

COQUITLAM FORWARD

Affordable. Vibrant. Healthy. Smart.

Practical solutions for today. A stronger vision for tomorrow.

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A PRACTICAL PROMISE FOR COQUITLAM

HOLD THE LINE ON TAXES. RAISE THE BAR ON SERVICES.

My goal is to avoid property-tax increases wherever responsibly possible, minimize them when unavoidable, and pursue sustainable reductions when efficiency gains and new revenues make them possible - not by cutting essential services, but by improving productivity, eliminating unnecessary costs and duplication, and protecting or improving service quality.

WHY I'M RUNNING

Coquitlam has been my home for nearly 17 years. My family built its life here, and my children grew up here. I have experienced the city as a resident, parent, educator, engineer, project manager, community leader and organizer.

For nearly a decade, I have served as President and a community leader with the Tri-City Iranian Cultural Society. I have worked with residents, volunteers, local businesses, non-profits, public institutions and leaders from diverse cultural and ethnic communities. That experience has helped me understand the concerns people share: affordability, transportation, safety, opportunity, inclusion and quality of life.

My community service has also helped me build constructive working relationships across political lines and with municipal, provincial and federal governments. Those relationships can help Coquitlam advocate effectively, build partnerships and bring the right people to the table.

VALUE ENGINEERING

Better results from every tax dollar

One principle that has guided much of my professional life is value engineering: deliver the function people need at the best overall value. At City Hall, that means measuring performance, redesigning inefficient processes, using technology and AI where they truly help, controlling life-cycle costs, and improving quality rather than simply spending more.

FOUR PRIORITIES. ONE PRACTICAL DIRECTION.

A platform built on measurable value, not louder promises.

1

AFFORDABLE & EFFICIENT

Tax discipline, housing choices, responsible growth, better services and a stronger local economy.

2

VIBRANT CITY

More life after 6, a stronger evening economy, led by Coquitlam Worldwalk.

3

HEALTHY & CONNECTED

Safer streets, better transit, parks, recreation and support for families, youth and seniors.

4

SMART & INNOVATIVE

Better digital services, responsible AI, smart infrastructure and evidence-based decisions.

Affordability is not only about property tax. It is about housing, transportation, access to services and whether residents receive real value for the taxes and fees they pay.

TAX DISCIPLINE, VALUE ENGINEERING AND BETTER SERVICES

- Launch a **City-wide Value & Efficiency Review** to identify unnecessary costs, duplication, outdated processes and opportunities to improve productivity before asking residents for more.
- Set clear service standards and measurable KPIs for major City services; benchmark performance and publicly report whether cost, speed and quality are improving.
- Use technology, data analytics and responsible AI to automate repetitive administrative work, shorten processing times and help staff focus on higher-value public service - with human oversight and service-quality safeguards.
- Review major contracts, procurement practices and recurring operating costs; require measurable savings or service improvements from efficiency initiatives.
- Create an **Open Budget and Performance Dashboard** showing budgets, actual spending, timelines, delays, cost increases, savings and service results.
- Diversify non-tax revenue only through proposals with a clear business case, defined risk limits, independent analysis, public reporting and final Council approval.

HOUSING AND GROWTH SUPPORTED BY INFRASTRUCTURE

- Encourage family-sized two- and three-bedroom homes, purpose-built rentals, townhouses and missing-middle housing, accessible housing, and non-market or below-market options with government and non-profit partners.
- Make permits faster and more predictable without weakening safety, accessibility, environmental or construction standards; publicly report permit times and delays.
- Before major density increases, assess roads and transit, water and sewer, parks, recreation, emergency services and community-service capacity.
- Require development to contribute a fair share of the infrastructure it creates, so existing residents are not left paying for poorly planned growth.

A STRONGER LOCAL ECONOMY

- Simplify unnecessary municipal procedures and improve support for small businesses, home-based entrepreneurs, local vendors and responsible investment.
- Use City purchasing and partnerships, where legally and financially appropriate, to create more opportunities for local businesses and innovation.

MY FISCAL TEST

Before a new tax increase or major spending commitment, ask: Can the same or better result be achieved through better design, technology, process improvement, partnership or a lower life-cycle cost?

2

VIBRANT CITY

More life after 6 - day and night, all year round.



SIGNATURE DESTINATION

COQUITLAM WORLDWALK

One City. Many Cultures. One Journey.

Coquitlam is growing quickly, but its evening entertainment and gathering options have not kept pace. Worldwalk is a vision for a year-round destination that gives young adults, families and residents more reasons to dine, meet, enjoy entertainment and spend their evenings - and more of their dollars - right here in Coquitlam.

A STRONGER EVENING ECONOMY

- **Worldwalk Promenade** - A weather-protected pedestrian loop with restaurants, cafes, bakeries, local shops, markets, public art and welcoming gathering spaces.
- **Entertainment & Experiences** - Live music, performances, seasonal programming and family-friendly activity - including welcoming choices for young adults beyond alcohol-centred nightlife.
- **World Forum** - An approximately 2,000-seat flexible indoor venue for concerts, festivals, conferences, exhibitions and major community events.
- **Food, Culture & Community** - Experiences reflecting Coquitlam's diversity, supported by attractive public spaces, lighting, gardens and seating that stay active into the evening.



CONCEPT ILLUSTRATION · WORLD FORUM & PROMENADE

RESPONSIBLE DELIVERY - A VISION WITH A BUSINESS CASE

YEAR 1

Feasibility, location options, community consultation, demand assessment and evening-economy analysis.

YEAR 2

Full business case, operating model, partners, infrastructure and transportation requirements.

YEAR 3

Preliminary design, financial modelling, traffic/environmental/servicing studies and transparent risk limits.

YEAR 4

Approvals, procurement preparation and funding commitments - moving forward only if financially sustainable and clearly in the public interest.

Any public-private partnership must cap municipal exposure, assign responsibility for overruns, protect public access and report measurable economic and social benefits.

3 HEALTHY & CONNECTED CITY

Safe streets. Connected neighbourhoods. Strong communities.

A healthy city is one where children can travel safely, young people have opportunities, seniors remain connected, and residents can access parks, recreation and community services.

SAFER STREETS AND BETTER TRANSPORTATION

- Improve high-risk intersections, pedestrian crossings, street lighting, connected sidewalks and accessible routes for seniors and people with disabilities.
- Use evidence-based traffic calming, safe routes to schools, data-informed signal timing and targeted cycling infrastructure where it can be implemented safely and effectively.
- Publish an annual road-safety map identifying collision patterns, pedestrian concerns, priority projects, budgets and timelines.
- Coordinate new development with real transportation capacity rather than allowing growth to outpace mobility.

STRONGER TRANSIT ADVOCACY

- Work with TransLink and other governments for increased bus frequency, better SkyTrain connections, stronger evening/weekend service and improved access for growing neighbourhoods.
- Make Northeast Coquitlam a sustained advocacy priority and support long-term rapid-transit planning.

PARKS, RECREATION, YOUTH, SENIORS AND RESILIENCE

- Protect parks and green spaces; expand recreation capacity, trails and neighbourhood connections as the population grows.
- Expand youth recreation, cultural programming, safe gathering spaces, mentorship, volunteer and leadership opportunities.
- Improve accessible opportunities for seniors and affordable recreation for families; use community programming to reduce isolation and strengthen belonging.
- Improve readiness for extreme heat, wildfire smoke, flooding, severe weather, power disruptions and other emergencies.

4 SMART & INNOVATIVE CITY

Technology is a tool for better value - not a goal by itself.

DIGITAL CITY HALL AND PRACTICAL SMART INFRASTRUCTURE

- Expand online services, digital applications and permit tracking, clear timelines, online payments/document submission and regular status updates - while keeping accessible telephone and in-person alternatives.
- Pilot intelligent traffic management, parking tools, smart lighting, water-leak detection, energy management, infrastructure monitoring and predictive maintenance.
- Require every technology initiative to define the problem, baseline cost, expected benefit, service-quality measure, privacy risk and a clear stop-or-scale decision.

RESPONSIBLE AI, DIGITAL TWIN AND INNOVATION

- Use AI first where it can reduce repetitive workload, improve response times, identify inefficiencies or support better planning - with human oversight, privacy protection and cybersecurity safeguards.
- Begin the **Digital Twin of Coquitlam** as a limited planning pilot for traffic, infrastructure capacity, emergency planning, stormwater/heat response and development scenarios; expand only if it proves value.
- Launch the **Coquitlam Urban Innovation Hub** to connect City departments, universities, startups, researchers, businesses and community organizations around clearly defined municipal problems.
- Run controlled pilots before major procurement. Publish results and discontinue projects that do not demonstrate measurable value.

SMARTER GOVERNMENT = MORE VALUE, NOT LESS SERVICE.

The purpose of technology and AI is not to replace judgment or lower service quality. It is to help the city work faster, make better decisions, reduce avoidable costs, and deliver more value from existing resources.

ACCOUNTABILITY + EXPERIENCE TO DELIVER

A platform should be measurable - and a candidate should be ready to execute.

FROM PROMISES TO RESULTS

Every major commitment should answer five questions: What problem are we solving? What authority does the City have? What will it cost and how will it be funded? Who is responsible for implementation? How will residents know whether it succeeded?

FIRST-YEAR PRIORITIES

- City-wide Value & Efficiency Review
- Open Budget and Performance Dashboard
- Public permit-time reporting
- Infrastructure-capacity review for high-growth areas
- Priority road-safety projects
- Coquitlam Worldwalk feasibility study
- Practical Smart City / AI pilot projects
- Stronger Northeast Coquitlam transit advocacy
- Annual public platform-progress report

THE VALUE & EFFICIENCY SCORECARD

- Cost per service/transaction
 - Processing and response time
 - Service quality and resident experience
 - Net savings after implementation cost
 - Project delivery on time and on budget
 - Energy/resource efficiency where relevant
 - Public reporting of results, including what did not work
- The principle is simple: do not measure success by how much City Hall spends - measure what residents receive for every dollar.

EXPERIENCE TO DELIVER

My platform is supported by lived experience in Coquitlam, technical and project management expertise, nearly a decade of community leadership, and constructive relationships across communities, governments and political lines.

ENGINEERING, AI & PROJECT LEADERSHIP

- B.Sc. in Electronics Engineering; M.Sc. in Control Engineering; M.Sc. in Mechatronics; Ph.D. from Simon Fraser University with research in AI and nonlinear systems; postdoctoral research in applied AI, intelligent systems and data analytics.
- More than 20 years of academic, engineering and industrial experience; university educator and former Dean / academic administrator.
- Since 2008, led and contributed to more than 20 major industrial and applied-research projects, serving as project manager in many of them.
- Project work across transportation, road infrastructure, healthcare technology, AI/data analytics, robotics, automation, agriculture, energy and industrial systems.
- Worked on projects supported through 10 NSERC and 9 Mitacs funding programs.

COMMUNITY LEADERSHIP & RELATIONSHIPS

- Nearly 17 years living in Coquitlam and a parent whose children grew up in the city.
- Nearly a decade as President and community leader with the Tri-City Iranian Cultural Society, with practical experience in facilities, permits, public safety, events, budgets, sponsorships, volunteers and partnerships.
- Close collaboration with diverse cultural and ethnic communities, non-profits, local businesses and community advocates.
- Constructive working relationships with municipal, provincial and federal governments, elected representatives, public institutions and political parties.
- Recipient of the King Charles III Coronation Medal (2024) and Community Champion Award with House of Commons recognition (2019), plus community and civic appreciation certificates.

LISTEN
Community leadership and lived experience to understand people, not just numbers.

ANALYZE
Engineering, data and AI skills to test assumptions and measure what works.

MANAGE
Project discipline to control scope, cost, risk, timelines and accountability.

CONNECT
Relationships across communities and governments to build partnerships and advocate effectively.

No councillor can deliver a major vision alone. Progress requires cooperation among Council, City staff, residents, businesses, community organizations and other governments.

Together, let's move Coquitlam forward.