collapse training
- Federal Gov't/International Association of Fire Fighters (I.A.F.F.) Hazardous Materials training
- Implementation of first phase of specialty service fire station model- Austin Heights is now responsible for Hazardous Materials response & equipment
- Fire Prevention - 4,700 inspections
- Public Education - 5,600 participants in Home and Summer safety, Fireworks, Wildfire, School & Pre-school and Seniors programs
- Forestry Program which includes specialized equipment purchases, training and deployments to assist other communities in the Province





Parks, Recreation & Culture

Parks, Recreation and Culture Services contribute daily to the quality of life of the community and the personal well-being of citizens of all ages. Supporting healthy lifestyles and social cohesion, fostering an appreciation for nature and the development of new skills, creating a sense of identity, contributing to economic vibrancy and protecting parks and cultural assets for future generations are among our key priorities.

Each City facility is designed and maintained to create a positive experience whether for organized groups or casual activity. Enjoying some exercise with a canine companion in a off-leash dog area, participating in a tournament at Town Centre Park or hiking along our many trails are the kinds of experiences that create a sense of personal connection to Coquitlam for our residents.

Like the outdoor facilities, the City's recreation centres encourage active participation for all ages and ability levels in friendly, welcoming environments. Whether interests are in fitness, yoga, arts and crafts, dance, swimming, woodworking, computers, day camps and more, there is always something new to learn or a new friend to meet through Coquitlam recreation.

The Department is also a key resource for community clubs and organizations including cultural groups which utilize civic facilities and services to deliver a wide range of programs and events such as the Library, Place des Arts, Evergreen Cultural Centre, Mackin House and Place Maillardville.

Parks, Recreation and Cultural properties, programmes and services are among the most treasured of the City's assets and include:

- Cemetery Services
- City Centre Aquatic Complex
- 6 Community Centres and Halls
- Community Grant Programs
- Emergency Social Services
- Facility Property Management
- Facility Use Licenses
- Film Permits
- Gardens
- Major Destination Parks - Mundy and Town Centre
- Older Adult Pavilions - Dogwood and Glen Pine
- Park Design and Maintenance
- Percy Perry Stadium
- Playgrounds
- Poirier Sport & Leisure Complex
- Protection of Natural Park Areas
- Recreation Programming
- Special Events
- Sport Fields and Courts
- Spray Parks and Outdoor Pools
- Trails and Walking Ovals
- Urban Forestry
- Volunteer Management

Department Accomplishments

Strengthen Neighbourhoods

- 662 volunteers contributed 38,589 hours in recreation services
- Tree Planting Initiatives
 - ◆ Community: 3311 trees & 974 native shrubs
 - ◆ Street Trees: 511 trees

Increase Active Participation & Creativity

- Community celebrations:
 - ◆ Torch Relay (25,000+ participants)
 - ◆ Canada Day (20,000+ participants)
 - ◆ Spirit Square trial program
- Cultural Services Strategic Plan completed
- Mundy Off-Leash Dog Park opened
- Participation levels:
 - ◆ 344,000 hours in registered programs
 - ◆ 4,056 Pavilion members
 - ◆ 506,090 Town Centre Park Usage
 - ◆ 608,000 Admissions (swim, skate & weight-room)
- Sport Council established
- Cultural Advisory Committee established
- BCLNA 2010 Environmental Stewardship Award for Invasive Plant Management Strategy and "Bad Seed" initiative







Planning & Development

The Planning and Development Department is responsible for developing a wide range of plans for land use and other City initiatives. The Department is also responsible for processing applications for buildings and subdivisions, site preparation, land use changes and development proposals.

Planning for the future needs of the community includes policies and plans for managing urban development and growth. Plans for guiding the growth of Coquitlam incorporate transportation systems, environmental considerations, infrastructure requirements, business and service opportunities, heritage planning neighbourhood characteristics and amenities. Planning of this scope requires extensive collaboration and research. Guided by Council's vision, staff work with other levels of government, the private sector and the public to ensure that the City's planning and development is consistent with local, regional, provincial and federal plans and projects.

The City of Coquitlam has a Citywide Official Community Plan that includes policies and plans at a general level for the whole City, as well as individual area and neighbourhood plans. By following these plans and policies, Coquitlam can manage growth and change appropriately, so residents and businesses will have the amenities and infrastructure necessary for a safe and desirable community life.

Using these policies and plans as a guide, the Planning and Development Department reviews proposed development projects and advises Council on how and where development should proceed, along with specific considerations, such as urban design, heritage and environmental protection, and servicing requirements. On subdivision, plumbing and building matters, department staff are responsible for approving applications as well as conducting inspections on construction to ensure consistency and conformance with legislation, City bylaws and Council policies.



Department Accomplishments

Strengthen Neighbourhoods

- Evergreen Rapid Transit Project - facilitated "Great Streets" concepts for Pinetree Way and Clarke Road corridors
- 3030 Gordon Avenue Emergency Shelter – OCP/RZ process completed
- Housing Choices program – public and builder consultation undertaken, draft program prepared for Council's consideration
- Construction best management practices for clean streets and boulevards developed





RCMP – Coquitlam Detachment



The City of Coquitlam contracts the RCMP to provide police services. Coquitlam shares these services with the City of Port Coquitlam, a partnership that results in a top-quality, seamless and affordable police service for both communities.

Using a comprehensive service delivery model, the Coquitlam RCMP team engages in a broad range of projects, programs and initiatives aimed at reducing crime, disorder and calls for police service while enhancing public safety and satisfaction with police.

The three components of that model are:

1. Reactive and response-oriented policing activities like general duty patrol, the investigations undertaken by the Serious Crimes Section, and the on-scene and post-incident support provided by Victim Services Unit. These programs and services ensure that responding to calls, investigating crime and supporting victims

and witnesses of crime and trauma are top priorities.

2. Proactive and strategic policing initiatives like the Crime Reduction Strategy, the Community Police Station program and the Community Response Team. These approaches recognize that in order to identify and effectively resolve important public safety issues, police have to be connected to and working in partnership with the communities they serve.
3. Regional and integrated policing teams like the Integrated Municipal Provincial Auto Crime Team (IMPACT), the Integrated Homicide Investigation Team (IHIT) and the integrated police dog and forensic identification services. These teams ensure that borderless policing approaches are in place to effectively and affordably address the borderless crime and safety issues that affect all communities in the Lower Mainland.

The Coquitlam RCMP team works in partnership with the City and its staff to make Coquitlam a healthy, vibrant and safe community for residents, businesses and visitors.

Department Accomplishments

Strengthen Neighbourhoods

- Launched the website www.coquitlam.rcmp.ca to expand our ability to connect directly with the communities served
- Shut down 18 marijuana grow ops in the City of Coquitlam
- Decreased activity in key signal crimes from 2009 levels. This is the fifth year in a row that a year-over-year decrease in targeted crime types has been achieved:
 - ◆ 23% drop in Theft of Vehicle
 - ◆ 6% drop in Break and Enter (residence)
 - ◆ 25% reduction in injury and fatal collisions

Achieve excellence in governance

- Successfully managed local resources to support the security plans for the 2010 Olympic and Paralympic Games as well as the G8/G20 Summit without incurring any overtime costs and with no negative impacts on local service delivery





Strategic Initiatives

The Strategic Initiatives Department manages major internal and external strategic capital projects in Coquitlam. It is also responsible for the management and development of the City of Coquitlam's land inventory. The Lands and Properties Division provides policy support and advice to City Council and the organization with regards to acquisition and disposition of lands. This includes strategic land holdings in the City Centre area and City-owned properties on Burke Mountain.

Strategic Initiatives provides a centralized approach to project management. Given the broad scope of infrastructure improvement projects, they regularly involve a number of other areas of the organization, such as transportation planning and construction, facilities management and land management. This centralized approach facilitates coordinated project management by leveraging the skills and expertise in these individual areas while ensuring comprehensive oversight of the projects in one department.

Department Accomplishments

Expand Local Jobs, Local Prosperity

- Actively evaluating strategies to maximize the benefits to be received from City owned lands in proximity to the Evergreen Line.

Achieve Excellence in City Governance

- Land Division sales generated a revenue of \$3.6M including the sale of 6 single family lots in Northeast Coquitlam.
- 3030 Gordon Avenue, a 1 acre portion of City Property, received C-2 General Commercial zoning approval and the remaining portion received P-1 Civic Institutional zoning approval to accommodate the development of a homeless shelter and transitional housing facility.

Enhance Sustainability of City Services & Infrastructure

- Evergreen Rapid Transit Project
 - ◆ City staff worked closely with the Province on a number of aspects of the Project. To date, the Province has determined the proposed alignment, completed Public Consultation and is in the process of finalizing the Concept Design and is awaiting approval of the Environmental Assessment.
- Port Mann/Hwy 1
 - ◆ The construction is well underway on all of the 16 structures that are required for the Highway within Coquitlam. Most of these structures are needed for upgrading the Cape Horn Interchange.
 - ◆ The bridge construction is progressing ahead of schedule, with toll operations anticipated to begin in December of 2012, with 8 lanes open on the new Port Mann Bridge. There will still be 2 more years of remaining work to demolish the old Port Mann Bridge, and expand the new bridge to 10 lanes.
- King Edward Overpass Project
 - ◆ Major progress was made on the King Edward Overpass Project including relocation of utilities and pier construction.
 - ◆ The overpass is targeted for completion in the late spring of 2012 with 2 lanes open for traffic in November 2011.
- Poirier Sport and Leisure Complex completed in 24 months, 10 months ahead of schedule and under budget
- Town Centre Fire Hall expansion completed on time and on budget
- Place Maillardville Concept Design Study completed and presented to Council





Poirier Sport & Leisure Complex

NO PARKING
FIRE LANE
← →



Coquitlam

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