



**Arts, Culture and Economic Development Advisory Committee Meeting Agenda**

Thursday, August 8, 2024, 9:30 a.m.

Open to public attendance in Committee Room G

Lower Level, City Hall

Committee members may attend electronically

We recognize and respect that New Westminster is on the unceded and unsurrendered land of the Halkomelem speaking peoples. We acknowledge that colonialism has made invisible their histories and connections to the land. As a City, we are learning and building relationships with the people whose lands we are on.

Pages

1. CALL TO ORDER AND LAND ACKNOWLEDGEMENT

The Chair will open the meeting and provide a land acknowledgement.

2. INTRODUCTIONS

3. CHANGES TO THE AGENDA

Additions or deletion of items.

4. ADOPTION OF MINUTES FROM PREVIOUS MEETINGS

4.1 June 20, 2024

3

5. REPORTS AND PRESENTATIONS

Staff and guest reports and presentations for information, discussion, and/or action

5.1 Election of Alternate Chair

5.2 Anvil Centre 10-year Review

14

To share recommendations developed that respond to Council and community input provided through the Anvil Centre 10-year Review process

Todd Ayotte

30 minutes

5.3 Grants Review Update - Phased Approach Overview

25

Jen Arbo

10 minutes

- 5.4 **Metro Vancouver Invest Vancouver Presentation - New Westminster's Role on the Advisory Committee** 28  
Carolyn Armanini  
10 minutes
- 5.5 **New West City Pass - Tourism New West**  
Gerardo Corro Amador  
10 minutes
- 5.6 **Freestanding Public Toilet Comprehensive Strategy** 48  
Councillor Ruby Campbell  
10 minutes

6. **NEW BUSINESS**

Items added to the agenda at the beginning of the meeting.

7. **END OF MEETING**

8. **UPCOMING MEETINGS**

Remaining scheduled meetings for 2024, which take place at 9:30 a.m. unless otherwise noted:

October 10, 2024

December 12, 2024



**ARTS, CULTURE AND DEVELOPMENT ADVISORY COMMITTEE**

**MINUTES**

**Thursday, June 20, 2024, 9:30 a.m.**

**Open to public attendance in Committee Room G**

**Lower Level, City Hall**

**Committee members may attend electronically**

**PRESENT**

Councillor Ruby Campbell  
Councillor Paul Minhas  
Angie Whitfield

Chair  
Council Representative  
Alternate Chair/New Westminster Chamber of  
Commerce Representative

Gerardo Corro Amador  
Jordan Foss

Tourism New West Representative  
Sectoral Representative from Local Business  
Community

Andy Gomez Zamora

Sectoral Representative from Local Business  
Community

Laura Grady  
Vera Kobalia  
Tamsen McDonough  
Angelene Prakash  
Catherine Williams\*

Arts New West Representative  
Sectoral Representative from Commercial Area  
Home-based Business Representative  
Downtown BIA Representative  
Sectoral Representative from Local Business  
Community

**REGRETS**

Paige Strand

Sectoral Representative from Local Business  
Community

Saurabh Sood

Sectoral Representative from Local Business  
Community

Jessica Schneider  
Ailed Duarte Martinez

Massey Theatre Representative  
Sectoral Representative from Local Business  
Community

## GUESTS

Gwendolyn Maddock  
Peter Jorgensen

New Westminster Chamber of Commerce  
Downtown BIA

## STAFF PRESENT

Carolyn Armanini  
Todd Ayotte\*  
Jennifer Miller  
Nicole O'Connor  
Vali Marling\*  
Sarah Joyce\*  
Jen Arbo  
Ria Renouf  
Carilyn Cook

Acting Director, Economic Development  
Manager, Community Arts and Theatre  
Manager, Public Engagement  
Manager, Homelessness Services  
General Manager, Anvil Centre  
Director, Curator New Media Gallery  
Lead Economic Development Coordinator  
Communications Coordinator, Three Crises Pilot  
Committee Clerk, Legislative Services

\*Denotes electronic attendance

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### 1. **CALL TO ORDER AND LAND ACKNOWLEDGEMENT**

*Councillor Campbell opened the meeting at 9:30 a.m. and recognized with respect that New Westminster is on the unceded and unsundered land of the Halkomelem speaking peoples. She acknowledged that colonialism has made invisible their histories and connections to the land. She recognized that, as a City, we are learning and building relationships with the people whose lands we are on.*

Councillor Campbell announced the National Indigenous Day celebration taking place at Moody Park on June 21, 2024. She shared that the event is hosted largely with the Spirit of the Children Society and that it is held during the day so that children can participate.

### 2. **INTRODUCTIONS**

Introductions took place.

### 3. **CHANGES TO THE AGENDA**

MOVED and SECONDED

**THAT** the Agenda for the June 20, 2024 meeting of the Arts, Culture and Economic Development Advisory Committee be adopted as circulated.

**CARRIED UNANIMOUSLY**

#### **4. ADOPTION OF MINUTES FROM PREVIOUS MEETINGS**

##### **4.1 April 11, 2024**

MOVED and SECONDED

**THAT** the Minutes of the April 11, 2024 Arts, Culture and Economic Development Advisory Committee be adopted. With the following change:

**CARRIED UNANIMOUSLY**

#### **5. REPORTS FOR ACTION**

##### **5.1 Three Crises Response Pilot Project**

Nicole O'Connor, Manager Homelessness Services, and Ria Renouf, Communications Coordinator, Three Crises Pilot, shared a presentation titled, "Three Crises Pilot – Crisis Response Team."

In response to questions from the Committee, Mses. O'Connor and Renouf provided the following comments:

- There is not enough shelter space for everyone as some shelters will not allow pets or only allow single people, and couples may not want to be split up;
- Work is being done with Surrey, Burnaby, and Vancouver; however, it is a challenge to get people into spots in other cities as they house their own community members first;
- A regional response is needed in order to have solutions for everyone;
- The City has bylaws that outline where people can and cannot camp. If someone is camping, please contact us so that we can do a follow up;
- Those sleeping outside are checked upon and advised of local services available to them;
- When checking on people, a respectful trauma-informed response is taken. Some people need more time to move along but if they are being disruptive at a business they may need to be moved along faster;
- Information that can be shared internally and externally regarding who to call when assistance is needed with an unsheltered person is being worked on; and
- The Peer Assisted Care Team (PACT), which is operated by the Lower Mainland Purpose Society, often attends to people who are in a mental health crisis. Contact details for the PACT, which is a good resource for businesses, can be provided to the Committee.

Councillor Campbell acknowledged that this situation is not unique to New Westminster but the response is unique. She encouraged Committee members to share the contact information with their colleagues.

Carolyn Armanini, Acting Director, Economic Development, advised that it is expected that the Building Permit for the supportive housing project located at 68 Sixth Street will be issued in the fall. Once complete, the development will offer 52 beds.

## **5.2 Downtown BIA - City Services Information Resources**

Angelene Prakash, Downtown BIA Representative, recounted a recent incident that occurred at the West Coast College of Massage Therapy on Columbia Street that involved a person entering the College and throwing chairs. She noted that students exited the building but no one really knew what to do and, as there did not seem to be any other options, the Police were called. She advised that it would be beneficial to have someone else to call other than the Police to handle situations such as this as there seems to be confusion of who to call and when. While seeking resource information to determine what to do and who to contact when situations such as she described arise, she was advised of the City's Nuisance Activity Guide and noted that the name of the document has negative connotation and creates a mindset that should not be encouraged. She advised of the Sensitivity Guide that their organization has shared previously with members and acknowledged the need for a one-page resource guide for the business community as many of the situations encountered do not necessarily require Police attendance. Ms. Prakash advised that the larger community should be made aware of the various resources available and the differences between them and shared that their organization would be happy to help create such a document.

It was noted that the next evolution of the Nuisance Activity Guide (Guide) is already on staff's workplan and the new Guide will be shared with community partners once it's complete.

Councillor Campbell noted that the Guide could be very specific about who to call for what, such as human waste pick up on private property, while maintaining the baseline information that generally remains the same.

Discussion ensued and Committee members provided the following comments:

- Sometimes when information is share via email it only goes to the landlord and is not shared with the person working the front desk nor is it in the language they speak;

- Steel & Oak Brewing Co. has a basic Standard Operating Procedure (SOP) that they follow including letting people sleep under the business's outdoor undercover area;
- It is up to businesses to create their own SOP which could include training and ways to de-escalate situations;
- A one-page resource guide would be beneficial and could include an online printable version that would have updates when necessary;
- Offering cigarettes often helps to de-escalate situations so that a conversation can take place; and
- While the issues being addressed are not specific to New Westminster, they are also not something that we want to advertise as they may affect other's perception of the City.

### **5.3 Retail Strategy Status Update - Operationalizing and Community Partnership Involvement**

Nicole O'Connor, Manager, Homelessness Services, left the meeting at 10:15 a.m.

Carolyn Armanini, Acting Manager of Economic Development shared a presentation titled, "Retail Strategy Update."

In response to questions from the Committee, Ms. Armanini provided the following comments:

- It is important to consider any Zoning Bylaw changes carefully as they can have effects that may last for many years. Consideration is given to the business perspective and the land use perspective at the same time;
- There are currently two hotel proposals in the pipeline right now. One at 811 Carnarvon Street which may not offer the same type of event space that the Anvil Centre does but will have a floor of reasonable-sized meeting rooms as well as a restaurant and retail space;
- The second hotel proposal, at the Columbia Theatre, is a bit more challenging as it is smaller and includes a heritage component. Based on current plans, it will offer some meeting space that will complement the space at Anvil Centre;
- Meeting space in the City is a very important topic and a conversation that the Committee should continue to have; and

- The renewal of the shelter lease at the old Army & Navy store is under consideration for extension. Additional information will be shared with the Committee once it is available.

## **6. REPORTS FOR INFORMATION**

### **6.1 Arts New West – Presentation on New West Craft**

Laura Grady, Arts New West Representative, reported on New West Craft noting that:

- New West Craft is one of the programs run by Arts New West (ANW) that has become a well-known event that attracts thousands of people to the City, benefitting the community and artists alike;
- Arts, Culture and Economic Development Advisory Committee members were recently invited to meet with the property managers of the River Market, which is currently undergoing a lot of changes. The meeting and tour provided a better picture of the good things being planned for the Market. Unfortunately, New West Craft's space is being squeezed out so there is a lot of concern as to how this ANW revenue stream can be maintained and continue the positive impact that it has had in the City; and
- It is hoped that Committee members can share ideas to help solve this issue such as moving the event around to various locations or creating an incubator space for pop-up businesses.

Councillor Campbell noted that there could be a middle ground that the City could develop such as what is seen in other communities where space is set aside and containers / pods are provided for local businesses, startups, and artisans to nurture their ideas and see the response from the community.

Councillor Campbell also advised that the footprint for the Circus School located in the River Market will be made less in order to accommodate the provision of additional outdoor space for the new daycare which will have the capacity for 96 children.

Carolyn Armanini, Acting Director, Economic Development stated that the Planning division is leading work on the Lower 12<sup>th</sup> Street area and that includes exploring how to incorporate ultralight manufacturing/production and incubation-style space. This is a need that we have heard from the community during the OCP work as well as subsequently.

Councillor Campbell shared that she and Councillor Nakagawa have put forward a motion to Council asking the City to look at incubator space that



is in a container shipping type format. She shared a photo of the Stact Market, a shipping container market that can be found in Toronto and soon in Vancouver, as an example of what could be done on 12<sup>th</sup> Street or elsewhere in the City.

## **6.2 Update on Downtown Public Toilet**

Regarding the sanitation trailer behind the shelter located in the old Army and Navy store, Carolyn Armanini, Acting Director, Economic Development, shared that the sanitary tie-in is complete, the facility is in position, the plumbing permit has been issued, and the inspection has been complete. She noted that work is being done on the attendant booth amongst other things, and it is anticipated that the trailer will be open by the end of June, possibly sooner. The sanitation trailer will have three 3 toilets and two showers.

Councillor Campbell announced that the second toilet, to be located on Begbie Street, was approved at a recent Council meeting and that it will be a building, not a porta-potty. The facility will be available for anyone to use such as what you would see in other cities around the world. She advised that Council requested that better access be provided to the Anvil Centre and Pier Park washrooms and for staff to determine other opportunities for providing greater access to public washrooms, including signage indicating where the facilities are located, especially in relation to all of the construction going on downtown.

Councillor Campbell confirmed that the sanitation trailer will have showers, however the free standing toilet will not. She noted that the facilities will be cleaned on a regular basis like all of the City's washroom facilities and that people can call the City if one needs attention outside of the regular cleaning schedule

## **6.3 Economic Development Strategy - Business Community Connections**

Ria Renouf, Communications Coordinator, left the meeting at 10:55 a.m.

Councillor Campbell noted that staff will be working on a new Economic Development Strategy (Strategy) and shared that she would like to hold a launch event for the Strategy including having a key note speaker. She stated that, while there is currently no funding for such an event, Committee members should share their ideas with her so that it can be presented to Council and included in the budget.

## 7. **STAFF UPDATES (no report)**

### 7.1 **Grants Review**

Jen Arbo, Lead Economic Development Coordinator, provided an update on the Grants Review which included:

- A focus group was created and interviews held with those that were unable to attend the focus group sessions;
- A survey was conducted and received approximately 160 responses;
- Feedback opportunities were sent to all of the City's committee members as well as those that applied for grants over the last three years, whether or not their grant was awarded;
- The review was promoted through the City's social media and Invest New West; and
- A report would be going to Council on July 8, 2024 with recommendations regarding city grants.

### 7.2 **Anvil Centre Review**

Jennifer Miller, Manager, Public Engagement, arrived at 10:58 a.m.

**Procedural note:** Agenda Items 7.3. and 7.4 were addressed prior to Item 7.2. The minutes are recorded in numerical order.

Ms. Miller shared an update on the Anvil Centre Review and noted the following:

- Committee members provided input on the Anvil Centre review at the April 11, 2024 meeting;
- The community-wide engagement was to receive feedback from the community regarding what is and what is not working well at the Anvil Centre and how things could be improved in the future;
- A key questions from Council to the community for the engagement was how the Anvil Centre could be more welcoming and more of a community space;
- The engagement results were shared with Council on May 6, 2024 and Council endorsed the next steps which included workshops with staff from different departments to develop recommendations based on the feedback received during the community engagement process. The workshops are currently in progress with some already being held;
- The Anvil Centre Review Engagement Report can be viewed on the Be Heard website;

- Once refined, it is anticipated that the recommendations will be presented to Council at the July 15, 2024 Council Workshop; and,
- Some of the implementation pieces are already underway such as including library programming at the Anvil Centre.

In response to a Committee member's comment that the New Media Gallery is a popular reason for people to visit the City and their request that the City continue funding the Gallery, Ms. Miller acknowledged that through the engagement process staff heard that the Gallery was really appreciated.

### **7.3 Public Art Plan Status Update**

Todd Ayotte, Manager, Community Arts and Theatre, shared an update on the Public Art Plan (Plan):

- Phase 1 is complete and a framework draft is being developed;
- Phase 2 will include the implementation of an engagement plan;
- A focus group with Indigenous artists and curators was held to help guide the City's approach and support our efforts to decolonize and reduce barriers for artists;
- Engagement will include a public survey and internal and external focus groups, including past Public Art Advisory Committee members, to discuss processes and best practices;
- Staff will come back to the Arts, Culture and Economic Advisory Committee for feedback sometime in October or November; and
- It is anticipated that the final draft of the Public Art Plan will be presented to Council in the first quarter of 2025.

### **7.4 Arts Strategy Refresh**

Todd Ayotte, Manager, Community Arts and Theatre, shared an update regarding the Arts Strategy Refresh advising that:

- The current Arts Strategy (Strategy) was developed for 2019 to 2024, establishing a strong vision and overarching goals for arts development in the City;
- The pandemic significantly impacted implementation of the Strategy and, coming out of the pandemic, we are facing a very different cultural sector as some sector groups were not as resilient and are still trying to rebuild;
- There are new priorities and areas of focus that are driven by the changes in the sector, changes in community needs, Council's strategic priorities, and the City's commitment to diversity, equity, anti-racism, and de-colonialization;

- It is a living document and the broad goals provide a solid foundation that can be built upon;
- The review will include a summary of what has been accomplished and identify what is outstanding, with the goal of creating a revised implementation plan with internal and external stakeholders, including the Committee; and
- A revised timeline for the Plan will be created and will come back to the Committee prior to it being finalized in the first or second quarter of 2025.

Councillor Campbell stated that the recommendation to do a refresh makes sense and that she liked the idea of celebrating what has been accomplished. She encouraged Mr. Ayotte to let the Committee know if there was any way that they could assist with the refresh.

Jennifer Miller, Manager, Public Engagement, and Gerardo Corro Amador, Tourism New West Representative, left the meeting at 11:12 a.m.

#### **7.5 New Exhibition at New Media Gallery – PneumoMachinic**

Sarah Joyce, Director, Curator New Media Gallery, announced the new exhibition at the New Media Gallery (Gallery) titled “PneumoMachinic” which is the 33<sup>rd</sup> exhibition at the Gallery. She noted that the exhibition will be the work of three artists from Peru, Spain, and Turkey and will tell the story of breath and the influence of music and the colonization of the new world.

Ms. Joyce shared that six to eight thousand people attend each exhibition noting that, along with the lab programming participants, between 25 and 30 thousand people each year visit the Gallery. She shared that there is a great interest in building the cultural and business ecosystem in the downtown area.

Jen Arbo, Lead Economic Development Coordinator, left the meeting at 11:15 a.m.

#### **8. ROUNDTABLE UPDATES**

Tamsen McDonough, Home-based Business Representative, announced her resignation from the Committee as she is moving out of performing and into a full-time permanent job.

Angie Whitfield, New Westminster Chamber of Commerce Representative, shared that she would be stepping down from the Committee as she would

be moving into her new position as the Chief Executive Officer of the Burnaby Board of Trade.

Other updates from Committee members included:

- Arts New West will have a lot of events over the summer, including the Summer Concert Series which starts tonight;
- Fridays on Front will be starting again on July 20<sup>th</sup> with a Bollywood theme;
- People are looking forward to the New Westminster Pride Festival which is coming up in August;
- Steel & Oak Brewing Co. will be celebrating its 10<sup>th</sup> anniversary on June 23<sup>rd</sup> with a family-friendly party; and
- The Anvil Centre will again be hosting the Vancouver Retro Gaming Expo.

In response to a question from a Committee member regarding murals in the City, Todd Ayotte, Manager, Community Arts and Theatre, advised that details are being finalized for a mural to be put in the Downtown.

9. **NEW BUSINESS**

None.

10. **END OF MEETING**

The meeting ended at 11:27 a.m.

11. **UPCOMING MEETINGS**

August 8, 2024  
October 10, 2024  
December 12, 2024

Certified correct,

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Councillor Ruby Campbell

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Carilyn Cook, Committee Clerk

# REPORT

## *Community Services*

**To:** Mayor Johnstone and Members of Council  
**Date:** July 15, 2024

**From:** Blair Fryer,  
Acting Director of Community Services  
**File:** 05.1035.10

**Item #:** 2024-459

**Subject: Anvil Centre 10-year Review Recommendations**

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### **RECOMMENDATION**

THAT Council provide feedback on the proposed recommendations outlined in this report, which respond to Council and community input received through the Anvil Centre 10-year Review Engagement;

THAT Council approve the recommendations, and direct staff to begin implementation based on the timelines outlined in Attachment 1; and

THAT Council direct staff to bring enhancement requests related to the approved recommendations identified for implementation in 2025 forward as part of the City's 2025 Budget process.

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### **PURPOSE**

To share recommendations developed collaboratively by City staff that respond to Council and community input provided through the Anvil Centre 10-year Review process, and seek Council's feedback and consideration of approval to implement the recommendations.

### **BACKGROUND**

Anvil Centre is a vibrant cultural venue and conference centre located in downtown New Westminster. The multi-use, City-owned facility is designed to accommodate a wide variety of events, conferences, community programs, workshops, exhibitions,

performances and cultural experiences. Anvil Centre opened in 2014 and is reaching its first decade of operations.

On June 19, 2023 at a pre-workshop planning session with Council, staff presented a series of questions for Council to consider in order to frame a future, broader conversation on the strategic priority alignment of Anvil Centre. Informed by the feedback Council provided during that planning session, a Special Council Workshop on Anvil Centre was held on August 28, 2023. At the workshop Council endorsed Anvil Centre staff to prepare a detailed project and program plan, including developing a Community Engagement Plan with Public Engagement staff.

During these discussions, staff heard Council's desire for the engagement process to place a strong emphasis on the role of the facility within Downtown New Westminster, the experiences of its users and the broader community, and explore ways to make Anvil Centre a more welcoming and community-focused facility. This approach also sought to identify potential additions to current activities in the facility, making the engagement particularly relevant as we approach the 10-year anniversary of Anvil Centre.

On November 6, 2023, Council endorsed the proposed engagement approach, including engagement objectives, an overview of groups that should be included in the engagement, and framing for the community conversation.

The Anvil Centre 10-year Review engagement took place from February 1 through early April, 2024, and included workshops, drop-in engagement sessions, interviews, intercept surveys in Downtown New Westminster, and a variety of online engagement tools hosted on the [Be Heard New West project page](#). More than 300 people participated across all opportunities to share input.

The engagement results were provided to Council in a workshop meeting on May 6, 2024, and a summary report and the verbatim input were posted publicly on the Be Heard project page. At the May 6 workshop, Council endorsed staff's proposed next steps, which outlined a collaborative staff process to develop a set of recommendations that respond to Council's direction and the engagement input. Staff are now returning to Council to provide the draft recommendations for discussion, refinement and consideration of approval.

**DISCUSSION**

Following the May 6, 2024 Council workshop, staff worked to develop and facilitate a three-part workshop series to collaboratively develop and refine a set of draft recommendations that respond to input from Council and the community. These workshops were held through June 2024 and included staff from all divisions at Anvil Centre, New Westminster Public Library, Parks and Recreation, Corporate Communications and Public Engagement.

Once an initial set of draft recommendations was drafted, the Anvil Centre leadership team worked to refine the language and identify the resources required, high-level cost estimates, and proposed timelines for implementation. The draft recommendations for Council’s feedback are included below.

See Attachment 1 for the list of recommendations including the estimated resources, cost level and proposed timeframe for implementation.

**1 ACTIVATION**

- 1.1 Add mobile display cases in order to expand the community art and heritage exhibition programs to the ground floor, facilitate the exhibition of three-dimensional art works and artefacts, and, support visual displays to celebrate various cultural holidays and commemorative occasions throughout the year. Explore opportunities to potentially rotate displays to other civic facilities.
- 1.2 Explore temporary public art opportunities through the atrium and lobby. This could include art wraps on structural pillars.
- 1.3 Work to regularly activate the ground floor with public activities and vibrant offerings that will bring people into the facility. This could include introducing unstructured, drop-in activities, interactive educational displays and creative events.
- 1.4 Expand on existing partnerships with Library Services to activate the ground floor space and respond to needs in the Downtown neighbourhood.
- 1.5 Establish a new interdepartmental staff working group to work with all Anvil departments to collaborate on new programming, including representation from Recreation and Library Services (also see item 2.2).
- 1.6 Continue to proactively work with community partners in activating the ground floor of Anvil Centre during street festivals and other outdoor events on Columbia Street; seek out new partners to plan and develop new and innovative ways to increase presence at all street festivals on Columbia (also see item 2.4).
- 1.7 Develop selected flexible/ephemeral programming such as screen-based, sound and light to activate the ground floor.

**2 ACCESS**



- 2.1 Develop a strategic plan for Anvil Centre to provide clarity of purpose and establish priorities and a clear framework for facilitating community usage.
- 2.2 Identify underutilized times and spaces within the facility. Develop internal programs and work with Recreation and Library staff to develop a plan and support the delivery of new recreation and leisure opportunities at Anvil.
- 2.3 Establish strategies to create more flexibility in accessing Anvil programs and services. Potential strategies could include:
  - Expand and diversify drop-in program opportunities;
  - Explore ways to align with other civic facility access programs (Active Pass);
  - Offer more satellite programming at other civic facilities to generate interest and awareness of existing programming at Anvil Centre;
  - Work with other departments to develop a Pay-What-You-Can system.
- 2.4 Consider establishing a new funding stream in the City’s grants program specific to Anvil Centre activation and use. This could include prioritizing grant funding for applicants who propose activation and utilization of the ground floor.
- 2.5 Develop strategies to simplify booking processes for community access:
  - Streamline and centralize intake processes;
  - Reaffirm and clarify criteria for community use;
  - Establish priority use parameters for cultural and community activation;
  - Establish clear criteria for offering free community use (for example, specific spaces, specific days/times);
  - Where possible, align booking policies with other civic facilities.
- 2.6 Provide affordable and flexible catering alternatives for community users.

**3 AWARENESS**

- 3.1 Engage a consultant to develop a comprehensive communications plan for Anvil Centre that will:

- Maximize use of existing City communications channels;
  - Secure a prominent presence on the City's website for Anvil Centre and its programs;
  - Deliver cohesive, ongoing marketing of Anvil Centre and its offerings;
  - Explore ways that the building and downtown area can be used to facilitate communication.
- 3.2** Hire a communications and outreach specialist for the operation in order to action the communications strategy and ground level activations.
- 3.3** Strengthen internal communications processes to maximize opportunities for collaboration between all Anvil divisions.
- 3.4** Develop and install new external signage that is eye-catching, supports the needs and aesthetics of each cultural division, and creates greater awareness of the programs and services offered by all Anvil departments.
- 3.5** Develop and install new internal signage to direct visitors and increase awareness of offerings throughout the facility.

#### **4 EXPERIENCE**

- 4.1** Engage a space planning consultant familiar with cultural and public assembly spaces to develop a space plan to establish a more welcoming presence at Anvil. Potential initiatives could include:
- Relocate the kiosk to a more central and visible location;
  - Consider separating security and customer service functions in the redesign;
  - Increase cultural services staff presence on the ground floor;
  - Explore the introduction of new seating, work and passive gathering spaces in the lobby (the ground floor and all levels);
  - Add a rigging system to support temporary décor install and strike;
  - Add ambient sound through the space;
  - Add colour to provide warmth and visual interest;

\*Note that the need for additional storage space to support movable furniture will need to be addressed as part of the space plan.

- 4.2 Develop and implement an operational plan to identify what is working well, ways to improve guest experience and decrease any perceived/real barriers. Potential initiatives could include:
- Improve front line customer service presence and decrease security presence while maintaining the needed security function;
  - Develop a Facility Ambassador Volunteer Program with defined roles to augment the kiosk function;
  - Open the Columbia Street glass walls when possible to draw visitors into the facility.

### **NEXT STEPS**

Pending Council's approval of the recommendations outlined above, staff will proceed with implementation of the recommendations based on the timelines included in Attachment 1. For recommendations where additional budget has been identified, staff will complete the work required to develop more detailed budget estimates and bring these back to Council as part of the City Budget 2025 process.

### **FINANCIAL IMPLICATIONS**

Attachment 1 includes high-level cost estimates for the recommendations that staff suggest cannot be implemented within existing Anvil Centre budgets. The cost estimates are organized by \$ indicating up to \$15,000, \$\$ indicating \$15,000-\$75,000 and \$\$\$ indicating \$75,000 +. Pending Council's approval of the recommendations, staff will work to provide more detailed budget estimates and bring these forward as part of the City Budget 2025 process.

### **INTERDEPARTMENTAL LIAISON**

The collaborative staff process to develop the recommendations outlined in this report included staff from Parks and Recreation, the New Westminster Public Library, Corporate Communications, Public Engagement, and all divisions of Anvil Centre.

### **OPTIONS**

The following options are provided for Council's consideration:

1. That Council provide feedback on the proposed recommendations outlined in this report, which respond to Council and community input received through the Anvil Centre 10-year Review Engagement;
2. That Council approve the recommendations, and direct staff to begin implementation based on the timelines outlined in Attachment 1;

3. That Council direct staff to bring enhancement requests related to the approved recommendations identified for implementation in 2025 forward as part of the City's 2025 Budget process;
4. That Council provide alternative direction for staff.

Staff recommend Options 1, 2 and 3.

### **ATTACHMENTS**

Attachment 1 – Recommendations with Resources, Cost Level and Estimated Timeframe

### **APPROVALS**

This report was prepared by:

Jennifer Miller, Manager of Public Engagement  
Todd Ayotte, Manager of Community Arts and Theatre  
Rob McCullough, Manager of Museums and Heritage Services

This report was reviewed by:

Carolyn Casenas, Chief Librarian, New Westminster Public Library  
Corrinne Garrett, Senior Manager, Recreation Facilities and Programs  
Vali Marling, General Manager of Anvil Centre  
Diane Heal, Manager of Conference Services  
Gordon Duggan, Executive Director, New Media Gallery  
Sarah Joyce, Director Curator, New Media Gallery

This report was approved by:

Blair Fryer, Acting Director, Community Services  
Lisa Spitale, Chief Administrative Officer

## Attachment #1

*Recommendations and Resources,  
Cost Level and Estimated Timeframe*

## ANVIL CENTRE 10-YEAR REVIEW RECOMMENDATIONS

### Cost Estimate Key

WB = Within Existing Budgets

\$ = up to \$15,000

\$\$ = \$15,000-\$75,000

\$\$\$ = \$75,000 +

1	ACTIVATION					
	RECOMMENDATIONS	NOTES/CONSIDERATIONS	RESOURCES	CAPITAL	OPERATING	TIMELINE
1.1	Add mobile display cases to expand community art and heritage exhibition programs to the ground floor, facilitate the exhibition of 3-dimensional art works and artefacts, and, support visual displays to celebrate various cultural holidays and commemorative occasions throughout the year. Explore opportunities to potentially rotate displays to other Civic facilities	Design/fabrication, allocation, curation of content, space and date availability	One-time costs related to design and fabrication of the cases; existing staff resources to implement	\$\$	WB	Q2 - 2025
1.2	Explore temporary public art opportunities through the atrium and lobby. This could include art wraps on structural pillars.		New annual allocation from the public art reserve; existing staff resources to implement	\$\$	WB	Q2 - 2025
1.3	Work to regularly activate the ground floor with public activities and vibrant offerings that will bring people into the facility. This could include introducing unstructured, drop-in activities, and interactive educational displays and creative events.	Internal coordination required; expected revenue implications related to lost conference booking days due to increased programming.	Ongoing new staffing resources to program and coordinate; materials and supplies for delivery	None	\$\$	Q2 - 2025
1.4	Expand upon existing partnerships with Library services to activate the ground floor space and respond to needs in the Downtown neighbourhood		Existing staff resources	None	WB	in progress
1.5	Establish a new interdepartmental staff working group to work with all Anvil departments to collaborate on programming, including representation from Recreation and Library Services.		Existing staff resources	None	WB	Q4 - 2024

1.6	Continue to proactively work with community partners in activating the ground floor of Anvil Centre during street festivals and other outdoor events on Columbia Street; seek out new partners to plan and develop new and innovative ways to increase presence at all street festivals.	Internal coordination required; expected revenue implications related to lost conference booking days due to increased programming (shared staff resource).	Existing staff resources augmented by new outreach staff to engage new partners and identify new opportunities.	None	See item 3.2	in progress
1.7	Develop selected flexible/ephemeral programming such as screen-based, sound and light to activate the main floor.	Shared staff resource relative to items 1.6 and 3.2.	Existing staff resources augmented by new outreach staff	None	See item 3.2	Q-1 2025
<b>2</b>	<b>ACCESS</b>					
	RECOMMENDATIONS	NOTES/CONSIDERATIONS	RESOURCES	CAPITAL	OPERATING	TIMELINE
2.1	Develop a strategic plan for Anvil Centre to provide clarity of purpose and establish priorities and a clear framework for facilitating community usage.		One-time cost to engage a consultant	None	\$	Q1 - 2025
2.2	Identify underutilized times and spaces within the facility. Develop internal programs and work with Recreation and Library staff to develop a plan and support the delivery of new recreation and leisure opportunities at Anvil.		Existing staff resources	None	WB	Q3 -2024
2.3	Establish strategies to create more flexibility in accessing Anvil programs and services.		Existing staff resources	None	WB	Q4 - 2024
2.4	Consider establishing a new funding stream in the City's grants program specific to Anvil Centre activation and use. This could include prioritizing grant funding for applicants who propose activation and utilization of the ground floor.		Coordinate with grants staff and align with planned review of the funding envelope and microgranting process	None	WB	Q3 - 2025
2.5	Develop strategies to simplify booking processes for community access.		Existing staff resources	None	WB	Q4 - 2024
2.6	Provide affordable and flexible catering alternatives for community users.	To be aligned with Fraser Health Authority guidelines and protocols	Existing staff resources	None	WB	in process
<b>3</b>	<b>AWARENESS</b>					
	RECOMMENDATIONS	NOTES/CONSIDERATIONS	RESOURCES	CAPITAL	OPERATING	TIMELINE

3.1	Engage a consultant to develop a comprehensive communications plan for Anvil Centre	Consulting costs; potential costs related to recommendations	One-time cost to engage a consultant	None	\$\$	Q2 - 2025
3.2	Hire a communications and outreach specialist for the operation in order to action the communications strategy and ground level activations.	This position could also support coordination of ground floor community activations as noted in items 1.6 and 1.7 above.	Ongoing new funding for staff position	None	\$\$\$	Q2 - 2025
3.3	Strengthen internal communications processes to maximize opportunities for collaboration between all Anvil divisions.		Existing staff resources	None	WB	in process
3.4	Develop and install new external signage that is eye-catching and creates greater awareness of the programs and services offered by all Anvil department.	Based on current infrastructure (electrical), signage by-laws, space availability	Capital request	\$\$\$	WB	Q3 - 2025
3.5	Develop and install new internal signage to direct visitors and increase awareness of offerings throughout the facility.		Capital request	\$\$	WB	Q3 - 2025
<b>4</b>	<b>EXPERIENCE</b>					
	<b>RECOMMENDATIONS</b>	<b>NOTES/CONSIDERATIONS</b>	<b>RESOURCES</b>	<b>CAPITAL</b>	<b>OPERATING</b>	<b>TIMELINE</b>
4.1	Engage a space planning consultant to develop a space plan to establish a more welcoming presence at Anvil.	Consultant costs; Recommendations will require capital investment; some can be actioned in Q4 2024	One-time cost to engage a consultant; capital budget TBD	TBD	\$\$	TBC
4.2	Develop and implement an operational plan to identify what is working well, how can improve guest experience and decrease any perceived/real barriers.	If kiosk staff uniforms are changed / eliminated there is a cost savings for uniform cleaning. Security uniforms required due to provincial regulation.		None	WB	Q3/4 - 2024



## Grant Review Phased Approach

Commencing July 2024

Action	Timeline
<b>Phase 1</b>	
<p><b>Online Platform</b> Staff have identified and selected a replacement platform that allows for in-house configuration, advanced customization, embedded reporting and with a cost savings of approximately \$20,000 annually. This platform is being configured now and will be operational for the next grant intake.</p>	Q3 2024
<p><b>Improved Reporting</b> The grant review feedback showed that the community has an interest in better understanding what types of initiatives have been funded, and that grant recipients have a desire for less onerous and rigid reporting. As such, staff recommend multiple levels of reporting requirements based on the dollar value of the grant awarded divided into four categories based on the value of the grant awarded: \$500 and less, \$501-\$5,000, \$5001-\$15,000, and grants of \$15,001 and up. Receipts and supporting documentation will be required for expense reimbursement. However, storytelling, relationship-building, and community impact will also be considered when assessing the amount of detail necessary.</p>	Q3 2024
<p><b>Funding Terms</b> Staff recommend the allowance of five year funding arrangements to commence in the Fall 2024 intake.</p>	Q3/Q4 2024
<p><b>Partial Payment up Front</b> In the consultation, participants noted the challenge in carrying the financial burden of their single year grant award until after their event or program concludes. Staff recommend 100% payment for cash grants of \$500 or less, and 50% payment up front for recipients who have previously demonstrated the ability to carry out their proposal. While this does introduce additional administrative responsibility for the City, it does support community partners in their planning.</p>	Beginning 2025 fiscal year, impacting grants awarded in fall 2024
<p><b>Budget Enhancements for Staffing and Communication</b> Staff recommend including budget enhancements in 2025 budget deliberations to build capacity in the grant function of Community Services. This includes a permanent, full-time grants coordinator whose role will include not only overseeing the grant program, but in continuing to build relationships with grant applicants and moving the phased recommendations forward. This cost is identified at approximately \$70-\$80K plus benefits annually, but would be refined during the budgeting process based on the job specifications.</p>	Budget development for 2025 budget

<p>Currently, staff capacity is limited and the grants program is administered by several staff working in other roles who contribute to the work despite it not being identified in their work plans. This results in community organizations reporting that they are not sure who to connect with for questions. The Grants Coordinator would be tasked with developing and implementing a more detailed work plan for the remaining phases, including identifying future budget requests or modifications based on the recommendations in this report.</p> <p>Additionally, staff recommend the addition of a budget for marketing and promotion of both the calls for applications and the reporting back to the community. Feedback from the engagement indicated that the City’s communication in both areas would benefit from improvement. \$5K is identified for design, production, implementation, and paid advertising costs.</p>	
<b>Phase 2</b>	
<p><b>Improvements to Adjudication Model and Grant Process</b>  Community consultation indicated support to move to a values-based model that does not rely on changing Council strategic priorities and instead reflects the values of the community. Specifically, the feedback received expressed concern with relying on strategic plans that may change as a new Council is elected, making it challenging for community organizations to pivot operations to match well enough to be awarded a grant. Feedback also found no apparent support for a single adjudication committee, however it was noted that the current three committee structure was not preferred either.</p> <p>An exercise that included community consultation to determine the adjustments would need to be conducted, however this would require more time than what is currently available and should occur after a Grants Coordinator is hired. To facilitate the fall 2024 intake, the current structure should be maintained.</p>	Q1/Q2 2025
<p><b>Calculation of City Services</b>  Feedback received indicates that how City Services are calculated also requires adjustment to make the process more transparent and easier to understand. However, this is recommended as an adjustment for the fall 2025 intake rather than the fall 2024, as it will require interdepartmental analysis to understand where the challenges lie. Some of the concerns raised were related to the cost of policing, waste removal, and rental of facilities and suggestions were received to post a list of fees and charges that community organizations could use to calculate their grant proposals before the application window opens. It is important that staff can quantify the</p>	Q2 2025

<p>true costs of supporting events and programs through the granting program.</p>	
<p><b>Microgranting</b> Development of a microgrant program using unused funds from Q1 and Q2, administered in Q3. This program would feature grants of \$500 or less, and would prioritizing low-barrier access with payment upfront. Very little reporting or receipt reimbursement will be required as it will be designed as an incubating and capacity building program.</p>	<p>Q3 2025</p>
<p><b>Mentorship for Incubating or Emerging Community Initiatives</b> During all phases of consultation, staff heard that incubating and emerging community initiatives require additional support to have equitable and inclusive access to grant funding. An early task for the Grants Coordinator is the development of a mentorship program that might include peer or staff support to increase capacity for community members or groups with emerging initiatives.</p>	<p>Q3 / Q4 2025 (in time for the fall intake of grants)</p>
<p><b>Total Funding Envelope Budget Increases</b> Staff heard in the consultation for this review that the costs of producing events or in providing services has increased in every aspect, and continues to do so. Community groups are tasked with doing more with less. Staff recommend that Council consider increases to the granting budget as the financial planning allows.</p>	<p>Budget 2026 and beyond</p>
<p><b>Phase 3</b></p>	
<p><b>Development of a Service Delivery Partnership Model</b> Staff recommend consideration of a service delivery partnership model to address community needs by leveraging expertise in the non-profit sector in New Westminster to deliver critical services to serve the community based on the values determined in Phase 2. This would be separate from, but related to, the granting process and require a budget allocation. Unlike a Fee for Service model which is entirely defined by a contract that specifies activities and is located within the business unit that oversees the area requiring service (such as the operating agreement in place for Anvil Theatre), a “Service Delivery Partnership” model would leverage niche non-profit expertise to deliver services that align with the City’s service delivery goals and values. Examples may be organizations that provide services to vulnerable or marginalized populations, or promote and develop arts &amp; culture in the community. These would be long-term, highly-engaged relationships. Informally, these partnerships already exist, however the challenge is that they are currently only able to apply for and secure three year funding for specified activities, and despite being uniquely positioned, are required to compete for funds to deliver services the City relies on.</p>	<p>Analysis and Planning 2026, Budget considerations and Implementation 2027</p>



# Annual Plan 2024

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A service of **metro**vancouver

## Indigenous Territorial Recognition

Metro Vancouver acknowledges that the region's residents live, work, and learn on the shared territories of many Indigenous peoples, including 10 local First Nations: **q̓ícáý'** (Katzie), **q̓ʷa:ńłəń** (Kwantlen), **kʷikʷəłəm** (Kwikwetlem), **máthxwi** (Matsqui), **xʷməθkʷəy̓əm** (Musqueam), **q̓iqéyt** (Qayqayt), **se'mya'me** (Semiahmoo), **Sḵwxwú7mesh Úxwumixw** (Squamish), **scə́wáθən məsteyəxʷ** (Tsawwassen) and **səlilwətał** (Tsleil-Waututh).

Metro Vancouver respects the diverse and distinct histories, languages, and cultures of First Nations, Métis, and Inuit, which collectively enrich our lives and the region.

## About Metro Vancouver

Metro Vancouver is a diverse organization that plans for and delivers regional utility services, including water, sewers and wastewater treatment, and solid waste management. It also regulates air quality, plans for urban growth, manages a regional parks system, provides affordable housing, and serves as a regional federation. The organization is a federation of 21 municipalities, one electoral area, and one treaty First Nation located in the region of the same name. The organization is governed by a Board of Directors of elected officials from each member jurisdiction.

Connect with us: [InvestVancouver.ca](https://www.investvancouver.ca)

January 2024

Cover images: Richmond, Coquitlam, North Vancouver

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### Message from Metro Vancouver Regional District Board Chair

Metro Vancouver is a regional federation of 21 municipalities, one treaty First Nation and one electoral area, responsible for providing critical –services to 2.8 million residents – more than half the population of BC – with services in drinking water, wastewater treatment, solid waste management, air quality monitoring and climate solutions, affordable housing, regional parks, and economic development.

Invest Vancouver is Metro Vancouver’s economic development service for the region. The Metro Vancouver region is critical to the economic performance and social fabric of the province of BC and Canada. Our regional economy sustains the largest and most diverse share of BC’s employment and economic activity, and is a driver of sustained growth, innovation, and new enterprise.

Now more than ever, it is crucial that we collaborate with our partners, other orders of government, and industry sectors to amplify strategic investment efforts. By working together, we can lay the foundation for a greener, resilient, equitable, and more sustainable economy that will provide high-quality jobs within our region that is expected to grow by approximately one million more people by 2050. Invest Vancouver is committed to providing the regional scale and perspective that is necessary to advance opportunity and more broadly shared prosperity for our diverse and growing region.

**George V. Harvie**  
*Chair, Metro Vancouver Board*



Brockton Point, Stanley Park



### Message from Invest Vancouver Management Board Chair

Invest Vancouver continues to be a unifying regional force in building a resilient and inclusive economy. Anchored in good governance and ambitious thinking, we are working hard to position Metro Vancouver for success in a dynamic global economy. Year over year, we have evolved to meet the changing needs of people and businesses so that we can support innovation, scaling up, new investment, and better protect the region against turbulent economic times. We are committed to closely watching trends, bringing together experts, and finding practical solutions. The Invest Vancouver Management Board, comprised of elected officials and leaders from across industries, guides this work so that the Metro Vancouver Regional District Board can take action on building stronger communities where everyone can thrive.

The Metro Vancouver regional economy is diverse – and this fact has always been the source of our strength. Regional collaboration will help achieve the resilience we seek. Today and every day we build on our foundation by amplifying opportunities for the 2.8 million residents who call this place home. As we develop talent, promote innovation, and grow key industries, I invite you to be a part of our success story.

**Linda Buchanan**

*Chair, Invest Vancouver Management Board*



## About Invest Vancouver

Invest Vancouver is Metro Vancouver's regional economic development service. By working to secure strategic investment, fostering collaboration to promote the region to a global audience, and advising decision-makers through forward-thinking economic research and policy analysis, Invest Vancouver is amplifying opportunity and advancing shared prosperity for all 2.8 million residents of the Metro Vancouver region.

**Purpose:** To amplify opportunity.  
To propel prosperity.

**Mission:** We position our region for success in a rapidly evolving global economy.

**Vision:** A dynamic and resilient regional economy that delivers prosperity for all.



## Mandate

As a service of Metro Vancouver, Invest Vancouver's mandate is to support the attraction of strategic investment in export-oriented industries to facilitate the creation of high-quality jobs for the benefit of all residents. There are three areas of focus to facilitate this:

- Attract strategic investment in the region's targeted industries to enhance regional prosperity and serve as a trusted advisor, providing technical assistance, local connections, and business intelligence.
- Conduct research and policy analysis to advise and inform leaders and decision makers on economic development policy and opportunities to enhance the Metro Vancouver region's global competitiveness.
- Foster collaboration with regional leaders on economic development opportunities and promote the Metro Vancouver region to a local, national, and global audience to position our communities and people to prosper in a rapidly evolving economy.

## Collaboration and Engagement

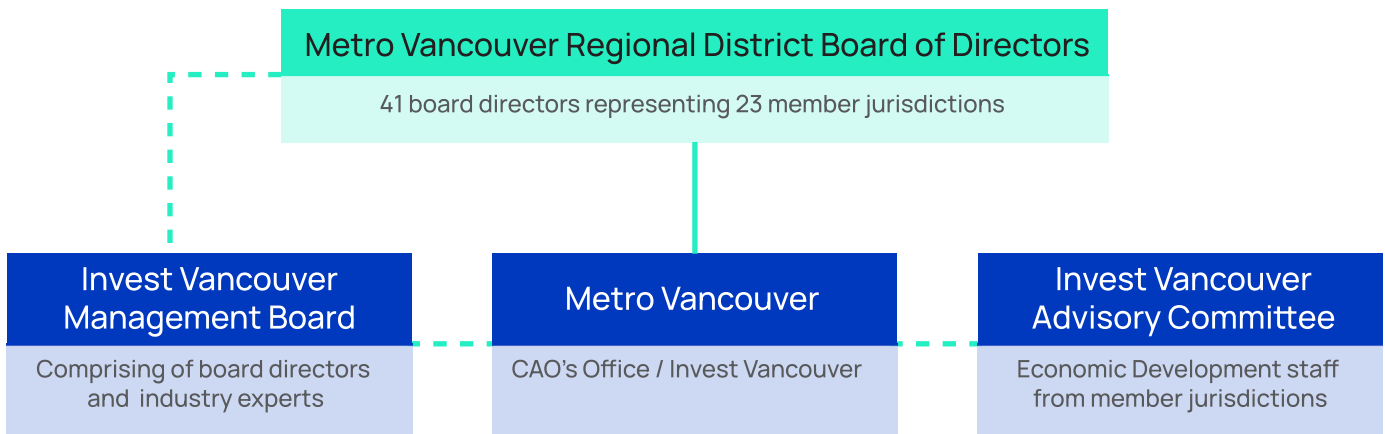
Invest Vancouver actively collaborates with member jurisdictions and stakeholders through the Invest Vancouver Management Board and the Invest Vancouver Advisory Committee.

The Invest Vancouver Management Board is the standing committee that is responsible for providing strategic oversight and guidance to Invest Vancouver, and for providing advice and recommendations directly to the Metro Vancouver Regional District Board.

The Invest Vancouver Advisory Committee is made up of senior economic development staff from member jurisdictions that provide advice on issues related to economic development and strategic investment. The advisory committee facilitates the exchange of data, identifies areas of research and analysis, and provides guidance on how the Invest Vancouver service can support cross-regional collaboration and amplify the economic development initiatives of member jurisdictions.

The annual plan identifies priorities and initiatives for how Invest Vancouver will complete the necessary work to achieve the mission, vision, and objectives of Metro Vancouver as outlined in its adopted Board Strategic Plan. The priorities and activities highlighted in the annual plan aligns with the Board approved 2024 budget, and also complement other Metro Vancouver initiatives such as Metro 2050 – the federation’s regional growth strategy.

This 2024 Annual Plan will steer project work and activities in order to attract foreign direct investments into the region. The plan was developed with feedback and input from the Invest Vancouver Management Board, Invest Vancouver Advisory Committee, and from ecosystem partners and key stakeholders. The coordinated approach in building this plan will amplify foreign investment opportunities across Invest Vancouver’s key industries.



## 2023 Year in Review

In collaboration with member jurisdictions, partners, decision makers, and thought leaders, Invest Vancouver accomplished several initiatives aligned with the 2023 priorities that achieved significant success in advancing shared prosperity in the region.

**7** investments landed, worth more than \$1.23 billion in FDI and more than 750 jobs



**120** new investment leads handled



**14** international delegations hosted

**15**



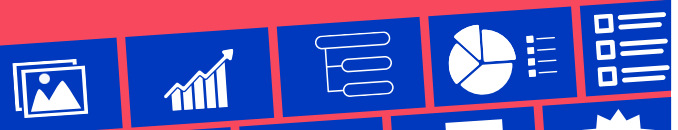
events promoting business development and investment attended outside of BC

**2**

in-depth studies on regional economy and targeted sectors

**4**

sector-specific investor value proposition documents



**100%**

increase in followers on LinkedIn, achieving 2,000+ followers

**2**

new promotional videos



Below is a summary of delivered priorities and milestones reached in 2023.

## 2023 PRIORITY #1

### Attract world-class companies to the Metro Vancouver region

#### Advanced global visibility by elevating the regional profile

To attract the attention of world-class companies, it is vital for Invest Vancouver to build a local and international presence. This was achieved by maintaining a presence through hosting, promoting or attending national and international events across key sectors and areas in alignment with our strategic goals. At the same time, our team developed new promotional material and adapted content to highlight advantages of the region.

#### Highlights of this work include:

- Met with companies that expressed an interest in doing business in the Metro Vancouver region or wanted to expand their existing operations here.
- Hosted international delegations from Australia, Belgium, France, Germany, Ireland, Italy, Japan, Mexico, Netherlands, Philippines, Singapore, Taiwan, and United States.
- Engaged with six sector specific local business events including the Canadian Venture Capital Assoc., Hy F-Cell, Motivate, Clean Energy, Zero-Waste, and GreenShip to promote Invest Vancouver's key industries.
- Developed or expanded business relationships with BC Trade and Invest, Invest in Canada, Global Affairs Canada, and other local and national industry associations.
- Participated in two Global Affairs Canada Investment Roadshows to Asia-Pacific and Europe to promote investment in Canadian city-regions, and engaged with the Canadian Trade Commissioner Service.
- Conducted business development trips outside the region to promote Metro Vancouver in key markets and at key events as well as met with prospective investors to strengthen global trade and investment networks.
- Revamped Invest Vancouver's "Advantages" webpage to include an interactive map and data visualizations to promote the region's assets, fundamental infrastructure, and transportation corridors.
- Developed the Innovation Ecosystem Profile to showcase to prospective investors a diverse and dynamic supporting environment that fosters the innovation and growth in strategic industries in the Metro Vancouver region.
- Developed investor value proposition for key industries to effectively showcase the unique advantages and opportunities.
- Developed marketing materials aimed at foreign investors to support investment decision-making regarding the region's competitive advantages.
- Developed a high-level plan to host key executives and investors at the FIFA World Cup games to be hosted in Vancouver in 2026.



Invest Vancouver EU Delegates and Mayors Luncheon

## 2023 PRIORITY #2

### Strengthen our key strategic industries

#### Enhanced an evidence-based approach and data-driven understanding of targeted industries to unlock growth opportunities

A data-driven understanding of key industries allows for strategic informed decisions in economic development and investment attraction; thereby enhancing and maximizing viable economic opportunities for regional prosperity. Invest Vancouver released three publications this year that deepened the understanding of select industries. In addition, Invest Vancouver engaged with a range of local partners to support business retention and expansion efforts within the region and shared and exchanged business intelligence, economic trends, and opportunities.

#### Highlights of this work include:

- Completed and published the Life Sciences Report that showcases the region's rapidly growing life sciences industry, highlights its potential to become a global hub, and provides recommendations on talent development, resource accessibility, and maintaining competitive business costs to strengthen this key industry.
- Completed and published the Strategic Industries Analytics Project that generated previously unavailable data for some of Invest Vancouver's key industries, enabling a granular understanding of the critical drivers and trends necessary for data-driven strategic planning.
- Showcased the Metro Vancouver region's rapidly evolving emerging mobility and clean transportation space at the Motivate Conference (June 27-28, 2023) during clean transportation month in June, accompanied by regional and provincial proclamations.
- Developed strategic partnerships to expand the region's economic and creative potential.
- Strengthened global awareness of the region's water tech sector and its competitive advantages, and engaged with international investors on regional economic opportunities.

## 2023 PRIORITY #3

### Address regional issues to increase resilience for the regional economy

#### Engaged leaders and decision makers across the region to collaborate on shared priorities to advance prosperity

To address challenges deemed as barriers in advancing the resilience of the regional economy for residents, Invest Vancouver identified and engaged with leaders, decision makers, industry experts, and the ecosystem community to grow and nurture a foundation that amplifies shared prosperity.

#### Highlights of this work include:

- Initiated the process to develop the Regional Economic Development Strategic Plan that will guide the region's economic activities from 2025 – 2030.
- Identified collaborative partnership opportunities for economic reconciliation projects with indigenous communities (GVBOT Indigenous Opportunities Forum, First Nations Technology Council), and developed a working definition of economic reconciliation to inform future efforts.
- Hosted a networking reception to convene European Consuls General with Metro Vancouver Mayors to strengthen bilateral relationships and promote trade investments opportunities.
- Researched feasibility of workforce development initiatives including interviews with industry representatives to identify potential sources of funding and partnerships.
- Curated and hosted a life sciences event, highlighting the industries milestones and potential, fostering collaboration among industry leaders, government, and research institute to raise the industry profile and facilitate future growth.
- Developed a Tech Talent Guide that promotes Metro Vancouver's thriving tech industry and illuminates the region's attractive competitive access to talent.
- Explored transformational economic development opportunities in areas such as zero-emissions aviation and advanced air mobility, net-zero supply chains, and a green shipping corridor.

## 2023 PRIORITY #4

### Provide a focused, sustainable regional service

#### Increased synergy and alignment to optimize achieved goals

Invest Vancouver worked with partners, other levels of government, business leaders, and investors to maximize partnership opportunities for best results on priority projects.

#### Highlights of this work include:

- Supported events and programs that amplified key industry sectors by connecting government representatives, business leaders, investors, and innovators.
- Raised the profile of Metro Vancouver's Invest Vancouver as a trusted regional economic development service by providing business intelligence and advice, and offering access to established networks, educational institutions, and other supporting agencies that play key roles in the region's local ecosystem.
- Launched a Customer Relationship Management (CRM) platform for better tracking and reporting and established a Request for Information (RFI) process for improved coordination with member jurisdictions.

## 2024 Work Plan Priorities and Key Initiatives

This year, Invest Vancouver will continue to build from the priorities developed for 2023 to advance the Metro Vancouver region as a globally recognized, world-class region. The priorities that will guide Invest Vancouver to deliver on its mandate, and position the region for success in a rapidly evolving global economy are:

1. Attract world-class companies to the Metro Vancouver region
2. Strengthen our key strategic industries
3. Address regional issues to increase resilience for the regional economy
4. Provide a focused, sustainable regional service

### 2024 PRIORITY #1

## Attract world-class companies to the Metro Vancouver region

### Cultivate Investment Opportunities

- Deliver an international events-based business development program with increased focus on proactive identification of target markets and industries, including six outbound events for the purpose of lead generation.
- Enhance engagement with a minimum of 20 international inbound delegations and executive familiarization tours with the support of industry champions from across the region.
- Explore opportunities to develop a proactive aftercare program with member jurisdictions and other levels of government to retain and support the expansion of companies in the region, and provide recommendations on new programs for 2025.

### Increase brand recognition and elevate profile

- Build on a robust brand and marketing strategy to further local and international brand recognition of the Metro Vancouver region.
- Advance Invest Vancouver's digital presence (including web and social media) with new relevant and persuasive multimedia materials for both the local and global audience, and increase visits and social media followers over 2023.
- Promote and support partnerships across the region to increase collaboration across seven key industries and priorities to expand regional impact and spur innovation.

### Data-Driven Investment Attraction

- Develop evidence-based intelligence and materials promoting the region's competitive advantages in industries of focus to persuade prospective investors, with a specific focus on high-tech.
- Enhance data-driven understanding of export-oriented targeted industries, and identify priority areas to guide economic development and investment attraction, including the FDI initiative project.

## 2024 PRIORITY #2

### Strengthen our key strategic industries

#### Regional Understanding and Collaboration

- Engage member jurisdictions and other Metro Vancouver functions to address regional issues with a direct impact on investment attraction and economic development, including eight Invest Vancouver Advisory Committee meetings in 2024.
- Broaden the understanding of the needs of organizations setting up operations in the region, and work with member jurisdictions to increase success through the Invest Vancouver Advisory Committee.

#### Sector and Market Understanding

- Publish research profiling the region's tech sector and further undertake research on cleantech and foodtech sectors in the Metro Vancouver region.

#### Research and Policy Analysis

- Develop business intelligence for leaders and decision makers that identifies barriers to growth and covers important economic development policies, opportunities, and issues.
- Publish research profiling the ongoing importance and economic impact of foreign direct investment (FDI) through the activities of multinational enterprises.

## 2024 PRIORITY #3

### Address regional issues to increase resilience for the regional economy

#### Regional Economic Vision and Resiliency

- Develop a Regional Economic Development Strategy (REDS) for the Metro Vancouver region by engaging with local government, communities, and industry leaders to deliver a more prosperous, innovative, inclusive, equitable, resilient, and low carbon economy by 2030.
- In partnership with industry, initiate activities and plans for transformational economic development projects such as a zero-emissions aviation innovation hub and a maritime green shipping corridor.

#### Economic Reconciliation

- Highlight Indigenous business success stories and economic opportunities occurring in the Metro Vancouver region, including at least two events in the year to support Indigenous economic reconciliation.
- Explore and foster strategic partnerships with member jurisdictions, industry leaders, and Indigenous communities to improve resilience and strengthen the regional economy.

#### Workforce Development

- Develop an outreach and engagement plan for workforce development to address the Metro Vancouver region's talent supply issues.
- Articulate and promote the strengths and advantages of the diverse talent pools within the Metro Vancouver region by creating and publishing a workforce data dashboard.



## 2024 PRIORITY #4

# Provide a focused, sustainable regional service

### Regional Convening and Advancing Relationships

- Increase connections with business leaders and explore strategic partnerships to support economic development in key sectors by participating in at least ten formal collaborations.
- Enhance communications and information sharing across all levels of government as a way to attract investment into the Metro Vancouver region, including four FDI roundtable meetings with other levels of government.

### Aligning Resources

- Host an annual session with the Invest Vancouver Advisory Committee to enhance regional alignment on foreign direct investment (FDI) and economic development initiatives and exchange best practices to promote investment opportunities, regional advantages, and increase lead generation to enhance regional collaboration.
- Identify new funding envelopes from third party providers to assist Invest Vancouver in delivering and/or expanding their programs and services for the region.

## 2024 Invest Vancouver Management Board

**Chair:** Linda Buchanan, Mayor, City of North Vancouver

**Vice Chair:** Harry Bains, Councillor, City of Surrey

**Bridgitte Anderson**, President and Chief Executive Officer, Greater Vancouver Board of Trade

**Janet Andrews**, Secretary-Treasurer, New Westminster and District Labour Council

**Andrew Bak**, Tsawwassen Member, Judicial Council, Tsawwassen First Nation

**Malcolm Brodie**, Mayor, City of Richmond

**Queenie Choo**, Chief Executive Officer, S.U.C.C.E.S.S.

**Joanne Curry**, Vice President, External Relations, Simon Fraser University

**Darren Dhal**, Dean, Sauder School of Business, University of British Columbia

**Loc Dao**, Executive Director, DigiBC

**Trevor Davies**, Secretary-Treasurer, CUPE BC

**Bob Dhaliwal**, Secretary-Treasurer, International Longshore and Warehouse Union Canada

**Lisa Dominato**, Councillor, City of Vancouver

**Nora Gambioli**, Councillor, District of West Vancouver

**Anita Huberman**, President and Chief Executive Officer, Surrey Board of Trade

**Wendy Hurlburt**, President and Chief Executive Officer, Life Sciences BC

**Jeanette Jackson**, Chief Executive Officer, Foresight

**Amy Lang**, President, North Shore & Mammoth Studios

**Richard Lee**, Councillor, City of Burnaby

**Chris (Syeta'xtn) Lewis**, Director of Indigenous Initiatives and Reconciliation, Simon Fraser University

**John McEwen**, Mayor, Village of Anmore

**Mike McDaniel**, President and General Manager, Coast Mountain Bus Company

**Mike McNaney**, Vice President and Chief External Affairs Officer, Vancouver Airport Authority

**Fazil Mihlar**, Deputy Minister, BC Ministry of Jobs, Economic Development and Innovation

**Cheryl Muir**, Vice President, DIGITAL

**Evi Mustel**, Owner and President, Mustel Group

**Ajay Patel**, President, Vancouver Community College

**Olga Stachova**, Chief Executive Officer, MOSAIC

**Diana Stephenson**, Senior Vice President of Customer and Corporate Affairs, BC Hydro

**Peter Xotta**, President and Chief Executive Officer, Port of Vancouver

**Brad West**, Mayor, City of Port Coquitlam

**Bryan Yu**, Chief Economist, Central 1

## Appendix A: Invest Vancouver 2023 Annual Plan Achievements

GOAL	OBJECTIVE	HIGHLIGHTS
<b>Attract world-class companies to the Metro Vancouver region</b>		
<b>Global Visibility and Regional Profile</b>	Develop evidence-based intelligence and materials promoting our competitive advantages in industries of focus to persuade prospective investors	<ul style="list-style-type: none"> <li>• Life Sciences sector profile</li> <li>• Tech Talent Guide</li> </ul>
	Continue to build compelling, data-driven digital presence (including web and social media) with relevant persuasive multimedia materials for both a local and global audience	<ul style="list-style-type: none"> <li>• Social media campaigns</li> <li>• Economic data dashboards</li> <li>• Interactive regional map</li> <li>• Promotional videos</li> <li>• Regional advantages webpages</li> </ul>
<b>Strategic Investment Opportunities</b>	Provide tailored inbound investment services in alignment with partners	<ul style="list-style-type: none"> <li>• Produced "Doing Business in the Metro Vancouver Region" guide</li> <li>• Hosted 15 inbound delegations that brought 148 organizations in total</li> <li>• Developed Request for Information (RFI) process for site selection with member jurisdictions</li> <li>• Initiated planning for FDI attraction at FIFA World Cup 2026</li> </ul>
	Expand outbound activity with targeted event-based business development opportunities	<ul style="list-style-type: none"> <li>• Conducted 15 business development trips outside the region to promote investment opportunities in the region</li> </ul>
	Develop region-to-region trade and investment corridors and maintain through initiatives, events, and programs	<ul style="list-style-type: none"> <li>• Initiated relationships with Singapore and Japan</li> </ul>
<b>Strengthen our key strategic industries</b>		
<b>Evidence-based Approach</b>	Enhance data-driven understanding of export-oriented targeted industries to guide economic development and investment attraction	<ul style="list-style-type: none"> <li>• Strategic Industries Analytics Project</li> <li>• Life Sciences Report</li> <li>• High tech research (report to be released in 2024)</li> <li>• Targeted sectors investment value proposition material</li> </ul>
	Identify barriers in targeted industries to guide policy-makers and leaders in order to unlock further growth and maximize investment attraction	<ul style="list-style-type: none"> <li>• Life Sciences report</li> </ul>
<b>Innovation Ecosystem</b>	Convene leaders to strengthen and develop increased innovation capacity in industries such as life sciences, clean technology, and high tech in the region	<ul style="list-style-type: none"> <li>• European Union Consuls General Networking Reception</li> <li>• Vancouver-Netherlands exchange on Water Tech cluster building</li> <li>• Clean Transportation Month</li> </ul>
	Develop guides to the regional innovation ecosystem and supporting assets	<ul style="list-style-type: none"> <li>• Innovation Ecosystem Profile</li> </ul>

GOAL	OBJECTIVE	HIGHLIGHTS
<b>Address Regional Issues to Increase Resilience for the Regional Economy</b>		
<b>Informed Advocacy and Engagement</b>	Engage decision makers to inform and guide actions identified as integral to improving resilience and strengthening the regional economy	<ul style="list-style-type: none"> <li>• Presentations to key stakeholders on issues of regional significance</li> </ul>
	Convene leaders to collaborate on initiatives of regional significance to address economic shifts including the transition to a digital economy, climate change, supply of industrial land, and other implications of a growing population	<ul style="list-style-type: none"> <li>• Invest Vancouver Management Board Standing Committee meetings</li> <li>• Life Sciences Event</li> <li>• Water Tech International Event</li> <li>• Clean Transportation Month</li> </ul>
<b>Regional Vision and Perspective</b>	Continue engaging member jurisdictions to address regional issues that have a direct impact on investment attraction and other economic development initiatives	<ul style="list-style-type: none"> <li>• Invest Vancouver Advisory Committee meetings (9)</li> </ul>
	Develop a framework and begin engagement process to produce a regional economic development strategic plan in 2024	<ul style="list-style-type: none"> <li>• Regional Economic Development Strategy committee report</li> </ul>
<b>Economic Reconciliation</b>	Continue engaging indigenous communities and business entities to advance economic reconciliation and indigenous prosperity through regional economic development opportunities and partnerships	<ul style="list-style-type: none"> <li>• Created working definition of economic reconciliation at the May 2023 Invest Vancouver Management Board Meeting</li> <li>• Supported GVBOT Indigenous Opportunities Forum</li> </ul>
	Highlight indigenous business success stories and economic opportunities occurring the Metro Vancouver region	<ul style="list-style-type: none"> <li>• Supported with First Nations Technology Council to promote indigenous leadership</li> </ul>
<b>Workforce Development</b>	Research and provide insights regarding priority talent supply issues in the Metro Vancouver region	<ul style="list-style-type: none"> <li>• Supported TAP Network to develop diversity dashboard</li> </ul>
	Work with partners to advance strategies and tactics to address workforce development and talent supply issues	<ul style="list-style-type: none"> <li>• Interviewed industry stakeholders on talent accelerator concept</li> <li>• Supported MOSAIC annual immigrant workforce event</li> </ul>
	Research and articulate strengths and advantages regarding talent pools within the Metro Vancouver region	<ul style="list-style-type: none"> <li>• Tech Talent Guide</li> </ul>

GOAL	OBJECTIVE	HIGHLIGHTS
<b>Provide a Focused, Sustainable Regional Service</b>		
<b>Working Together</b>	Increase synergy and align limited resources through joint efforts with a network of trusted partners including member jurisdictions, government partners, and industry	<ul style="list-style-type: none"> <li>• Consider Canada City Alliance engagement</li> <li>• Trade Commissioner Service and BC Trade &amp; Investment representative engagement</li> <li>• Outreach and engagement program</li> </ul>
	Explore strategic partnerships to optimize access to resources for the region in economic development	<ul style="list-style-type: none"> <li>• Regional strengths panel discussion with Vancouver Tech Journal</li> <li>• International Water Tech event with Foresight Canada</li> <li>• Motivate 2023 conference</li> <li>• PacifiCan and Innovation, Science and Economic Development</li> </ul>
<b>Transparency and Accountability</b>	Provide regular updates on KPIs for strategic investment established in 2021	<ul style="list-style-type: none"> <li>• Established monthly reports to the Invest Vancouver Advisory Committee</li> </ul>
	Based on KPI data for 2023, set benchmarks for 2024 where appropriate	<ul style="list-style-type: none"> <li>• Metro Vancouver Regional District budget planning</li> <li>• 2024 Annual Plan</li> </ul>
	Review current organizational KPIs and make recommendations for 2024	<ul style="list-style-type: none"> <li>• Metro Vancouver Regional District budget planning</li> <li>• 2024 Annual Plan</li> </ul>
	Report out on important deliverables flowing from the Invest Vancouver 2023 Annual Plan at year-end	<ul style="list-style-type: none"> <li>• Invest Vancouver Advisory Committee Planning session</li> <li>• Partner's meeting</li> <li>• 2024 Annual Plan</li> </ul>

## Appendix B: Invest Vancouver 2023 Key Performance Indicators

INDICATOR	2022	2023	2024 TARGET
No. of leads generated/received (including expansion)	70	120+	200
Percentage of leads identified within Invest Vancouver's seven priority industry clusters	90%	89%	90%
Value of new investment facilitated and retained in the region (approx. \$)	\$16m	\$1.231b	\$1b
No. of jobs associated with investment facilitated and/or retained (approximate)	55+	772	2,000
No. of website visits	15,867	22,800	23,000
No. of LinkedIn followers	979	2,113	2,500

## Organizational Performance Indicators and Targets for 2024

The following annual performance indicators were presented in the work plan for the service as a part of the Metro Vancouver budget process and were approved by the Metro Vancouver Regional District Board (October 27, 2023).

Indicator	Historical and/or Industry Benchmark	Current Performance (2023)	2024 Performance Objective
Increase in unique visits to the Invest Vancouver website (users)	9,400 unique visits	5,000 unique visits*	12,000 unique visits
Number of partnerships developed and sustained to further investment attraction goals and support key industry clusters	9 partnerships	16 partnership**	18 partnerships

\*Unique visits from January 1 – June 30, 2023, 10,000 unique visits projected to occur by December 31, 2023

\*\*Performance indicators from January 1 – July 1, 2023

# INVEST VANCOUVER

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# REPORT

## OFFICE OF THE CHIEF ADMINISTRATIVE OFFICER

**To:** Mayor Johnstone and Members of Council in Workshop      **Date:** July 8, 2024

**From:** Lisa Spitale, Chief Administrative Officer      **File:**

**Subject:** **Comprehensive Public Toilet Strategy Council Motion: Confirming Direction**

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### **RECOMMENDATION**

**THAT** Council endorse staff's understanding as outlined in the Discussion section of this report.

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### **PURPOSE**

To confirm direction provided at the June 24, 2024 Regular Council meeting.

### **BACKGROUND**

At the June 24, 2024 Regular Council meeting, a motion was introduced stemming from direction provided to staff at the June 17, 2024 Council Workshop regarding the public free standing toilet (PFT) in the Downtown. The June 24<sup>th</sup> Council resolution is as follows:

1. **THAT** Council request staff to develop a workplan and budget to prepare a city-wide comprehensive public toilet strategy and report back;
  - a. That the strategy be informed by engagement with the community;
  - b. That the strategy recommend locations and options for different service levels including 24/7 operations; and
  - c. That the strategy is to also recommend options for working with community partners to ensure access to public toilets for all members of the community.



2. **THAT** staff be directed to immediately begin the installation of increased signage throughout the city to increase awareness of all publicly funded toilets.

## **DISCUSSION**

As per the City's Procedure Bylaw, motions from Council are firstly evaluated by City Staff to identify if workplan changes and resource requirements are needed to implement the motion. This analysis informs the department's report back to Council.

As City staff prepares this analysis, it is prudent to confirm our understanding of Council's Motion to prepare a city-wide comprehensive public toilet strategy:

- Staff has heard from Council that a public free standing toilet in the Downtown needs to be a 24/7 operation and that this is a critical performance criteria. Exploring this performance criteria through the means of an overall public toilet strategy is the next logical step, ahead of purchasing a unit.
- The strategy and the engagement work will identify a number of locations and options for different service levels, leading to an overall implementation and installation plan. The strategy and the engagement work may also redefine project objectives.
- From a project management best practice, it is recommended to complete the city-wide comprehensive public toilet strategy and align capital projects, including current projects, to the desired outcomes as defined by the strategy. The strategy may prompt reconsideration of locations and evaluation criteria.

If City staff's understanding of the project scope is accurate, the next step is for the Project Team to provide Council with the report outlining the workplan and budget requirements to undertake both the city-wide comprehensive public toilet strategy and the installation of increased signage for all publically funded toilets.

## **INTERDEPARTMENTAL LIAISON**

This initiative is an interdepartmental file aligning the work of Civic Buildings and Properties, Social Planning, Parks and Recreation, Public Engagement, Economic Development and the Crises Response Team.

## **OPTIONS**

The following options are provided for Council's consideration:

1. **THAT** Council endorse staff's understanding as outlined in the Discussion section of this report.
2. **THAT** Council provide alternate direction.

Option 1 is recommended.

**APPROVALS**

Report Reviewed by:  
The Project Team

Report Prepared by:  
Lisa Spitale, Chief Administrative Officer

# REPORT

## *Engineering Services*

**To:** Mayor Johnstone and Members of Council  
**Date:** June 17, 2024

**From:** Kwaku Agyare-Manu  
Acting Director, Engineering Services  
**File:** 05.1035.10  
(EDMS # 2498971)  
**Item #:** 2024-360

**Subject:** Permanent Free-Standing Toilet (PFT)

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### **RECOMMENDATION**

**THAT** Council direct staff to proceed with the installation of a Permanent Free-Standing Toilet (PFT) as outlined in this report.

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### **PURPOSE**

To recommend that a Permanent Free-Standing Toilet (PFT) be installed on Begbie Street, on the sidewalk on the west side of the street, between Columbia Street and Front Street, and to identify the 'Next Steps' to installation, should the recommendation of the report be accepted.

### **BACKGROUND**

The Permanent Free-Standing Toilet Project was developed as a Pilot Project to provide a city-owned & operated public washroom available for use in the Downtown Area.

In late 2022, Hyack Square was recommended to Council as the preferred location for the installation of the toilet unit. Once surveyed and studied by Civil Engineering Consultants and in consultation with City Utilities staff, Hyack Square was identified as not-technically feasible for installation of the PFT due to a number of technical challenges.

Subsequently, work began to identify alternate locations for installation of the PFT. A Project Timeline is outlined in ***Attachment 1***.

## Key Objectives

Key objectives for the project include:

- to acknowledge provision of toilets as a basic human right (including universal and barrier free access),
- to serve the whole community,
- to provide service that is clean, maintained and available.

## Pilot Project

The PFT Project was developed out of an identified need for a permanent city-owned and operated toilet in the Downtown area as part of Downtown Livability Strategy (2021). This project is considered a 'Pilot Project' as it is proceeding in advance of a citywide public washroom strategy and as the City does not currently own or operate a similar type of toilet unit. Evaluation criteria and success metrics for the Pilot Project will be developed as identified in the 'Next Section' of this report.

## 'Urbaloo' Toilet Unit

The 'Urbaloo' Toilet Unit was selected through a pre-qualification procurement process as the preferred toilet unit for this project. The Urbaloo is a prefabricated product from BC-based company Adam Integrated Industries Inc. An image of a similar toilet unit is included in **Attachment 1**. The unit will be designed for universal and barrier-free access.

## Operating Hours

The operating hours are proposed to align with Park washrooms operating hours (generally sunrise to sunset). Staff will have the ability to modify operating hours if there is a desire to do so. Similar to other Park washrooms, the unit will not have a 24/7 attendant. The cleaning and maintenance schedule will be developed by operational staff in parallel with the project delivery.

## **ANALYSIS**

A number of factors and criteria were considered in a thorough analysis of potential locations such as:

- considering only City-owned sites,
- required clearances to existing services, including the Municipal Sewer and Water lines, and the Metro Vancouver Sewer Line,
- challenges with sloping topography,
- maintaining key transportation sight lines and considerations of future transportation improvements;

In addition to the technical challenges, site guiding principles were identified as informed by the project Key Objectives, including:

- allowing for universal access to the toilet, including a barrier-free path of travel from Columbia Street and Hyack Square,
- considering visible, well-trafficked areas,
- economic development considerations, such as active and vibrant commercial areas as identified through consultation with the City’s Economic Development staff.

The analysis eliminated all but one site from consideration.

**DISCUSSION**

**Recommended Location- West Side of Begbie Street (South of Columbia Street)**



*Figure 1 (above): The rendering above shows the recommended location for PFT at Begbie Street (between Columbia Street and Front Street)*

Based on the analysis work, the location on Begbie Street (in the sidewalk on the west side of the road, between Columbia Street and Front Street), is recommended as the location for installation of the PFT for the following reasons:

- the location is feasible from a technical perspective; connection to the City’s municipal and water line are feasible in this area and the toilet connections do not

need to cross the Metro Vancouver Sewer line (eliminating the need for Metro Vancouver approval),

- the site is relatively flat (the slope is less than 5%<sup>1</sup>) which means it allows for accessible, barrier-free access from Hyack Square and Columbia Street and the toilet can be installed with minimal site modifications,
- the location has good visibility from Columbia Street and pedestrian traffic is expected to increase in this area as the new developments near the riverfront are completed,
- the location is in relatively close proximity to Hyack Square with access via Columbia Street or by Front Street,
- the location is situated adjacent to a blank building wall with minimal impact on street activation to existing windows. Consideration was made to place the unit as far as possible from the adjacent building entry door without impacting transportation sight lines,
- the location aligns with future plans for the area, such as plans for a future planned Begbie Street Plaza as identified in the [New Westminster Downtown Building and Public Realm Design Guidelines and Master Plan](#),
- the west side of the street is recommended as a bi-directional bicycle lane is planned for the east side of Begbie Street through the [Active Transportation Network Plan](#) (ATNP), as shown in Figure 1 and coordinated with the Bosa Development work already underway,

<sup>1</sup> The [CSA/ASC B652:23 National Standard of Canada for Accessible Dwellings](#) identifies that accessible exterior routes shall have a running slope not steeper than a ratio of 1:20 (5%) (5.2.1). Accessibility will be considered during the detailed design stage and the Accessibility Advisory Committee may be consulted, if required, at this time.

### Urban Design Features

The project is currently in the schematic design phase. This work primarily involves siting the toilet location. If the recommendation of this report is supported, through the next design phase, urban design opportunities will be explored, such as considering shrubbery, greenery or other opportunities to activate this area of the public realm. (See Figure 1). The area is undergoing transformation with the introduction of the bicycle lane and other intersection improvements arising from the Bosa development to the south. The toilet placement and urban design treatment will consider and enhance the changing characteristics of this gateway setting.

### NEXT STEPS

Pending Council approval to proceed with this location, the next steps are as outlined below with an estimated total completion schedule of approximately 7-12 months from Design Development to project completion.

<b>Project Work</b>	<b>Timeline</b>
Schematic Design	(we are here)
Design Development	(total 7-12 months); <i>note: some tasks listed may overlap.</i>
Building Permits Application and Issuance	
Toilet Manufacturing by Toilet Supplier (3-4 months)	
Operational Approach <ul style="list-style-type: none"> <li>• Further consultation with municipalities with installed PFTs on operational approaches and lessons learned,</li> <li>• Development of Operational Strategy</li> </ul>	
Tender & Construction	
Pilot Project: Develop Pilot Project Evaluation Criteria and success metrics.	

*\*note: project timeline is subject to weather, external resource availabilities and market conditions*

**SUSTAINABILITY IMPLICATIONS**

Efforts will be made to include sustainability-informed design considerations into the project during the detailed design phase such as the option for low-flow fixtures, LED lighting etc., where possible. The Toilet will not be heated and will not utilize fossil fuels, and therefore it is not anticipated to impact the City’s greenhouse gas reduction targets.

**FINANCIAL IMPLICATIONS**

A total project budget of \$650,000 was approved by Council for this project. The budget was prepared as a ‘Class D’ rough order of magnitude cost estimate prior to commencement of the design and before a location was identified or toilet unit selected, considering assumptions on location, risk, requirements, procurement, project timing, and escalation. The budget amount was based on the following: to purchase the Toilet unit (estimated \$200,000), Design Consultant Fees (estimated \$60,000), soil assessment and remediation (if required, estimated \$20,000), site surveys and site assessment analysis (estimated \$15,000), construction by external resources, including construction management support, overhead contactor costs, demolition, connection to services and associated site work (estimated \$185,000). The remaining amount is for a project contingency in line with estimating range of between ±20% and ±30% (Canadian Construction Association) for ‘Class D’ estimates, escalation (5%) and public art contribution as per the Public Art Policy.

The project is currently on track to be completed within the project budget. A ‘Class B’ Cost Estimate, estimating range of between ±10% and ±15% (Canadian Construction Association) will be created after the design development phase is complete to provide further clarity on the budget in advance of construction.

There may be future opportunities through cooperation with City Public Art staff to explore partnerships and opportunities to further activate and animate this area of Begbie Street. This work and associated costs would be considered outside of this project budget.

The operating budget for the toilet was approved via an operating budget enhancement in 2022.

### **INTERDEPARTMENTAL LIAISON**

Staff from multiple departments were consulted for this work including the Senior Management Team, the Downtown Livability Working Group as well as staff from Engineering and Engineering Operations, Economic Development, Community Planning, Parks & Open Space Planning, Anvil Centre, and Integrated Services.

### **OPTIONS**

The following options are presented for Council's consideration:

1. **THAT** Council direct staff to proceed with the installation of a Permanent Free-Standing Toilet (PFT) as outlined in this report.
2. That Council provides alternative direction to Staff.

Staff recommends Option 1.

### **ATTACHMENTS**

1. **Attachment 1:**  
Project timeline, Urbaloo Toilet Image, Downtown Area Map, Location Map, Schematic Design Study

### **APPROVALS**

This report was prepared by:

Karen Campbell, Project Manager, Civic Buildings & Properties

This report was reviewed by:

Tobi May, Senior Manager, Civic Buildings & Properties,

This report was approved by:

Kwaku Agyare-Manu, Acting Director, Engineering Services

Lisa Spitale, Chief Administrative Officer