

Port Coquitlam is a happy, vibrant, safe community of healthy engaged residents and thriving businesses supported by sustainable resources and services.

VISION 2020

PORT COQUITLAM



C I T Y O F
PORT
COQUITLAM

Corporate Strategic Plan

Successful cities develop a vision of how they wish to look in the future. They determine community priorities. They align decisions and actions with supported and shared goals. And they adhere to a strategic plan that clearly defines the outcomes and directions that will lead to the vision.

Much has changed in the world and much has been achieved in the City of Port Coquitlam since the development of our first Corporate Strategic Plan in 2002.

To remain focused and relevant, our City began to develop a new Corporate Strategic Plan in 2010. Public consultation was the cornerstone of this process, ensuring the new plan reflects community priorities.

The City of Port Coquitlam’s new Corporate Strategic Plan outlines the community’s vision for the future and will guide the City’s policy, operations and financial decisions through to 2020 as we work to achieve that vision.

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Section 1: The Plan



- 🐾 CAT Foods & Supplies
- 🐾 Premium Holistic Foods & Treats
- 🐾 Raw Foods/Bones & Special Needs Diets
- 🐾 Designer Dog Clothes
- 🐾 Vet Nurse & Master Dog/Cat Groomer On-Site

OPEN 7 Days a week
Parking at the rear of mall

Sushi Special
18pcs & Miso
\$5.75

Eat-In . Take-Out

← Parking at Rear

W's Hair Cut	\$14.00
Men's Hair Cut	15.00
or Hair Cut	12.00
5 Under 10	11.00
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Message from City Council

On behalf of City Council, I am pleased to introduce Vision 2020, the City of Port Coquitlam's new Corporate Strategic Plan.

Our City believes strongly in planning for the future, to ensure that we continue to address the evolving needs of our community, and that we are using our resources in a fiscally responsible way. We also believe that meaningful public consultation is the foundation of any City planning effort.

Thanks to extensive community engagement in 2010 and early 2011, our second Strategic Plan is once again an accurate reflection of the community's priorities for our City now and into the future. We sincerely appreciate those individuals, groups and businesses who stepped forward to help set the future direction of our community.

As we move forward, the Plan's Vision will help us build on the strengths Port Coquitlam already has – including our character, our location, our access to nature, and our engaged citizens – while we manage growth and today's economic realities.

The development of the Plan was only the first step. The Plan will guide us as we make decisions over the next decade, and we will continue to seek community input as we implement elements of the Plan. We look forward to continuing to work with our citizens, businesses and stakeholders to achieve the community we all want.

Greg Moore
Mayor
On behalf of City Council

2011 Port Coquitlam City Council: (Top row, from left) Cllr. Glenn Pollock, Cllr. Darrell Penner, Cllr. Brad West, Cllr. Mike Forrest. (Bottom row, from left) Cllr. Michael Wright, Mayor Greg Moore, Cllr. Sherry Carroll.

Message from the Strategic Plan Leadership Team

We are very proud to be part of a City that makes sound decisions based on principles and long term strategies. Our 2002 Corporate Strategic Plan gave us focus in many successful areas including the need for transportation enhancements. The construction of the Coast Meridian Overpass, the largest project in our City's history, is one of the direct outcomes of our 2002 Strategic Plan. This significant project, completed in 2010, is not only a solution to many of our transportation problems it also addressed environmental and social concerns.

Since 2002, many changes have occurred on our community and indeed, the world. These changes have impacted each of us profoundly. Although the 2002 Strategic Plan has served us well, it is time for us to consider and respond to the new realities of today. After the economic downturn of the financial markets in 2008, it was timely to reflect on our accomplishments and make new plans for our future.

Commencing the strategic planning process, we knew the success of our plan would be reliant on a foundation of strong corporate knowledge, a view of our services from a strategic and community

perspective and the inclusion of our stakeholders in its development.

The consultation process for the development of the new Strategic Plan was the most extensive undertaking by the City. The new Plan reflects input from seven focus group and stakeholder meetings, four community surveys, five sessions involving staff at every level of our organization, five Council and senior management workshops, numerous leadership team meetings, and a final Open House to obtain final inputs from the public. More than 1,300 people participated in the consultation process. Now that the development of our new Corporate Strategic Plan is finished, it will definitely be a valuable tool for future decisions and actions, thanks to contributions from so many.

As the years unfold we look forward to seeing the City develop in accordance with the direction of our new Corporate Strategic Plan – Vision 2020. The indicators and measures will ensure we progress as the Plan is implemented to achieve our vision. Port Coquitlam will be a happy, vibrant, healthy and safe community.



Tony Chong
Chief
Administrative
Officer



Mindy Smith
Director of
Corporate
Services



Laura Lee Richard
Director of
Development
Services



Barry Becker
Director of Parks
and Recreation



VISION 2020

PORT COQUITLAM

Strategic Plan

Introduction

Surrounded by the flowing waters of the Fraser, Pitt and Coquitlam Rivers and the rugged mountains to the north, Port Coquitlam takes pride in its natural setting. The Traboulay PoCo Trail encompasses and defines a thriving community that prospers with a progressive, sustainable outlook. The highway, rail and transit systems connect our businesses and citizens to the bustling urban metropolis of Metro Vancouver while local roads, trail systems, services and amenities create connected neighbourhoods.

The City's energy stems from its people: its friendly, inclusive population comes together and builds lasting relationships that create a sense of community. Development, movement corridors, utilities and parks are planned with environmentally-sensitive solutions. Safety services are provided in a strategic, proactive manner. The future holds promise and the energy continues with our investment in the services and infrastructure while growth is managed to sustain our quality of life.

Vision 2020:

Port Coquitlam is a happy, vibrant, safe community with healthy, engaged residents and thriving businesses, supported by sustainable resources and services.

An energetic and resourceful team of professionals governed by a dedicated City Council leads a productive labour force that efficiently delivers valued municipal services in a cooperative,

transparent environment. Therefore, as we set our sights forward to execute well-balanced solutions with the community, our decisions and services will be done right.

Mission:

We strive to do it right by researching, planning, building and executing well-balanced solutions.



Principles

Community involvement, City support and external factors will contribute to the successful achievement of Vision 2020. The outcomes: a sustainable future; a sense of community; economic strength; community well-being; and, strategic service delivery. These are the building blocks to help us achieve our long-term vision that were developed with corporate knowledge, technical expertise and community and stakeholder feedback.

The greatest challenge in the next 10 years will be to maintain our existing City services for residents and businesses at the levels enjoyed today with a consistent level of resources. In addition, social matters such as affordable housing and the elderly are growing areas of concern. Globally, the uncertainty of the natural environment challenges our future.

Along with a very important role of ensuring the public is informed of municipal services and programs, Vision 2020 will guide the City in making balanced decisions based on the following principles:

Municipal mandate of core service provision

Benefits to the community as a whole

Legal obligations met and risks mitigated

Cost-effective decisions and actions

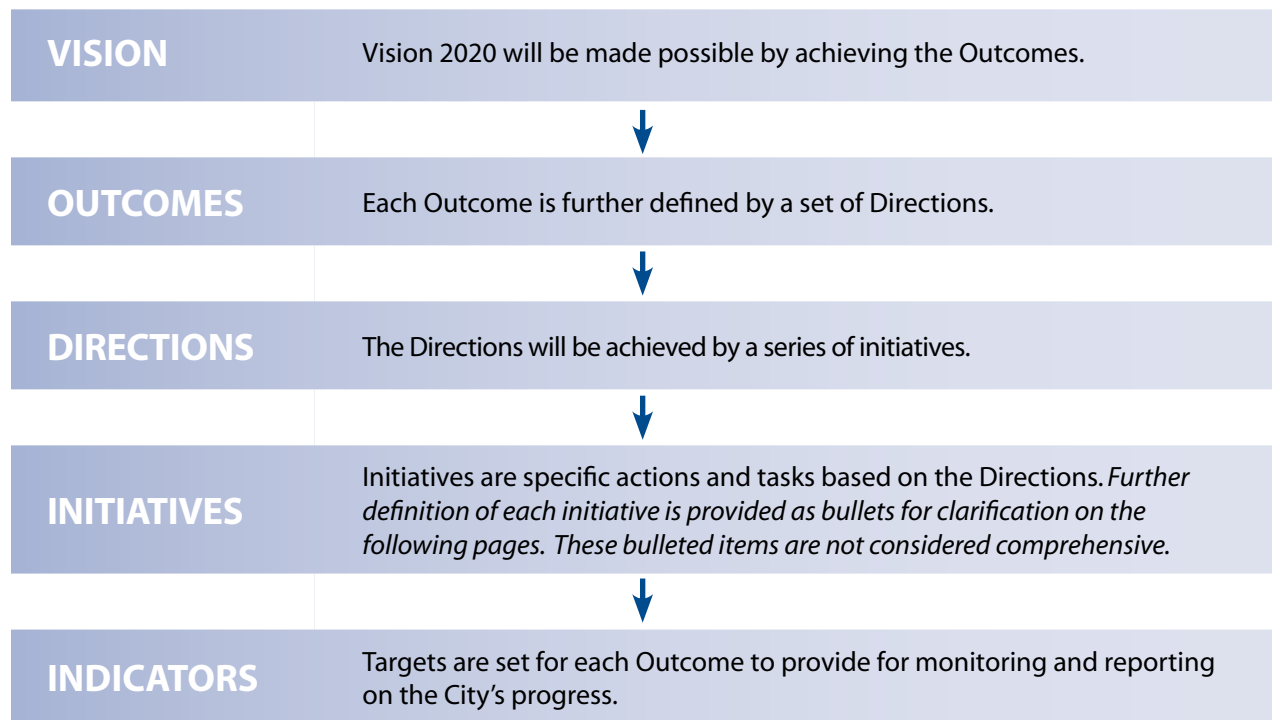


Outcomes

The Outcomes in the Plan will help us achieve our shared vision.



How the Plan is built





Outcome: Sustainable Future

The City will continue to grow in its population and employment in a direction consistent with regional projections for focused growth and enhanced measures to recognize and protect natural systems. As the community infrastructure ages, including roads and trails, utility networks, active and natural parks, and recreational, institutional

and cultural facilities, and as our requirements for this infrastructure changes, we will need adequate funding and resources for its maintenance and renewal. Comprehensive and strategic planning is vital to ensuring the initiatives taken are appropriate, cost effective, and achievable for a sustainable future.

Directions & Initiatives

1. **Develop plans and take action for the sustainability of the City's finances, environment and social resources.**

- a. Develop strategies and implement initiatives to achieve sustainability.
 - Show leadership in supporting a healthy environment when implementing the Environmental Strategic Plan.
 - Manage our patterns of settlement and land use and control development to reduce environmental impacts.
 - Develop an Economic Strategic Plan to guide the City in its decisions related to supporting and developing viable business and industrial areas and increasing City revenues.
 - Develop a Social Strategic Plan to guide the City in its decisions related to housing and social planning initiatives.
- b. Develop financial and operational policies that provide for current and future operations; renewal and replacement of infrastructure; population growth; and strategic new initiatives.
 - Develop and implement an Asset Management Plan.
- c. Consider affordability while improving the City's finances.
 - Reduce percentage reliance on property taxes where possible by identifying and implementing new revenue sources.
 - Maximize return on invested assets.
 - Prepare and implement plans that achieve life cycle costing benefits for the provision of municipal services.

2. Create a sustainable community.

- a. Achieve local and regional goals to create a complete community where residents and the workforce can live, work and play.
- b. Update the Regional Context Statement of the Official Community Plan and implement appropriate policies and development regulations to achieve community and regional goals.

3. Leverage the City’s relationship with local, regional, provincial and federal governments.

- a. Advocate for a clear definition of roles and responsibilities at each level of government to achieve overall community benefits.
 - Proactively address alignment of revenues with responsibilities.

- Work collaboratively with support organizations including the Union of BC Municipalities (UBCM) and Federation of Canadian Municipalities (FCM) to achieve a mutually beneficial outcome.
- b. Meet environmental targets to decrease corporate and community greenhouse gas emissions, improve local air quality, reduce solid waste and lessen potable water consumption.
- c. Maximize funding opportunities from senior levels of governments.

4. Develop a strong lobby for transit improvements.

- a. Lobby for the extension of the Evergreen Line to Port Coquitlam and for enhanced transit connections from local neighbourhoods to the line.
- b. Advocate for improved routes and schedules for existing transit connections.

INDICATOR	MEASURE
Financial Health	<ul style="list-style-type: none"> • Economic Strategic Plan: development, approval and execution • Financial Management Policy: development, approval and compliance • Investment Strategy: development, approval and compliance • Tracking and responding to increasing number of downloaded and offloaded responsibilities from senior levels of government.
Environmental Health	<ul style="list-style-type: none"> • Environmental Strategic Plan: compliance, meeting legislated targets • Number of initiatives adopted corporately and in the community • Effective lobbying resulting in transit improvements
Social Health	<ul style="list-style-type: none"> • Social Strategic Plan: development, approval and compliance • Official Community Plan and Regional Context Statement: updating
Sustainable Service	<ul style="list-style-type: none"> • Annual quantification of the infrastructure gap



Outcome: Sense of Community

A safe, engaged community with a welcoming, distinctive character encourages residents and businesses to stay and attracts new development. The residents contribute through their volunteerism, leadership and individual health; businesses through their support of community

plans and directions; and developers through their projects that achieve liveability. The City's culture, heritage and celebrations strengthen its energy, creativity, sense of identity, and pride as a community.

Directions & Initiatives

1. Support and plan for a connected, happy community.

- a. Promote initiatives that build community spirit.
 - Support events and public art that build spirit and are valued by the community.
 - Celebrate the City's 100th anniversary.
- b. Promote the use of a community development model to build community capacity.
- c. Recognize the importance of the Downtown, community sports and cultural facilities in defining the community's identity.
- d. Recognize and value artistic, cultural and heritage experiences as an integral part of community life.
 - Promote positive social change through community engagement connecting people of all ages, interests and abilities.

- Recognize the City's history through conservation of heritage resources, celebrating history and creating partnerships.

- e. Revisit the Master Transportation Plan; Official Community Plan; and the Parks, Recreation and Cultural Master Plan and associated funding decisions to promote enhanced connectivity for pedestrians, cyclists and transit users.

2. Build community capacity by sustaining and strengthening volunteer involvement.

- a. Support volunteer involvement to grow and enhance programs and services.
- b. Develop community capacity building through training, facilitation, and empowerment of volunteers.
- c. Maintain and build connections and partnerships with outside organizations including the health sector, school district, social services agencies, First Nations and the corporate sector.

3. Promote an active, healthy community and appropriate models that benefit an individual's healthy living.

- a. Provide safe places and spaces that are conducive to active lifestyles.
 - Support the community's implementation of the Community Sport Strategy that fosters community health through activity and promotes friendship, trust, cooperation and respect.
 - Develop a feasibility study to determine recreation facility needs.
 - Identify and address the barriers preventing sustainable active lifestyles.
- b. Maintain and enhance valued programs,

services and facilities based on demographics and changes in demand, industry and technology.

4. Plan to meet varied needs and encourage inclusiveness.

- a. Set housing policies and regulations which address housing demands within the context of a diverse and affordable housing strategy.
- b. Work towards ensuring inclusiveness and accessibility of all to City services and facilities and accessibility in private facilities.
- c. Foster programs for new residents and immigrants.

INDICATOR	MEASURE
Community Spirit	<ul style="list-style-type: none"> • Resident Satisfaction Survey • Events promoted e.g. May Day, Rivers and Trails Festival etc. • Volunteer involvement, event participation • Volunteer Recognition Event: attendees
Community Inclusiveness and Diversity	<ul style="list-style-type: none"> • Housing Strategy: development and approval • Level of rental housing stock • Number of participants in the leisure access programs
Community Health	<ul style="list-style-type: none"> • Number of recreation and park facilities, service standard • Number of new programs introduced to address demographic, technology, demand, and industry changes • Community Sport Strategy: endorsement • City Plans: revisiting and updating • Heritage Strategy: implementation • Feasibility study for recreation facilities: development



Outcome: **Economic Strength**

Local governments contribute to business retention and attraction by considering the impact on businesses when making decisions, developing plans and providing services. By recognizing the importance of supporting the local

economy, benefits are realized by our residents and businesses. Business success and economic strength depend on many factors, including market conditions which are beyond the mandate of local governments.

Directions & Initiatives

1. **Sustain employment by ensuring decisions are made to create, retain and enhance business.**

- a. Acknowledge the unique commercial and industrial character areas through supportive planning policies and regulations.
 - Reinforce the Downtown as the City's primary centre and vibrant commercial core.
 - Strengthen the neighbourhood commercial identity of the North Side area.
 - Comprehensively plan for long-term evolution of automobile-oriented commercial areas to accommodate more diversity.
- b. Clearly define approval processes, streamline regulations and harmonize with other jurisdictions where possible

- c. Work with business associations and service groups in providing special events to promote the City as a place for business development.
 - d. Consider employment generation in land use decisions.
 - e. Facilitate innovative employment options by providing for home-based business supports and mixed-use developments.
- #### 2. **Facilitate goods movement within and through the City.**

- a. Provide for access and efficient movement of goods utilizing rail, river and road systems.
 - Update the Master Transportation Plan to recognize and meet diverse transportation requirements.
- b. Minimize the impact of goods movement on the amenity of residential and recreational areas.

3. Promote customer accessibility in business areas.

- a. Direct new business growth to the commercial and industrial areas defined by the Official Community Plan.
- b. Ensure business areas are accessible by transit and work with TransLink to enhance transit services to these areas.
- c. Create a pedestrian-friendly streetscape design within commercial business areas and pedestrian connections to these areas.
- d. Integrate provision for vehicles, transit, pedestrians, and cyclists with land use planning.

- e. Ensure public parking areas are accessible and safe, meet community needs, and are designed within a context of sustainability goals.

4. Promote the retention and viability of the lands in the Agricultural Land Reserve (ALR).

- a. Consider the impact of transportation decisions, including the Fremont Connector alignment, on agricultural lands through a comprehensive evaluation process.
- b. Identify opportunities to support the agricultural community by initiating an agricultural strategy.

INDICATOR	MEASURE
Business Strength and Viability	<ul style="list-style-type: none"> • Commercial assessments • Industrial assessments • Business licences
Goods Movement and Alternative Transportation	<ul style="list-style-type: none"> • Master Transportation Plan: updating and implementation • Number of kilometres added in the year: cyclist, pedestrian and transit routes • Number of transit users
Vehicle Accommodation	<ul style="list-style-type: none"> • Parking Study: completion and implementation
ALR Lands Retention and Viability	<ul style="list-style-type: none"> • Hectares ALR lands retained in City • Agricultural Strategy: development and approval



Outcome: **Community Well-being**

A safe community with well managed utility services and valued parks and open spaces contributes to the community's quality of life. Residents take pride in their clean, safe surroundings and assist

in improving their neighbourhoods. Integration of safety and the natural environment achieves community well-being.

Directions & Initiatives

1. **Protect residents, businesses and property.**

- a. In Fire Services, take a preventive approach to reducing loss of life and property.
 - Maintain currency with suppression technology, equipment and training.
 - Ensure continuance of the Emergency Preparedness program with trained staff, volunteers and adequate resources.
- b. Develop and apply policing strategies that address community safety, public confidence and perception of crime.
 - Support intelligence-led and evidence-based policing and enforcement strategies.
 - Improve police communications and visibility within the City.
 - Utilize proven methods in crime prevention, investigations and other policing matters.
- c. Adopt and provide for bylaws and policies that set appropriate standards for community safety, abatement of nuisance, retention of property values, and protection of property.

- Encourage public involvement in maintaining community standards including enquiry-based enforcement and respectful usage of open space.
 - Implement regulations to ensure the safety of property in the flood plain for their intended uses.
- d. Take an integrated approach to community safety within and external to the City.

2. **Provide City utility services to sustain the community's quality of life.**

- a. Participate in setting Metro Vancouver's direction on solid waste, liquid waste and water supply to meet City objectives.
- b. Provide resources to meet targets once set by Metro Vancouver for integrated solid waste and liquid waste management and implement plans for these services as feasible.
- c. Proactively maintain and manage the dike systems.

3. Value parks and natural areas.

- a. Protect the natural qualities of waterfront lands, riparian areas and wildlife habitats.
- b. Ensure outdoor recreational spaces meet local needs, are easily accessible, and are within close proximity to residential developments and business areas.
- c. Provide for well maintained, convenient and inter-connected pathways directly linking recreational amenities to homes and businesses.
- d. Increase parks and natural areas, including waterfront access, through integrated planning, development and acquisition decisions.
- e. Enhance parks use through commercial partnerships.

INDICATOR	MEASURE
Fire Safety and Emergency Preparedness	<ul style="list-style-type: none"> • Number of fires in the year • Number of emergency response calls in the year • Number of participants in the Emergency Preparedness courses • Number of Emergency Operations Centre-trained staff and volunteers
Protection from Criminal Activity	<ul style="list-style-type: none"> • Number of crimes in the year: total, by criminal activity • Number of traffic fines and impaired drivers apprehended
Parks and Natural Areas	<ul style="list-style-type: none"> • Open space, riparian areas: no net loss • Parkland per population
Waste Diversion Rate	<ul style="list-style-type: none"> • Percentage of solid waste diverted from landfill
Water Usage	<ul style="list-style-type: none"> • Consumption volume per capita
Sewage Disposal	<ul style="list-style-type: none"> • Sewage volume per capita
Community Satisfaction	<ul style="list-style-type: none"> • Resident and Business Satisfaction Survey



Outcome: Strategic Service Delivery

The City delivers the municipal services essential to maintaining our quality of life. Because fluctuations in service delivery may adversely impact the community, the environment, and the economy, strength in leadership and operational expertise

is vital to ensuring that services are maintained without compromise. Furthermore, it is necessary to ensure costs to deliver services remain affordable to the community.

OPERATIONAL VALUES

The Operational Values define how City Council and staff interact with each other, the community, stakeholders, partners and other levels of government.

Leadership – to inspire progressive and creative solutions in an empowered, team environment

Stewardship – to take a long-term perspective in managing resources

Work Environment – to promote an equitable work environment, recognize achievement and encourage collaborative working relationships

Customer Service – to be helpful and apply fair solutions



Directions & Initiatives

1. Continue to strengthen public confidence and trust in municipal service delivery.

- a. Improve service delivery by adapting to changing demographics and utilizing technology and industry best practices.
- b. Govern with transparency.
 - Develop a communications strategy that sets the City’s direction in informing and engaging the public on civic matters and in promoting the City’s programs and services.
 - Manage expectations and support City policies and initiatives by communicating as one voice.

2. Support a strong team environment inclusive of the public, City staff, and elected officials.

- a. Embrace and implement the Operational Values.

- b. Plan for future risks and gaps to ensure service continuity.
 - Develop and implement a framework for progression planning as appropriate.
- c. Develop team expertise in a progressive manner ensuring industry knowledge and technical expertise is kept up to date to best deliver City services.
- d. Celebrate milestones, successes and recognize employee contributions.

3. Maintain a healthy work environment.

- a. Promote workplace harmony through supportive leadership, fair policies and procedures.
- b. Create policies and programs that ensure healthy, productive employees.
 - Develop employee wellness initiatives that add benefit to the work environment.

INDICATOR	MEASURE
Team Effectiveness	<ul style="list-style-type: none"> • Service benchmarks compared to regional municipalities • Resident and Business Satisfaction Survey
Staff Productivity	<ul style="list-style-type: none"> • Cost per unit work completed • Online staff survey
Transparency	<ul style="list-style-type: none"> • Corporate Communications Strategy: development and implementation
Healthy Work Environment	<ul style="list-style-type: none"> • Employee Wellness Initiative: development and implementation



Section 2: Building the Plan





Purpose

The Corporate Strategic Plan is the foundation and building block for all other City plans, policies and initiatives, as illustrated by the figure below. It reflects the collective vision of Port Coquitlam's residents, businesses, stakeholders, community groups and employees. It stands as the key tool with which decisions are made, and is designed to withstand the test of time. To ensure that it remains

a living document, the Plan must be reviewed and updated regularly to ensure it continues to hold true to Port Coquitlam's vision and values, while recognizing and adjusting to new information and a changing world. In addition, all other plans must be reviewed and updated to align with the direction of the Corporate Strategic Plan.



Community Planning Documents

Over the years, the City has developed a number of plans and policies to provide important direction to decision makers on resource use and delivery of services. The documents and implementation strategies have also provided an important focus to operations as they balance community needs with the ability of the City to meet these needs.

Official Community Plan (2005)

Prepared under the authority of the Local Government Act, the Official Community Plan is the City's vision for future growth and development of the community. The Plan focuses on land use but it is also concerned with factors important to our quality of life and provides for integration of land use, economy, environment, transportation, community facilities and services into a broad strategy to direct growth and development. The Plan works in conjunction with other plans to ensure the community develops in a coordinated manner and it is aligned with the Corporate Strategic Plan. It must also be aligned with the direction of Metro Vancouver as expressed by its Regional Context Statement.

Parks, Recreation and Culture Plan (2007)

Port Coquitlam has a long history of investing appropriately in the delivery of parks, recreation and cultural services. This comprehensive Plan sets out current needs, makes recommendations to meet these needs in a way that largely endorses the City's existing framework for provision of services, and puts future efforts into priority order. It guides Council in allocation of human and fiscal resources to most effectively meet the community's needs in the development of parks, open green spaces,

athletic fields, recreation and culture facilities, arenas, sport courts, the cemetery and the Terry Fox Library, and in the delivery of parks, recreation and culture services.

Environmental Strategic Plan (2011)

The mission defined by the Environmental Strategic Plan is for Port Coquitlam to show leadership in supporting a healthy environment. Its environmental vision is that a healthy environment sustains us by providing essential life support systems and valuable resources, being the pre-requisite for a lasting, strong economy, and as a source of beauty, inspiration and spiritual fulfillment. The six goals of the Plan are to reduce greenhouse gas emissions and work towards a zero-carbon community; preserve biodiversity and ecosystem health; conserve water and protect the waterways within and around the community; use materials and resources sparingly and aim for zero waste; create healthy, livable communities; and, support sustainable food and agriculture.

Heritage Strategic Plan (2010)

The vision of the Heritage Strategic Plan is to embrace and celebrate the broad scope of Port Coquitlam's rich history and heritage legacy with our past, present and future connected through the conservation of heritage resources, celebrations of community history and traditions, and the creation of community heritage partnerships. Its heritage initiatives are intended to enrich citizens, offer opportunities for education and awareness, and involve the whole community.

Continued on next page

Master Transportation Plan (2000, under review 2011)

The Master Transportation Plan is a long-term, multi-modal transportation strategy for the City’s roadway network, transit services, pedestrian systems and bicycle facilities. Its goals are critical to guiding the overall development of the Plan and recognizing important factors influencing key decisions. The four goals of the Plan are: mobility – that residents and businesses can obtain the necessary goods and services within the City and have access to alternative modes of transportation; livability - that the transportation system for all modes maintains, or even improves, the City’s character and livability; cost – that total costs of transportation facilities and services be minimized and benefits from improvements maximized; and, that the Plan reflects the input of the community.

Master Pedestrian and Bicycle Plan (2007)

This Plan identified a unified system of bicycle and pedestrian pathways integrating on-street bike routes and off-street trails.

Downtown Plan (1998); Downtown Street Beautification Plan (1999)

These two Plans provided a framework for the revitalization of Port Coquitlam’s Downtown including guidelines for streetscapes and street furnishings. Implementation of these Plans has continued on a site-specific basis as new development proceeds.

RCMP – Crime Reduction Strategy (2005)

The strategy specifically applies operational resources for maximum benefit to the community targeting hot spots, prolific offenders and root crime causation.





Top 10 Community and Corporate Strengths

Consultation and research undertaken in developing the Corporate Strategic Plan identified our top 10 strategic advantages as follows:

- 1. We have high quality services.** More than 90% of residents and 75% of businesses express satisfaction with the overall quality of City services. As Port Coquitlam looks to the future, we embark from a position of strength.
- 2. We are proud of our community and have a culture of community involvement.** More than 90% of residents are satisfied with their quality of life here and more than 67% of businesses are satisfied with the City's policies for attracting and retaining business. Almost 40% of households have volunteered with the City and more than 50% of businesses get involved in City events or activities in some way. Many vocally supported key community events such as May Day as a means of engaging the entire community in ways considered unique to Port Coquitlam.
- 3. Our tax levels and user fees are low.** Compared to the Metro Vancouver average, Port Coquitlam taxpayers currently enjoy lower-than-average annual costs for services that are covered by businesses and residents in the form of property taxes and user fees.
- 4. The public supports addressing the infrastructure gap to meet future needs.** Port Coquitlam residents and businesses recognize the importance of maintaining our competitive advantage in terms of provision of quality services over the long term. More than half of businesses and residents support tax increases to build a reserve to replace aging infrastructure. Anecdotally, many suggested new revenue sources to help bridge the gap and provide funding for new facilities as the City continues to grow and its needs change.
- 5. There is a high level of awareness and understanding of our role in regional issues.** Businesses and residents understand regional and provincial influences on some of Port Coquitlam's key challenges, including the importance of regional transportation (e.g., the Evergreen rapid transit line; twinning of Port Mann), housing needs (transition and emergency shelters, affordable and special needs housing). There is strong support for Council and staff to engage with senior levels of government to appropriately address these matters.
- 6. We share a strong desire to protect and preserve Port Coquitlam's Downtown.** While there are diverse ideas on how best to achieve this, a consistently held view is the need to preserve Port Coquitlam's Downtown as the City's institutional, service and cultural centre.

7. Our government is transparent and accountable. Residents and businesses strongly support the City's open governance.

8. Community involvement in decision-making is well established. Participants in the preliminary consultation for the Strategic Plan expressed their appreciation for being involved and advocated for continued communication and tracking of progress as the plan is implemented.

9. We value our recreational assets. Port Coquitlam residents highly value our system of parks and recreation facilities and support maintaining and expanding a system of publicly accessible areas and connecting paths, and protection of streams and natural areas.

10. Our location. Port Coquitlam's central location in the Lower Mainland, its transportation linkages to major networks and a reliable, educated workforce gives it competitive advantages as an ideal place to retain and attract business and investment.





Top 7 Community and Corporate Challenges

Consultation and research undertaken in developing the Corporate Strategic Plan identified the seven major challenges we face as follows:

- 1. Accommodating population and employment growth.** Our projected population in 2031 is 76,000, an increase of some 18,000 people compared to our existing population of 58,000 – a population increase of about one third. Our employment is also projected to increase to 32,000 jobs from the 21,000 we had in 2006. Since the City is almost completely built out, most of this residential and business growth must be achieved through redevelopment to increase densities, with more residents living in apartment buildings and townhouses and fewer in single family homes; more intensive use of commercial and industrial lands; mixed-use developments; and home occupations. This is a significant change from our recent trend of rapid growth through development of formerly agricultural or vacant lands.
- 2. Aging, changing demographics.** While we are a relatively “young” community by Metro Vancouver standards due to a higher percentage of young people and families, Port Coquitlam’s population is aging and there is increased cultural and ethnic diversity.
- 3. Public demand for services at affordable rates.** Recent consultation and research undertaken as part of the strategic planning process has identified strong public demand for continued transportation improvements as well as park and recreational facilities upgrades. At the same time, costs for services and new facilities and maintenance of aging infrastructure are increasing while

public expectations are to keep taxes down. Port Coquitlam must deliver legislated services that support health and safety and is increasingly responsible for a larger proportion of services traditionally provided by senior governments. The result is more pressure on limited budgets. Additionally, municipal service needs can be driven by decisions made by senior governments and neighbouring municipalities. For example, while Port Coquitlam’s Year 2000 Master Transportation Plan is largely complete, the effects of provincial Gateway Program investments and pending transit projects such as the Evergreen Line will take several years to be fully realized. Additionally, Coquitlam’s development of Burke Mountain will affect future demand for transportation in and through Port Coquitlam.

- 4. Creating financial sustainability.** Port Coquitlam’s service costs for homeowners are less than the Metro Vancouver average. To maintain currently delivered municipal services, municipalities must fund the full cost of service delivery from taxpayer levies, user fees and other municipal revenue sources. However, these costs have not been fully funded in the past and infrastructure assets are depleting without adequate funding for replacement. Port Coquitlam has limited reserves to fund this significant shortfall, which means that to meet current infrastructure commitments, we must raise property taxes and/or user fees, find additional sources of revenue, or reduce services in some areas to sustain services in others. The current gap in Port Coquitlam’s infrastructure replacement funding is

estimated to be \$320 million. In 2010, Council set a direction to fund longer-term assets through property taxes and utilities cost increases. As the City grows, provision of new infrastructure to maintain safe and healthy environments also needs to be funded. To help guide decisions regarding infrastructure investment, guidelines have been adopted to deliver those services required by legislation; promote community life, health and safety; be responsive to senior government funding initiatives; deliver services in a sustainable manner; and provide for activities associated with service delivery in an ethical, equitable, effective and efficient manner.

5. Addressing environmental sustainability.

Recent consultation on Port Coquitlam's Environmental Strategic Plan has shown that the community generally supports a leadership role in creating a more sustainable environment. We must respond to legislative changes related to climate change, such as reducing our carbon footprint and improving the air quality, and achieving higher usage of alternative transportation modes such as rapid transit, cycling and walking. Business and population growth will put pressure on our ability to retain agricultural lands and green space while creating demand for additions to the transportation network. As climate change occurs, weather and ecosystem instability is

expected to increase, making a business-as-usual approach to municipal management increasingly unsustainable. We must reduce solid waste, protect watercourses, reduce water consumption and prepare to deal with new issues and potential crises that will arise in the new global reality.

6. Building community involvement. In our dynamic community, there are a variety of projects, programs and services that affect residents and businesses. Port Coquitlam has committed to effective public consultation to hear from the community about programs and services including early, proactive and effective communications to ensure people know about the ways in which they can participate and are informed of the decisions made as a result of their input.

7. Leadership and management. Port Coquitlam believes in a proactive, empowered, and accountable workforce that supports the effective and efficient provision of services to the community. City Council, with its responsibility for governance, policies and bylaws, wants community feedback and involvement in decisions affecting services provided to community members. To remain focused in a manner that best meets the priorities of the community, City operations and Plans must be aligned with the Strategic Plan.



Strategic Plan Development Process

The Coast Meridian Overpass, a third crossing over the railway tracks that separate the north and south of the City, opened in the spring of 2010. The project was the largest in the City's history and accomplished a major task in the 2002 Corporate Strategic Plan. Public safety was also an important issue for the community at the time the 2002 Plan was developed and was addressed over the years by adding more police officers to the force. With these major accomplishments in the past few years, it was time for the City to consider developing a new Corporate Strategic Plan.

Phase I

A team of senior managers were tasked with leading the process and a consulting group, Lucent Strategies Inc. engaged following a competitive selection process. The project's budget, timeline and charter were developed. Workshops with Council and senior management were held to develop a base understanding of the strategy, determine whether the City's direction required a change and gather preliminary information to construct consultation documents for staff and the public.

Phase II

More than 1,300 people participated in the Phase II consultation process.

Consultation began with input from a core team of staff members: all staff members were invited to a

strategic planning workshop and an online survey was provided for staff input.

The Vision, Mission and Strategic Goals were under discussion along with key strategies for the next 10 years.

Residents and businesses were invited to join the discussion through a series of focus group and stakeholder meetings. Online surveys, telephone surveys and submissions to City Hall supplemented the methods of gathering community input.

Phase III

The draft Corporate Strategic Plan began to take shape as a strategic document incorporating an understanding of municipal government, service delivery expertise, and community input. Two additional consultation sessions were held on the draft document, the first with staff and the second with the public. General feedback was of support with a few suggestions for modifications. The Plan has been updated to incorporate the feedback received.

The Strategic Plan is now complete. The resulting document will now assist with decisions into the future as we work towards our vision and strive to do it right.



Acknowledgements

The success of the Corporate Strategic Plan relied on community, staff and elected official contributions and support. In the fall of 2010 an extensive consultation process was conducted. Our thanks go to the residents and businesses in our community, city employees and City Council for their participation.

Special thanks go to representatives in the following community and business groups for contributing their time and thoughts to our Plan at our fall stakeholder meetings.

Community and business groups:

- ALR Property Owners
- Arts Connect
- Art Focus
- Brown Creek Streamkeepers
- Conwest Contracting Ltd.
- Canadian Union of Public Employees
- Cultural Development Advisory Committee
- Fraser Health - Health Promotion and Prevention
- Girl Guides of Canada
- Hawthorne Senior Care Community
- Hyde Creek Watershed Society
- International Association of Fire Fighters
- Knights of Columbus
- Kwikwetlem First Nations
- Liberty Homes
- Metro Vancouver
- Mosaic Homes
- North Fraser Salmon Assistance Project
- Northside Foursquare Church
- Old Age Pensioners Organization
- Onni Group
- Pharmasave
- Port Coquitlam Building Supplies
- Port Coquitlam Business Improvement Association
- Port Coquitlam Heritage and Cultural Society
- Port Coquitlam FC Soccer Association
- Port Coquitlam Figure Skating
- Port Coquitlam Garden Club
- Port Coquitlam Lions Club
- Port Coquitlam Minor Baseball Association
- Port Coquitlam Minor Hockey Association
- Port Coquitlam Seniors' Housing Society
- Port Coquitlam Spirit Committee
- Recycling Council
- Rotary Club
- Royal Bank
- Royal Canadian Legion
- School District #43
- Sport Strategy Committee
- St. Catherine's Anglican Church
- Terry Fox Library
- Theatrix Youth Society
- Tri-Cities Chamber of Commerce
- Trinity United Church
- Vancouver Area Cycling Coalition
- Wilson Centre Advisory Board
- Youth Advisory Committee

Citizen representatives to Council Committees:

- Community Safety
- Environmental Enhancement
- Healthy Community
- Smart Growth
- Social Inclusion
- Transportation Solutions & Operations

Participation was through a number of channels including telephone surveys, online surveys, workshops, meetings, e-mail, Facebook and Twitter.

We appreciate the efforts of Lucent Strategies Inc. for its input to the consultation process and for assisting with development of the City of Port Coquitlam's Corporate Strategic Plan.

Glossary of Terms

Community Development Model

A facilitative process that seeks to improve individuals and groups of people by providing these groups with the skills they need to effect change in their own communities or organization.

Community Capacity

An approach to community development that refers to any assistance provided to individuals and groups who need to develop a certain competence for the purpose of improving their own performance.

Core Services

The basic services that residents and businesses of the City expect to be provided in exchange for the taxes they pay. Port Coquitlam's core services include sewer and water systems, refuse collection, traffic management and road maintenance, fire prevention and suppression, crime prevention and enforcement, passive and active parks, and recreation programs and services.

Infrastructure Gap

The infrastructure gap is the difference between the replacement value of the depreciated component of the City's assets and the amount in reserves to replace these assets.

Intelligence-Led and Evidence-Based Policing Strategy

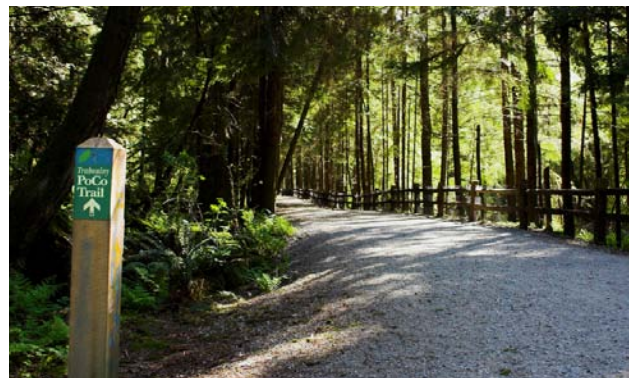
The collection of information as supported by evidence and refined by strategic analysis to generate a cost beneficial approach to policing decisions and operations.

Sustainability

The integration of the three systems that support us – the economy, the environment and our society – each of which must be functioning and healthy for us to survive and enjoy a high quality of life and ensure our decisions and activities do not compromise the ability of any of the three systems to function currently and in the future.

Vibrant

Pulsing with life, vigor and activity.



VISION 2020

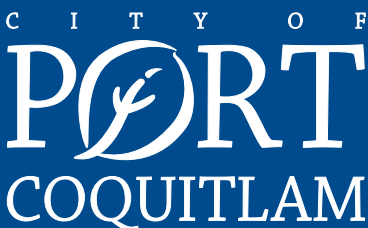
PORT COQUITLAM

Vision:

Port Coquitlam is a happy, vibrant, safe community with healthy, engaged residents and thriving businesses, supported by sustainable resources and services.

Mission:

We strive to do it right by researching, planning, building and executing well-balanced solutions.



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