



Arts, Culture and Economic Development Advisory Committee

Thursday, April 10, 2025, 10:00 a.m.

Committee Room 2, Second Floor

New Westminster City Hall, 511 Royal Avenue

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. <u>CALL TO ORDER AND LAND ACKNOWLEDGEMENT</u>	
2. <u>AGENDA ADDITIONS & DELETIONS</u>	
Recommendation	
<i>THAT the Agenda for the Arts, Culture and Economic Development Advisory Committee meeting held on April 10, 2025 be approved as circulated.</i>	
3. <u>ADOPTION OF MINUTES</u>	
3.1 February 13, 2025	3
Recommendation	
<i>THAT the Minutes of the Arts, Culture and Economic Development Advisory Committee meeting held on February 13, 2025 be adopted as circulated.</i>	
4. <u>REPORTS AND PRESENTATIONS</u>	
4.1 Retail Strategy Implementation: Zoning Changes for Enhancing Active Streets	9
Presentation by Carolyn Armanini, Acting Manager, Economic Development.	
4.2 Economic Development Strategy: Brainstorm for Workplan Scope	34
Presentation by Carolyn Armanini, Acting Manager, Economic Development.	
5. <u>STAFF UPDATES</u>	

5.1 Crises Response Pilot Project

Update by Ria Renouf, Communications Coordinator, Crises Response Pilot Project.

5.2 Advertising & Promotion Activities

Update by Chair Campbell.

5.3 Arts Strategy Refresh

Update by Carolyn Armanini, Acting Manager, Economic Development.

6. MEMBER UPDATES

6.1 Tourism Marketing Strategy

Update by Gerardo Corro, Tourism New West Representative.

7. NEW BUSINESS

8. ADJOURNMENT

Recommendation

THAT the meeting adjourn.



Arts, Culture and Economic Development Advisory Committee

**Thursday, February 13, 2025
10:00 a.m.**

**Committee Room G, Ground Floor & Zoom
New Westminster City Hall, 511 Royal Avenue**

Present: Councillor Ruby Campbell, Chair
Councillor Paul Minhas
Gerardo Corro
Amandeep Duhra*
Laura Grady
Gwendolyn Maddock*
Janelle Mikka Lim*
Fikayo Ogundare*
Angelene Prakash
Jessica Schneider*
Paige Strand
Catherine Williams*

Absent: Jorden Foss
Vera Kobalia
Saurabh Sood

**Attendance by electronic means*

1. CALL TO ORDER & LAND ACKNOWLEDGEMENT

The Chair called the meeting to order at 10:00 a.m. and recognized with respect that New Westminster is on the unceded and unsurrendered land of the Halkomelem speaking peoples. It was acknowledged that colonialism has made invisible their histories and connections to the land. It was recognized that, as a City, we are learning and building relationships with the people whose lands we are on.

2. INTRODUCTIONS & ICEBREAKERS

2.1 Advisory Committee Introduction and Member Affirmations

With the aid of a PowerPoint presentation, staff provided an introduction to the City's advisory committees and highlighted key responsibilities for members.

3. AGENDA ADDITIONS & DELETIONS

MOVED and SECONDED

1. *THAT the following items be added to the agenda under New Business:*
 - i. *Election of Vice-Chair;*
 - ii. *Economic Indicators;*
 - iii. *Pattullo Bridge Project Management Team Information Session;*
 - iv. *Volunteer Incentive; and*
 - v. *Arts, Culture, and Economic Development Advisory Committee meeting time; and*
2. *THAT the Agenda of the Arts, Culture and Economic Development Advisory Committee meeting held on February 13, 2025 be approved, as amended, with the addition of (i) Election of Vice-Chair, (ii) Economic Indicators, (iii) Pattullo Bridge Project Management Team Information Session, (iv) Volunteer Incentive; and (v) Arts, Culture, and Economic Development Advisory Committee meeting time, under "New Business".*

CARRIED

4. ADOPTION OF MINUTES

4.1 August 8, 2024

MOVED and SECONDED

THAT the Minutes of the Arts, Culture and Economic Development Advisory Committee meeting held on August 8, 2024 be adopted as circulated.

CARRIED

4.2 October 10, 2024

Discussion took place and it was noted that there was an error with respect to those recorded as in attendance to the October 10, 2024 meeting. As a result, there was agreement to revise the minutes to indicate that Jessica Schneider was present.

4.3 December 12, 2024

MOVED and SECONDED

THAT the Minutes of the Arts, Culture and Economic Development Advisory Committee meeting held on December 12, 2024 be adopted as circulated.

CARRIED

5. PRESENTATIONS & REPORTS

5.1 Committee Terms of Reference Amendment

MOVED and SECONDED

THAT the Terms of Reference of the Arts, Culture and Economic Development Advisory Committee be amended to include a position for the Sapperton Business Collective as a representative on the Committee.

CARRIED

5.2 Community Liaison Officers – Crises Response Pilot Project

With the aid of a PowerPoint presentation (attached to and forming part of these Minutes as Schedule 1), Shawn Sheehan, Manager, Street Use Compliance & Liaison, spoke regarding the Crises Response Pilot Project.

S. Sheehan advised that the Program has been active since January 2025 and is focused on building relationships throughout the community by conducting foot patrols, primarily in commercial and high density areas, as well as at events and festivals.

It was noted that staff will seek voluntary compliance as a first measure and conduct wellness checks; this effort is aimed at facilitating respectful dialogue between businesses and individuals.

S. Sheehan advised that staff are unable to address any concern on private property; however, every effort is made to support those in need.

In response to questions from the Committee, it was noted that the Crises Response Team focuses on outreach and establishing long-term relations with individuals while the Community Liaison Team focuses on bylaw compliance.

5.3 Canucks Playoff Viewing Parties in the Downtown

Jen Arbo, Acting Manager, Economic Development, provided background information on the potential for the City to host Canucks playoff viewing parties in the downtown area, a motion which was referred to the Arts, Culture and Economic Development Advisory Committee (ACEDAC) at the January 27, 2025 Regular Council Meeting.

J. Arbo spoke to a number of factors to host a viewing party event, such as:

- cost;

- traffic management;
- NWPD and other stakeholder consultation; and
- location.

In response to questions from the Committee, staff advised that the dates of the playoff games are not known at this time and that there are potentially up to 28 games in the post-season, April through June.

Discussion ensued and the following comments of the Committee were noted:

- the Downtown Business Improvement Association has circulated a public survey on the community desire for Canucks playoff viewing party events through their newsletter, along with an additional member survey for businesses;
- Arts New West may contribute to the event promotion and survey event attendees to inform future events;
- concerns were raised regarding limited parking in the Downtown; and
- there is potential to hold an event or multiple events in the Sapperton area.

5.4 Arts, Culture and Economic Development Advisory Committee & Economic Development 2025 Work Plans

J. Arbo presented on the 2025 ACEDAC Work Plan and the 2025 Economic Development Work Plan. J. Arbo reminded that timelines listed in the Work Plan are fluid based on emergent work and consultant availability; the 2025 Economic Development Work Plan provides an opportunity to review strengths in the Plan, as well as identify areas of improvement. It was noted that the Committee could be ambassadors in the broader business community.

An Arts Strategy Refresh information session hosted by Arts New West will be held on February 27, 2025 at 6:30 p.m., at Century House in the Fir Room.

7. STAFF UPDATES

7.1 Anvil Centre Conference and Local Business Collaboration Update

Vali Marling, General Manager, Anvil Centre, notified that a meeting was held with the Downtown BIA, the New Westminster Chamber of Commerce, and Tourism New West to review how conferences are planned and how to communicate more effectively with local businesses.

V. Marling informed that the Downtown BIA will be creating a map of coffee shops near the Anvil Centre.

7.2 Arts & Culture Update – Anvil Centre 10-Year Review, Public Art Plan and Arts Strategy Refresh

J. Arbo, representing the Manager, Community Arts & Theatre, highlighted that staff have progressed with a number of initiatives of the Anvil Centre 10-Year Review.

J. Arbo then commented on the forthcoming Arts Strategy Refresh, noting that the first community dialogue around the Arts Strategy Refresh is scheduled for February 27, 2025 in collaboration with Arts New West. She advised that staff anticipate bringing information to the ACEDAC in the second quarter of 2025.

J. Arbo then noted that internal engagement for the Public Art Plan is complete, and staff are anticipating a report back from the consultant, with the intention to conduct a survey in late Spring 2025. She advised that staff anticipate that specific components or discussion items will come to the ACEDAC in the second quarter of 2025.

Fikayo Ogundare left the meeting and did not return (11:30 a.m.).

8. ROUNDTABLE UPDATES

Members shared their activities with the Committee.

9. NEW BUSINESS

9.1 Election of Vice Chair

MOVED and SECONDED

THAT Angelene Prakash serve as Vice Chair for the Arts, Culture and Economic Development Advisory Committee for 2025.

CARRIED

9.2 Economic Indicators

The Chair Campbell drew attention to the City Economic Indicators, as provided on the City web site, highlighting that various economic metrics have been tracked and published since 2019. It is collected from several sources so as to indicate that economic health is not just a reflection of the number of new business licences. The information has been updated every year for the last five years, though some data points are not published by Stats Canada anymore. This site is used frequently to track the City's progress as it works through the Economic Development Plan.

9.3 Pattullo Bridge Project Management Team Information Session

A public information session of the Pattullo Bridge Project will be held at the Anvil Centre on February 27, 2025, from 5:30 p.m. to 6:30 p.m.

9.4 Volunteer Incentive Discussion

The Committee considered exploring extra incentives and shows of appreciation for volunteers. A suggestion of offering an annual pass for the community centre or the aquatic centre was put forth. Staff advised that this would have to go to Council as a specific request.

Additionally, it was suggested that the Committee could review the capacity and best practices of Community Volunteer Connections, a not-for-profit volunteer coordinating society.

9.5 ACEDAC Meeting Time

MOVED and SECONDED

THAT the Arts, Culture and Economic Development Advisory Committee meetings for the 2025 committee term be held at 10:00 a.m.

CARRIED

10. ADJOURNMENT

MOVED and SECONDED

THAT the meeting adjourn (11:56 a.m.).

CARRIED

Certified a true and correct copy of the Minutes of the Arts, Culture and Economic Development Advisory Committee meeting held on February 13, 2025.

Councillor Ruby Campbell
CHAIR

Kristin Unger
COMMITTEE CLERK



RETAIL STRATEGY IMPLEMENTATION

Enhancing street level activation in priority commercial areas



NEW WESTMINSTER

Retail Strategy

The Retail Strategy seeks to leverage planning tools and policy, develop business support programs and initiatives, and collaborate with community partners, to create the conditions and environment needed for the city's commercial areas to thrive and serve as activity magnets.



Recommendations

- Limiting at-grade uses in priority core areas of Great Streets to 'active uses'
- Amend the Sign/Business License Bylaw to encourage the visual connection between passersby on the street and interior uses to provide an engaging streetscape experience (e.g., limit opaque window treatments).
- Strengthening commercial and mixed-use Development Permit Area guidelines by:
 - Integrating more detailed commercial retail unit design guidelines to ensure functionality for a range of business types, and
 - Encouraging inclusion of storefronts with a mix of widths, sizes, and configurations in new mixed-use and commercial developments, to facilitate the inclusion of small independent businesses and incubation.

Defining Active Uses

ACTIVE RETAIL USES are...

Optimal generators of street-level activity and vitality, including restaurants, retail and specialty food stores, specialty retail stores, arts culture and entertainment uses, and personal service-oriented businesses that generate frequent customer traffic.

Other uses can be designed to be more 'active' (i.e., to better support street-level vibrancy), such as finance, insurance, and real estate offices.

General office uses are not considered active uses.



Window Transparency

Sign Bylaw

- (10.8) Window Signs are permitted, provided that the total area of the signs, including all sign copy, logos, lifestyle graphics, images and decorative borders shall not exceed 20 percent of the area of windows and glazed areas of doors along street frontages of a building or business unit.

Business Licence Bylaw

- (2.29) Unless otherwise permitted through a sign variance, every licence holder, with respect to the business for which their licence was issued, shall ensure that at least 80% of the sum of the area of all exterior windows and glass portions of glazed doors belonging to the business that are along street frontages remains unobstructed during the operating hours of the business. For clarity, obstructions include signage, graphics, decals, frosting, decorative railings or grillwork placed in front of or behind storefront windows or glazed doors, or any other manner of obscuring such that the interior of the premises is not visible from the exterior.

Signage/Window Transparency

- Working with Chamber of Commerce to develop an awareness campaign on improving window transparency at businesses
 - Public-facing, illustrative guide that corresponds with existing/new signage standards for active retail/commercial uses at street level
 - Updating business licence applications to highlight
 - Walkabout, mail outs, social media campaign
 - Working with community partners to help spread the word
- Taking a soft enforcement approach for next year for existing businesses. Try to gain voluntary compliance through education/awareness.
- New business licence applications are being made aware and checked through approvals process.



Refining Active Uses In Zoning Bylaw

Consider...
focusing on what
uses do not meet
the test of 'active
use'

Active Use – permitted at grade	Conditional – permitted at grade with conditions	Non-Active Use - not permitted at grade
Accessory Recycling Return Centres	Animal grooming and daycare facilities	Animal Boarding
Amusement arcades	Animal hospitals and veterinary clinics	Business and professional offices (e.g. medical, dental, legal, temp employment office, general office)
Antique stores, thrift stores, consignment stores	Audio recording studios	Car washes
Cafés or restaurants, excluding drive-thrus	Banks	Catering establishments
Clothing and garment design/fabrication	Childcare	Clubs and lodges
Cottage breweries	Fitness studios	Commercial & private schools
Drapery and furniture upholstery shops	Government offices and institutions (educations/judicial), museums, art galleries, civic buildings, concert halls	Funeral parlours
Hotel	Insurance and real estate offices	Vape stores?
Jewelry manufacturing	Non-profit community serving use, including offices	Wholesaling
Libraries	Public utilities	
Personal service establishments: hair salons, nail salon, dry cleaning, optical stores, florists, shoe repair, etc.	Studios (artist, display, radio, recording, television)	
Printing, publishing and bookbinding	CONDITIONS <ul style="list-style-type: none"> • Front of house, reception or other customer focused active uses must be located at the front of the building along the street frontage • No office component may occupy more than 25% of the ground level window frontage (e.g. banks, insurance office) 	
Public assembly and entertainment use		
Retail stores, including cannabis and pharmacy		

Defining Priority Commercial Areas

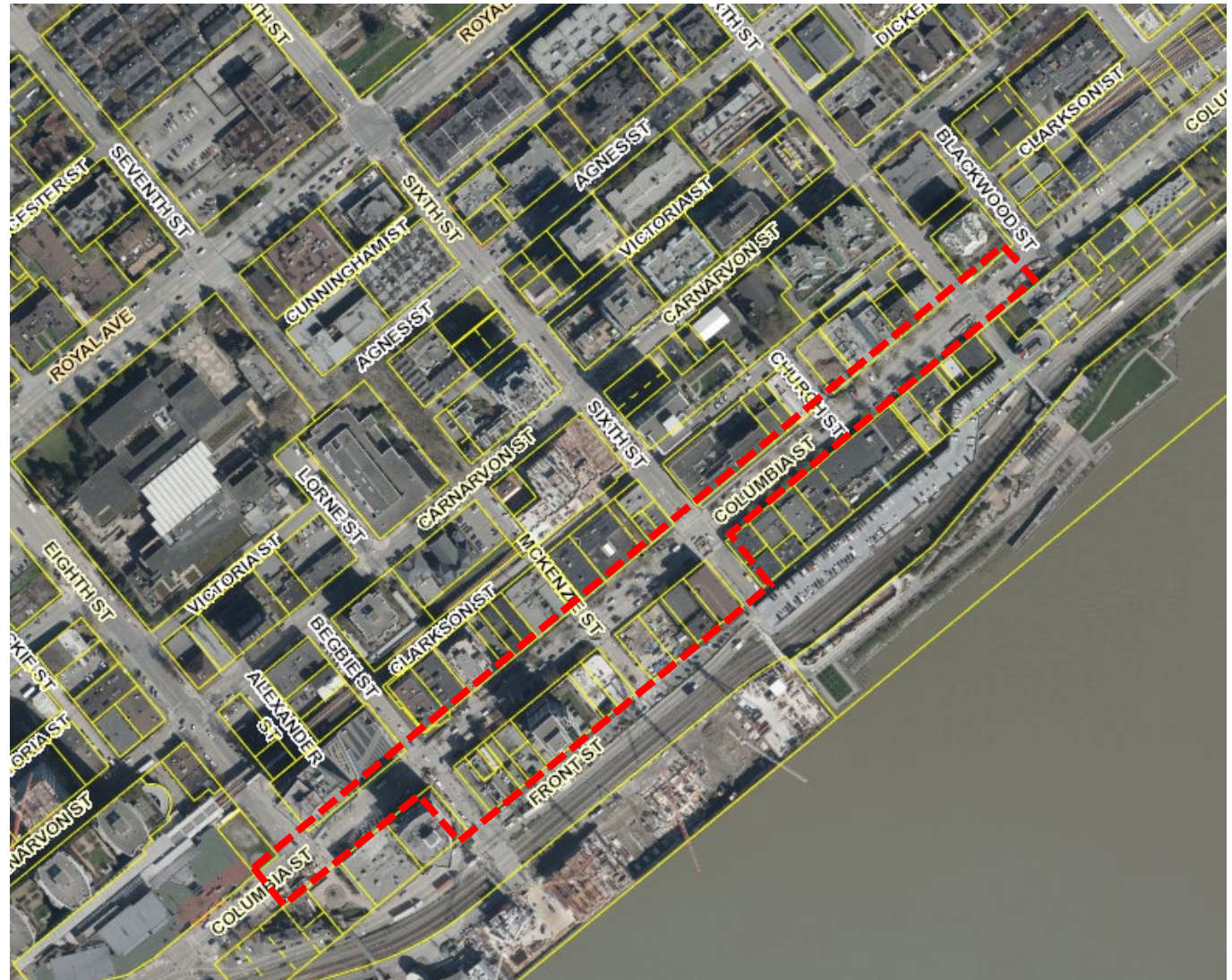
Consider...

Are these the areas
where active uses
should be required?



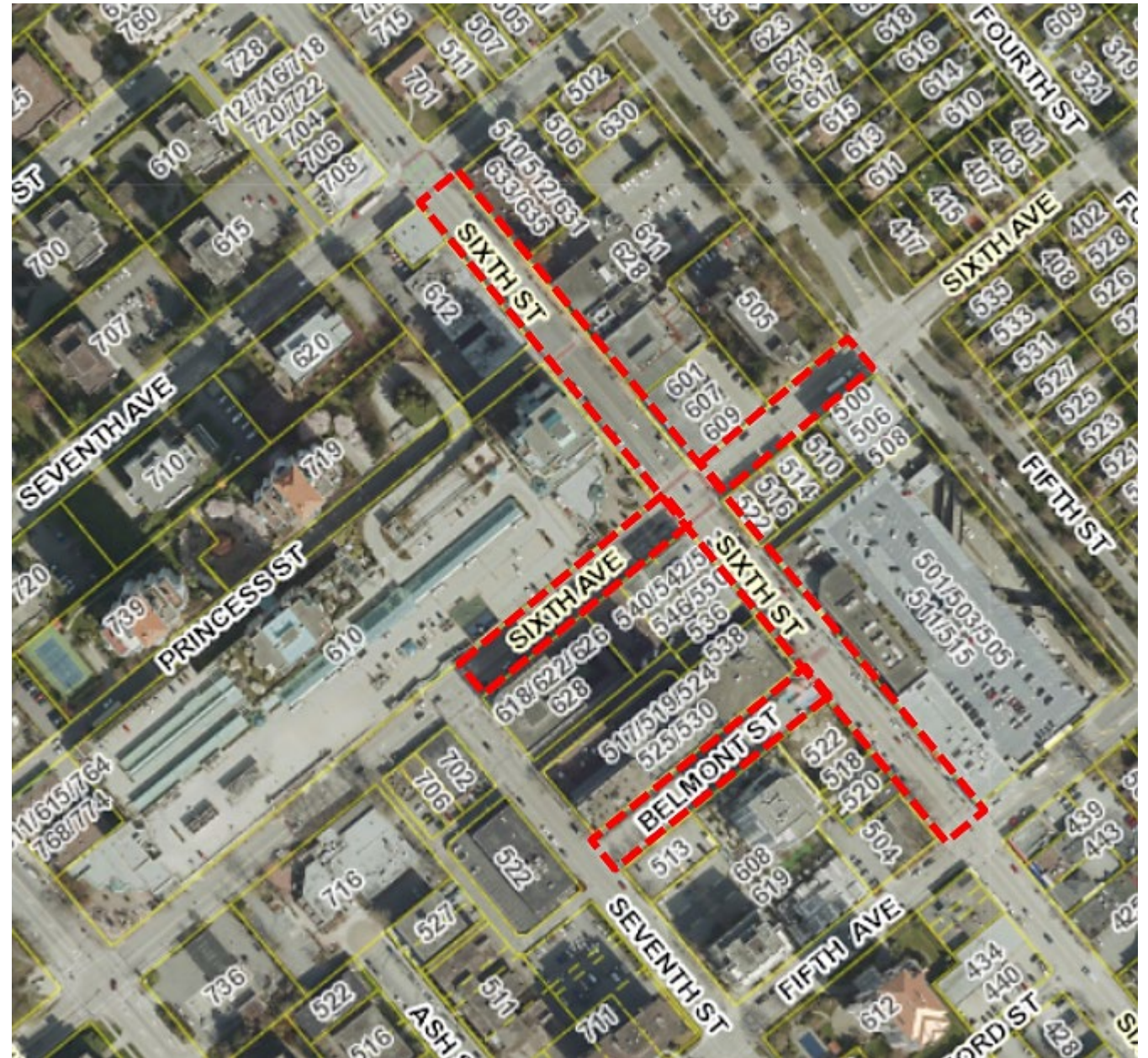
Downtown

- Columbia Street - Eighth to Fourth Street
- Front Street Mews



Uptown

- Sixth Street - Fifth Avenue to Seventh Avenue
- Sixth Avenue – Fifth Street to Seventh Street
- Belmont Street



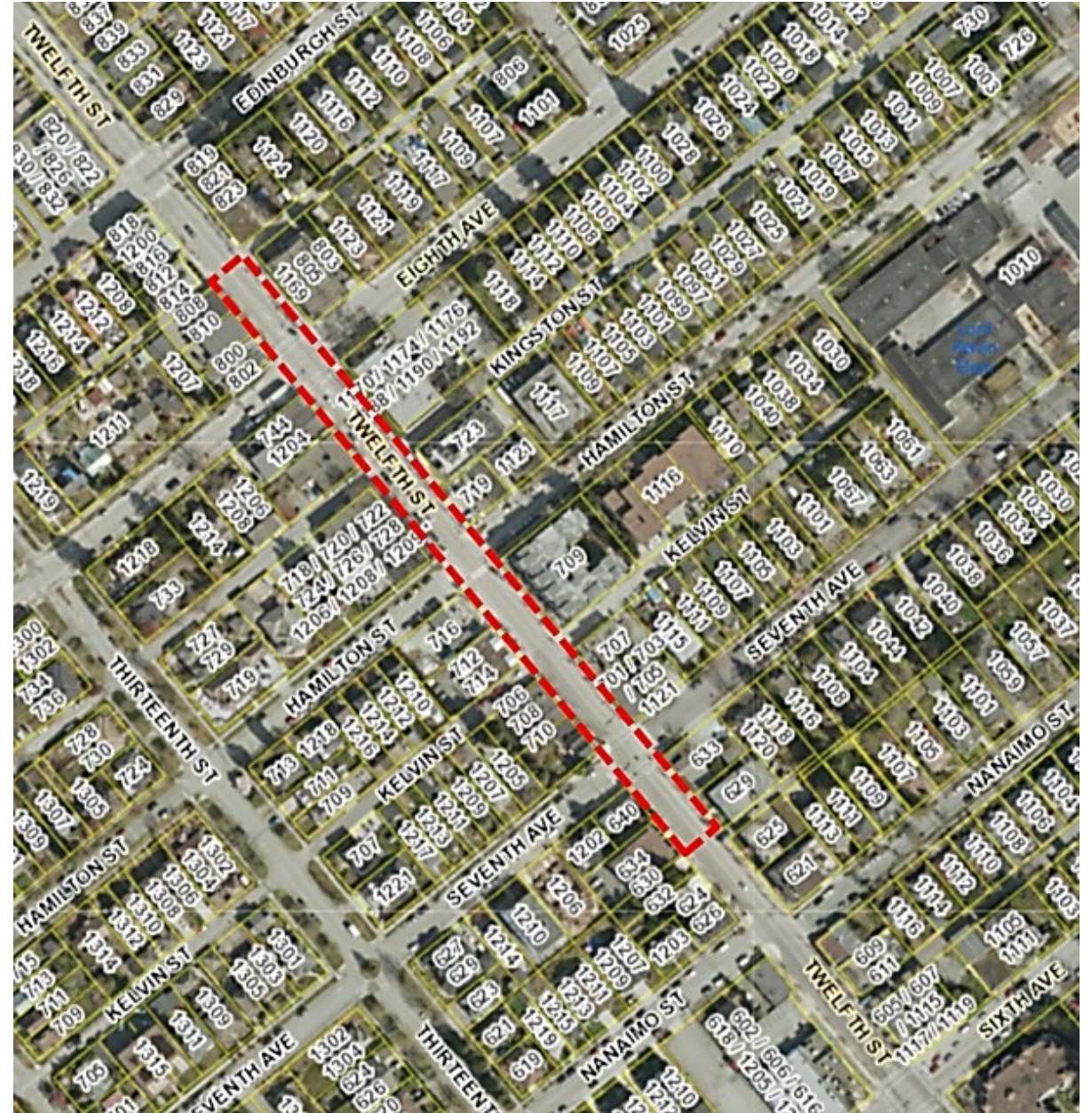


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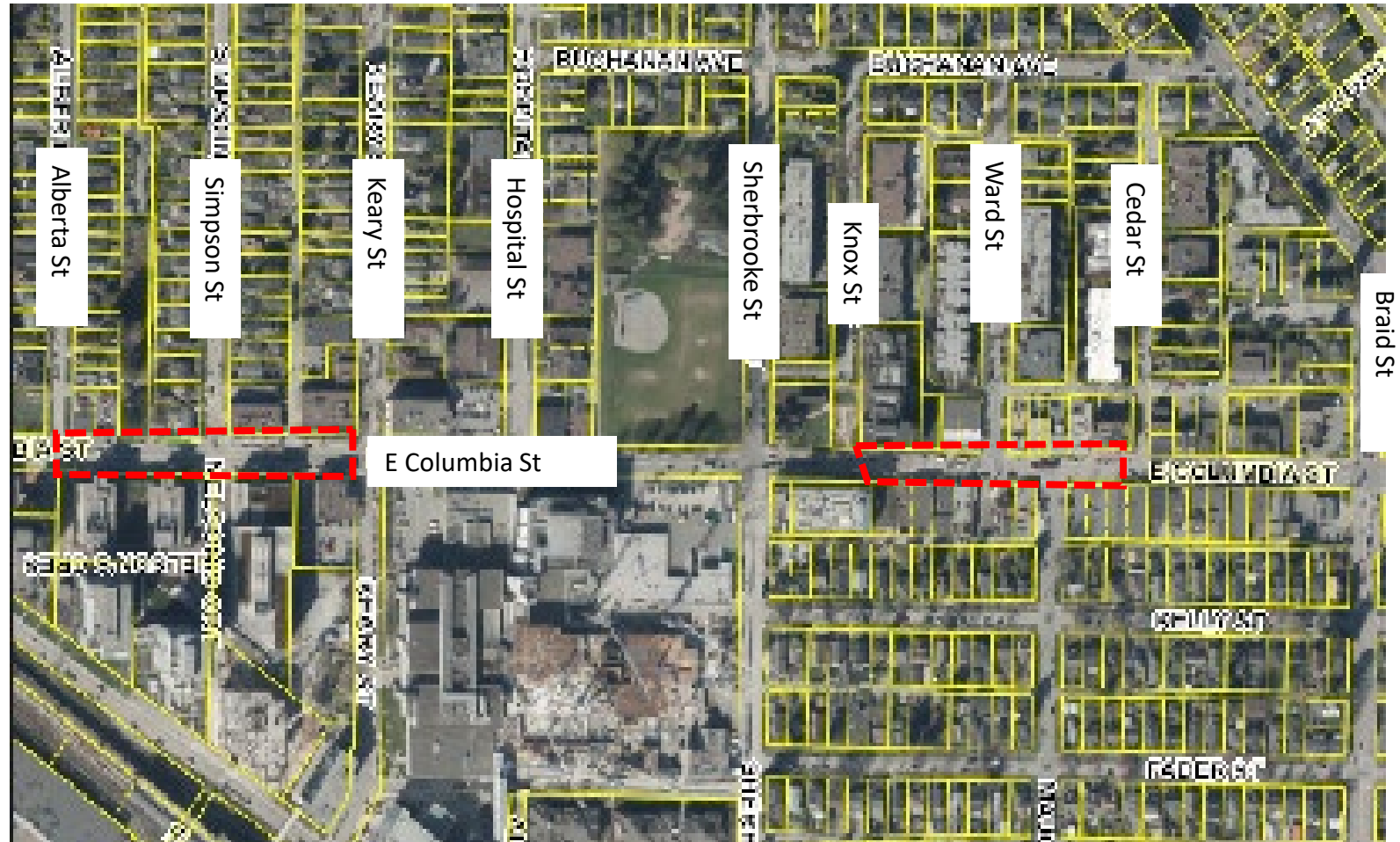
Upper Twelfth

- North of Eighth Avenue and south of Seventh Avenue
- Lower Twelfth to be considered as planning work evolves



Sapperton

- Braid to Sherbrooke Street
- Alberta to Keary Street



What types of buildings should this apply to?

Applicable to new development only

- Active uses in priority areas would apply to new commercial development only
- Recommendation in Retail Strategy: exempt existing buildings from new regulations related to 'active' retail/commercial use(s)
- Takes a conservative approach - majority of buildings on great streets are older building stock and would not be subject until redevelopment occurs
- Older building stock tends to offer spaces more desirable/attainable for use by institutional and community service uses
- Window transparency regulations would continue to apply to new and existing buildings



What types of buildings should this apply to?

Applicable to all properties – existing and new development

- Applies to existing buildings and new development
- Existing businesses not considered an active use would be able to continue, but if discontinued for a continuous period of six months, any subsequent business becomes subject to the zoning bylaw
- Strong message on desire for active streetscapes, greater potential impact on property owners as a result of more stringent regulations on potential leasers/purchasers/permitted uses in ground level units



Consider... Comments on either approach?

Regulating Active Uses

Pros	Considerations
Seeks to create more active street fronts	Community values change over time (e.g. arcades, dentist offices)
Encourages more vibrant street frontages with uses that generally desire transparency into stores	Can be seen as “adding” regulations to doing business
Could make units have more affordable rent/prices due to fewer permitted uses	Could decrease value of units due to few permitted uses

Consider... Other points to consider?

Next Steps

1. Present to ACEDAC for discussion – April 2025
2. Present to Council in Workshop – anticipated June 2025
3. Be Heard – Community Engagement – anticipated June/July 2025
4. Bring Zoning Bylaw Amendment to Council
5. Work w/Chamber of Commerce to develop a public-facing, illustrative guide that corresponds with existing/new signage standards for active retail/commercial uses at street level, to be included with business licence applications.
6. Future amendment to Official Community Plan that would designate and incorporate specific retail Design Guidelines - 2026

Consider...

Any other
comments you
want to share?

Memorandum

To: ACEDAC Members

Date: Thursday, April 10, 2025

From: Carolyn Armanini, A/Manager Economic Development

File: #2681235

Subject: Retail Strategy Implementation: Zoning Changes for Enhancing Active Streets

Staff continue to work on implementing the City's [Retail Strategy](#) (2023), a policy document to guide City decision making around long-range commercial land use planning, strategic commercial area interventions, and proactive tenant retention and attraction. A key goal of the Retail Strategy is to identify key opportunities to enhance the retail experience in the city's unique commercial areas and to recommend how the City may leverage its tools in support of a strong retail commercial environment. Currently, staff are working on implementing two of the Strategy's recommendations and look forward to a discussion at the April 2025 ACEDAC meeting:

- Limit at-grade uses in core areas of Great Streets to 'active uses.'
- Amend the Sign/Business License Bylaw to encourage the visual connection between passersby on the street and interior uses to provide an engaging streetscape experience (e.g. limit opaque window treatments.)

The Retail Strategy defines *active retail uses* as optimal generators of street-level activity and vitality, including restaurants, retail and specialty food stores, specialty retail stores, arts culture and entertainment uses, and personal service-oriented businesses that generate frequent traffic. Other uses can be designed to be more 'active' (i.e., to better support street-level vibrancy), such as finance, insurance, and real estate offices. General office uses would not be considered active uses (e.g. professional, scientific, and technical services, business-to-business services).

The portions of Great Streets (main commercial corridors) that the Strategy recommends being designated for 'active uses' include:

- Columbia Street (Downtown) between Eighth Street and Fourth Street
- East Columbia Street (Sapperton): between Braid and Knox Streets
- Sixth Street (Uptown): between 5th and 7th Avenues
- Twelfth Street: between Nanaimo and Edinburgh Streets
- Ewen Avenue (Queensborough): between Gifford and Howes Streets

These commercial areas are not only the location of retail and services but also act as the heart of a neighbourhood. They should be vibrant and animated with active uses like cafes and shops located on the ground level of buildings and less active uses, such as offices, located on upper levels of buildings.

To support implementation of the Retail Strategy and Council's Strategic Priorities Plan, staff have been working to review land use regulations (e.g. Zoning Bylaw) and signage regulations to regulate active uses at the ground level.

Signage/Window Transparency

The recently completed update on the Business Licence Bylaw incorporated a requirement around the treatment of storefronts and covering windows with frosting, decals, and other objects. This section built upon the existing requirement in the Sign Bylaw and sought to further clarify the expectation around transparent windows.

Sign Bylaw

(10.8) Window Signs are permitted, provided that the total area of the signs, including all sign copy, logos, lifestyle graphics, images and decorative borders shall not exceed 20 percent of the area of windows and glazed areas of doors along street frontages of a building or business unit.

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Active Land Uses – Zoning Bylaw

The next piece of work involves a review of the Zoning Bylaw, which regulates land uses. Staff have developed a list that separates various commercial uses into 1) active uses (e.g. restaurant, clothing store), 2) not active uses (e.g. office), and 3) active if certain conditions are met (e.g. banks, municipal buildings). The 'not active uses' would be prohibited at grade (e.g. they would have to locate on second storeys or above). Additionally, the areas of commercial streets where non-active uses would be prohibited at grade is being proposed for discussion. Please see the attached for the list of active/non active uses and maps.

Another consideration is what types of buildings these regulations would this apply to. Two options are being considered, 1) having active uses at grade requirements apply to new commercial development only, and 2) having active uses at grade requirements apply to new development and existing buildings.

The Retail Strategy recommends exempting existing buildings from new regulations related to 'active' retail/commercial use(s). The consultants recommended this as a more conservative approach, recognizing it would be a slower change and apply only when redevelopment occurs. Older building stock can offer spaces that are more attainable for use by institutional and community service uses.

Having the active at grade use requirement apply to existing buildings and new development is another option. This sets a stronger message for the desire for active streetscapes, would likely see the change occur in a shorter timeframe, but does have the potential for more impact on property owners as a result of changes to who would be eligible to lease or occupy ground level commercial units. It's important to note that existing businesses that are not considered an active use to be able to continue (e.g. they would be 'grandfathered'), but if the use was discontinued for a period of six months, any subsequent business/tenant would become subject to the requirements.

We will review and discuss this work at the upcoming meeting and looking forward to committee member feedback.

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use'

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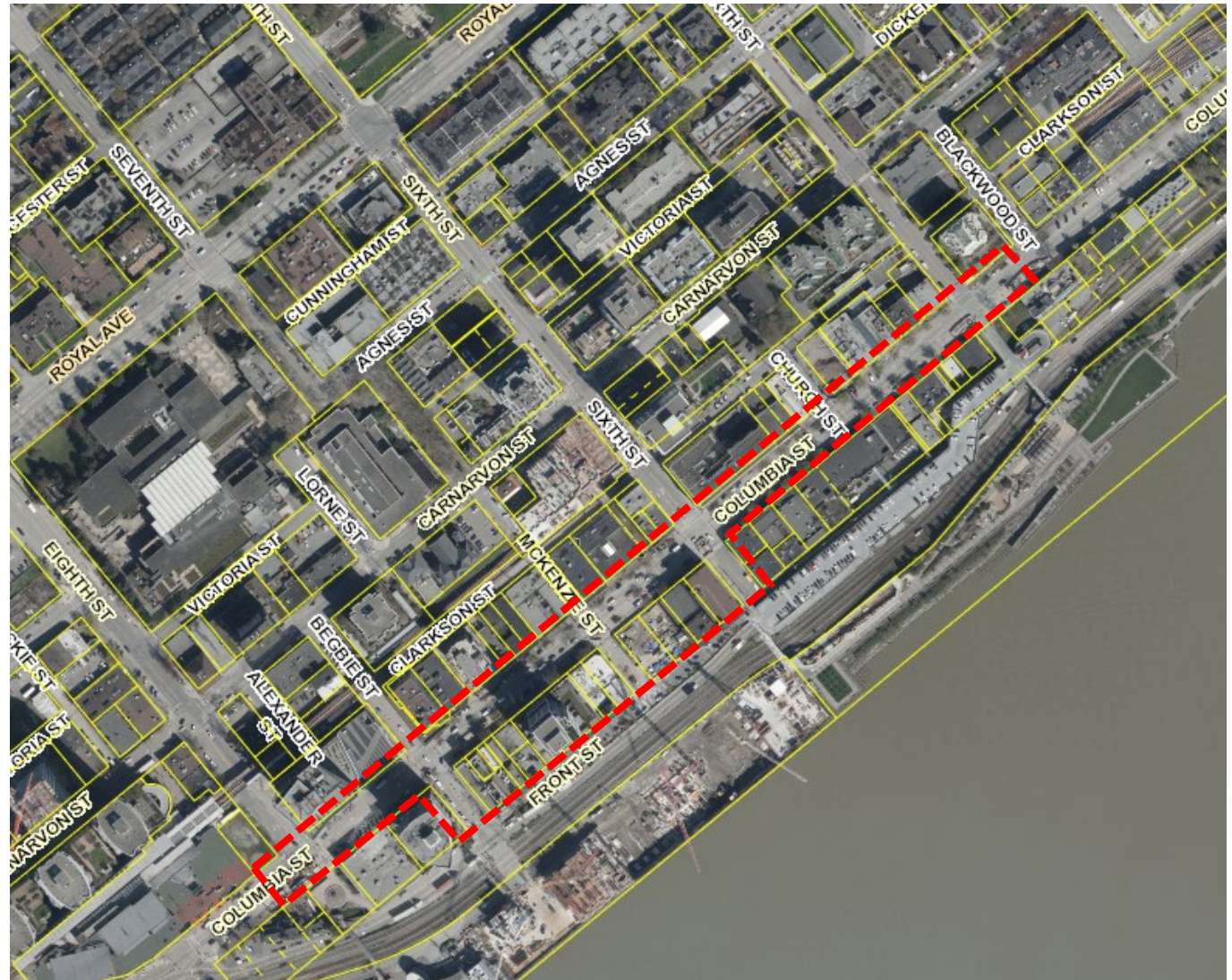
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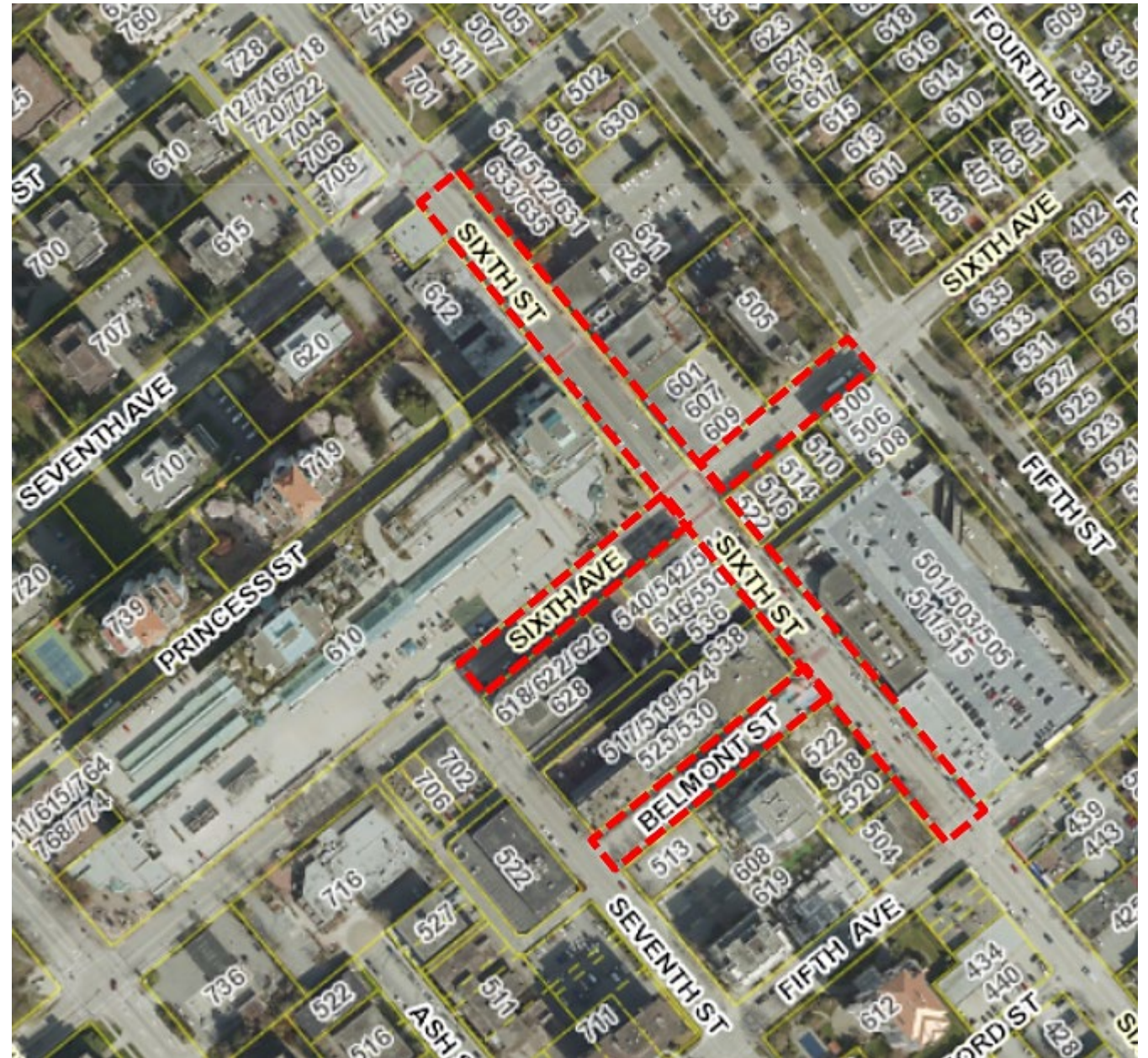
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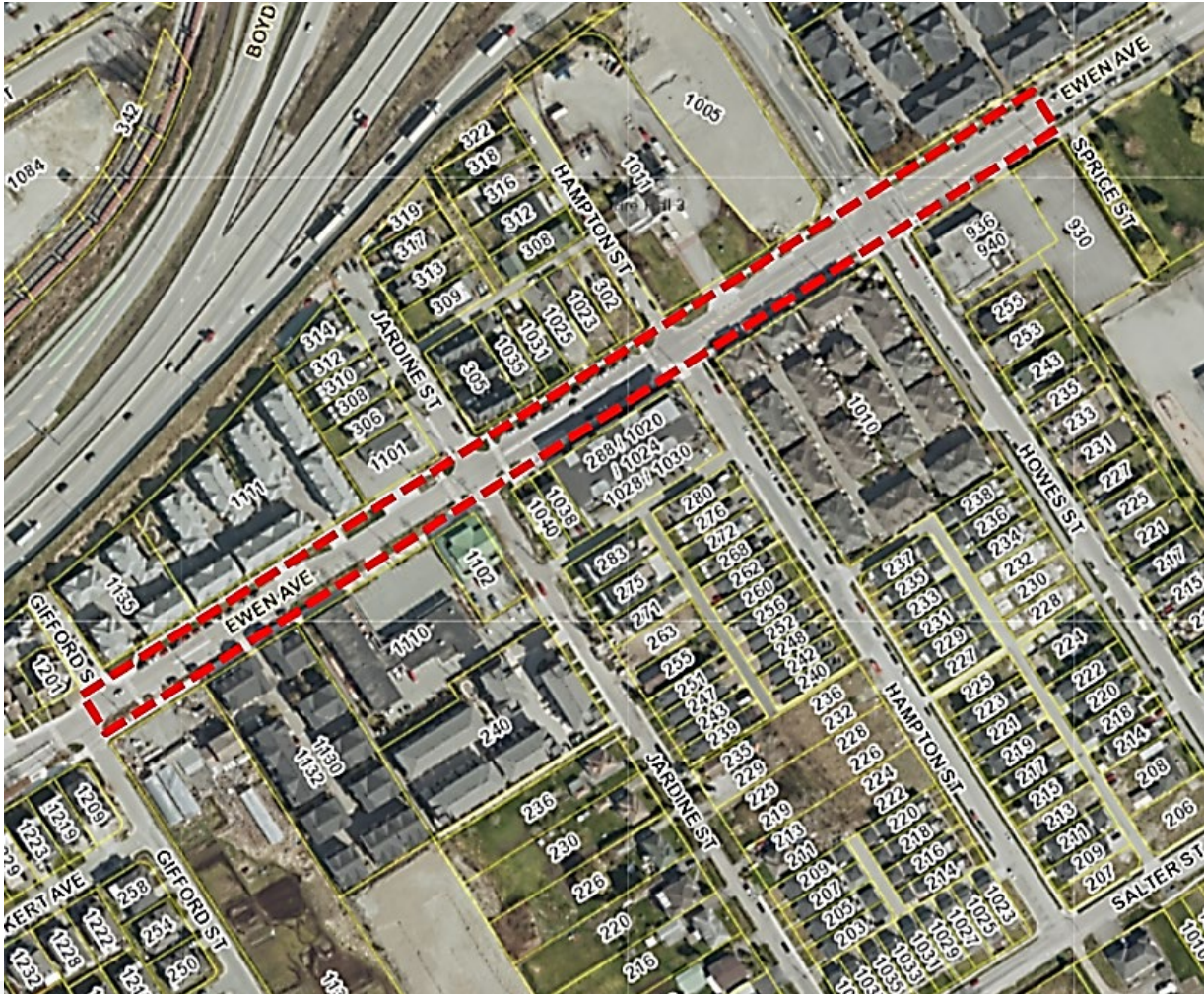
Uptown

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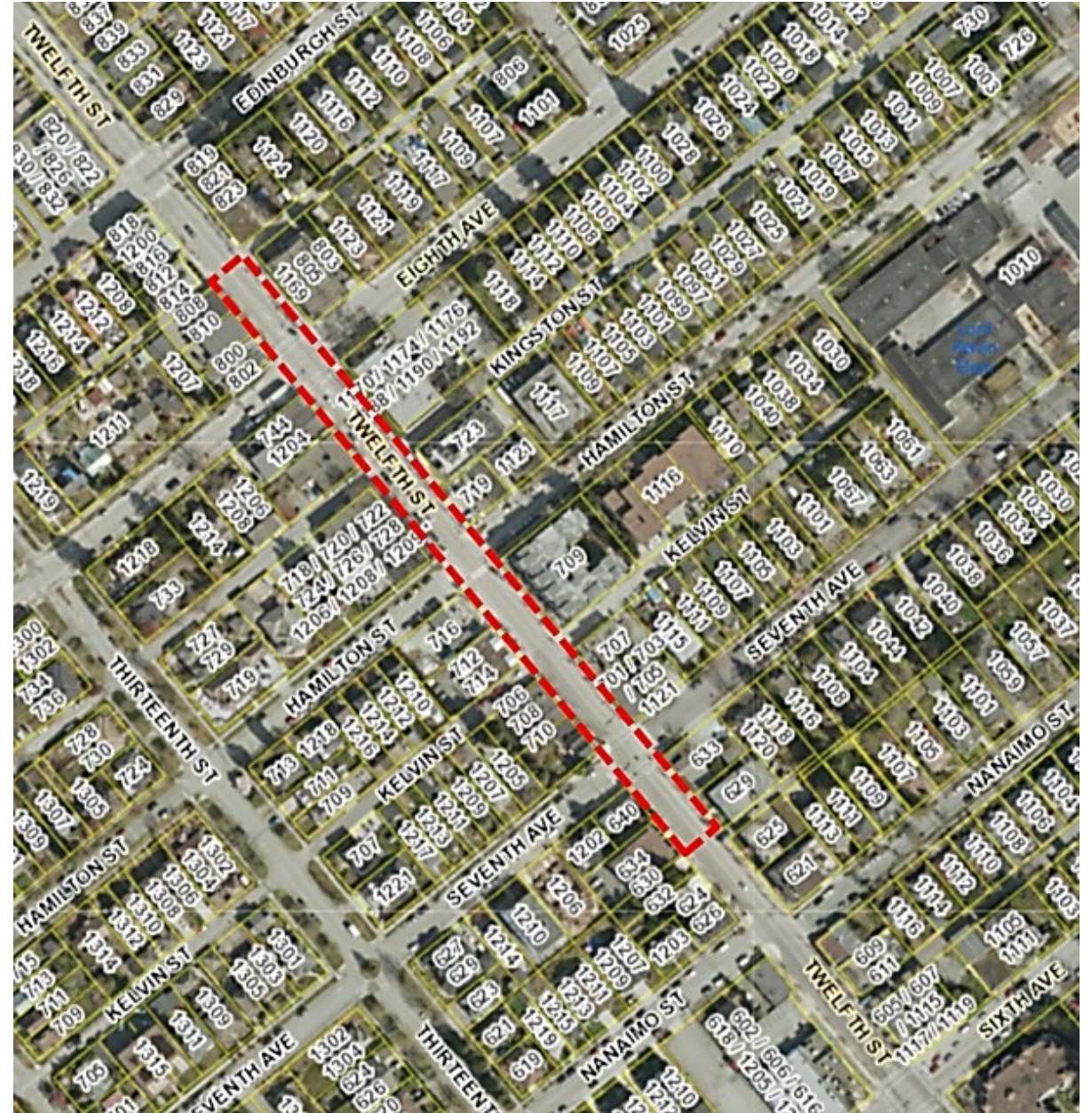
Queensborough

- Ewen Avenue - between Gifford Street and Sprice Street
- Mercer Street – between Blackley Street and Ewen Avenue



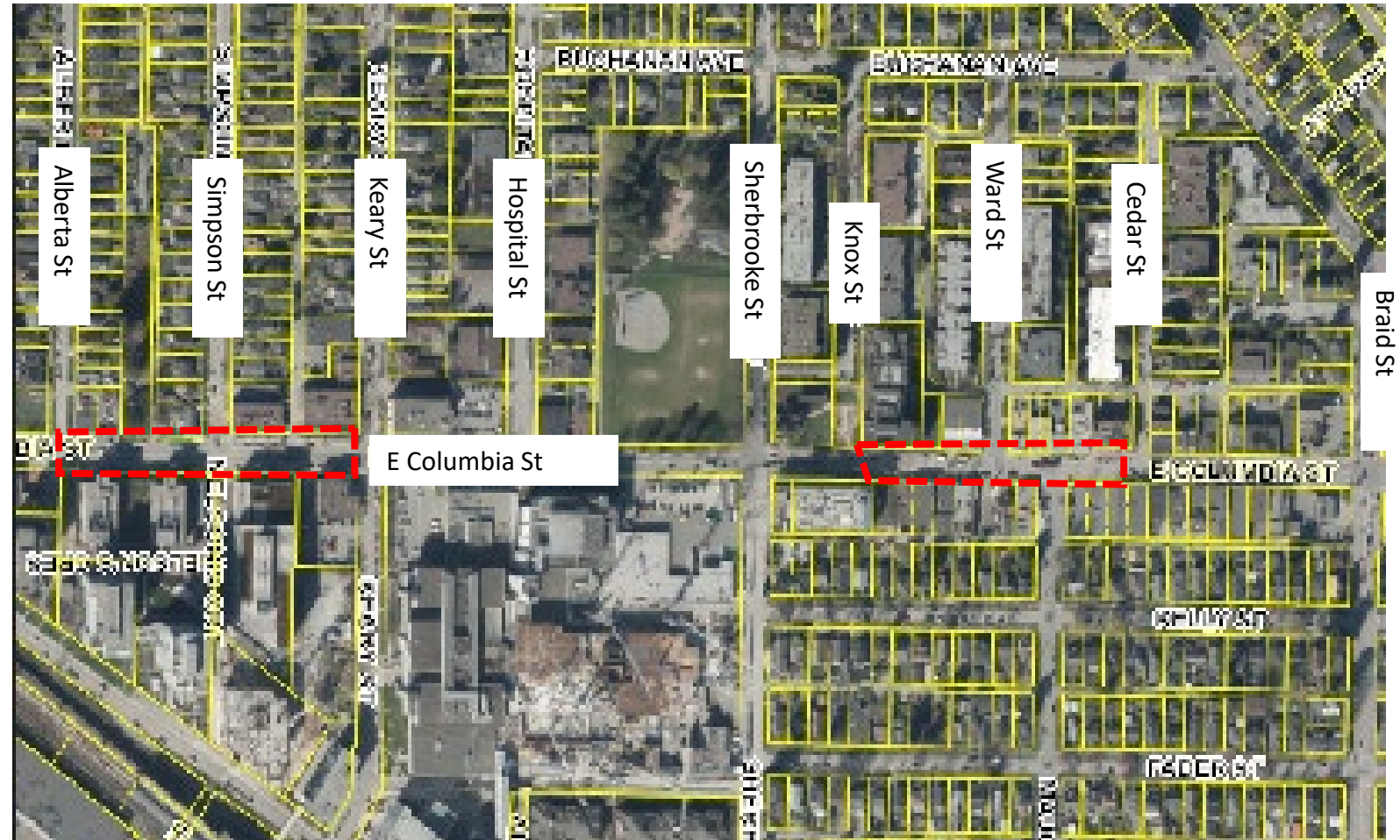
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Sapperton

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Economic Development Plan Update Scoping Brainstorm

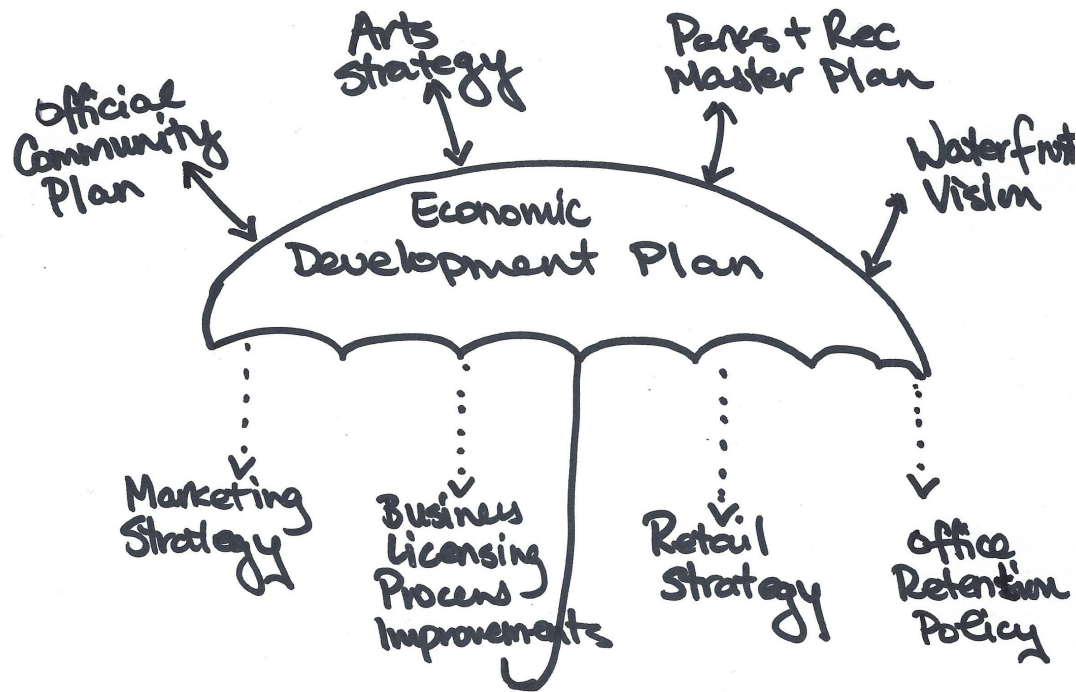
ACEDAC April 10, 2025



NEW WESTMINSTER

Economic Development Plan

Guiding the City's economic development efforts over the next 5-15 years.



A BLUE PRINT FOR THE FUTURE

- Overarching strategy on how to support and foster the local economy
- Acknowledges the important role community partners play in setting and achieving the economic vision
- Identifies key economic priorities to focus on in support of a healthy local economy
- Guides staff work in retaining and attracting businesses and supporting a diverse employment base
- Works in alignment with other City plans and initiatives such as the Official Community Plan, Parks and Recreation Master Plan, Riverfront Vision, etc.

Economic Development Plan

key highlights



What the Plan Accomplished

- Work with City departments to update business-related bylaws, policies, and practices.
- Establishing a business hub type function at City Hall
- Establishing the EDO as the advocate for business at City Hall
- Collaborate with local partners on initiatives that encourage ‘buy/spend local’
- Collaborate with partners, including post-secondary institutions, Fraser Health, and local developers on the IDEA Centre strategy around RCH
- New inventory of business resources – how to guides, welcome package, webinars, etc.
- Development of Retail Strategy
- Working with the Planning on Lower Twelfth Street Plan that facilitates the area as a creative employment zone that supports a mix of uses such as ultra light industrial, maker space, commercial, and retail.

Times have changed.

CURRENT CONTEXT



COVID-19 Pandemic

WFH has impacted the economy, leading to shifts in urban centers, changes to office space demand, and changes in spending patterns.



E-commerce

Continued impact to brick & mortar stores and increased competition, need to create experiences, broader reach for small businesses,



Provincial Housing Legislation

In 2023, the Province made significant changes to housing legislation. The City is implementing these changes along with our own programs towards more and better housing for all.



Economic Uncertainty

Tariffs, increasing leasing costs, changes to consumer spending, hiring challenges, large corporation investment impacting small business opportunity.

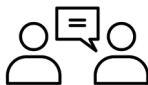
PRINCIPLES

The development of the EDP will be developed based on key principles. Are we missing any?



DATA

Build the plan based on solid data and analysis for employment generating land uses, industry sectors and job targets.



ENGAGEMENT

Meaningful engagement with local businesses, community partners, and residents



VISION

Opportunity to set an aspirational vision for the local economy we want to see flourish and grow.



ACTION ORIENTED

Implementable plan with tangible actions that the City and community partners can take to achieve the vision.

OBJECTIVES/GOALS

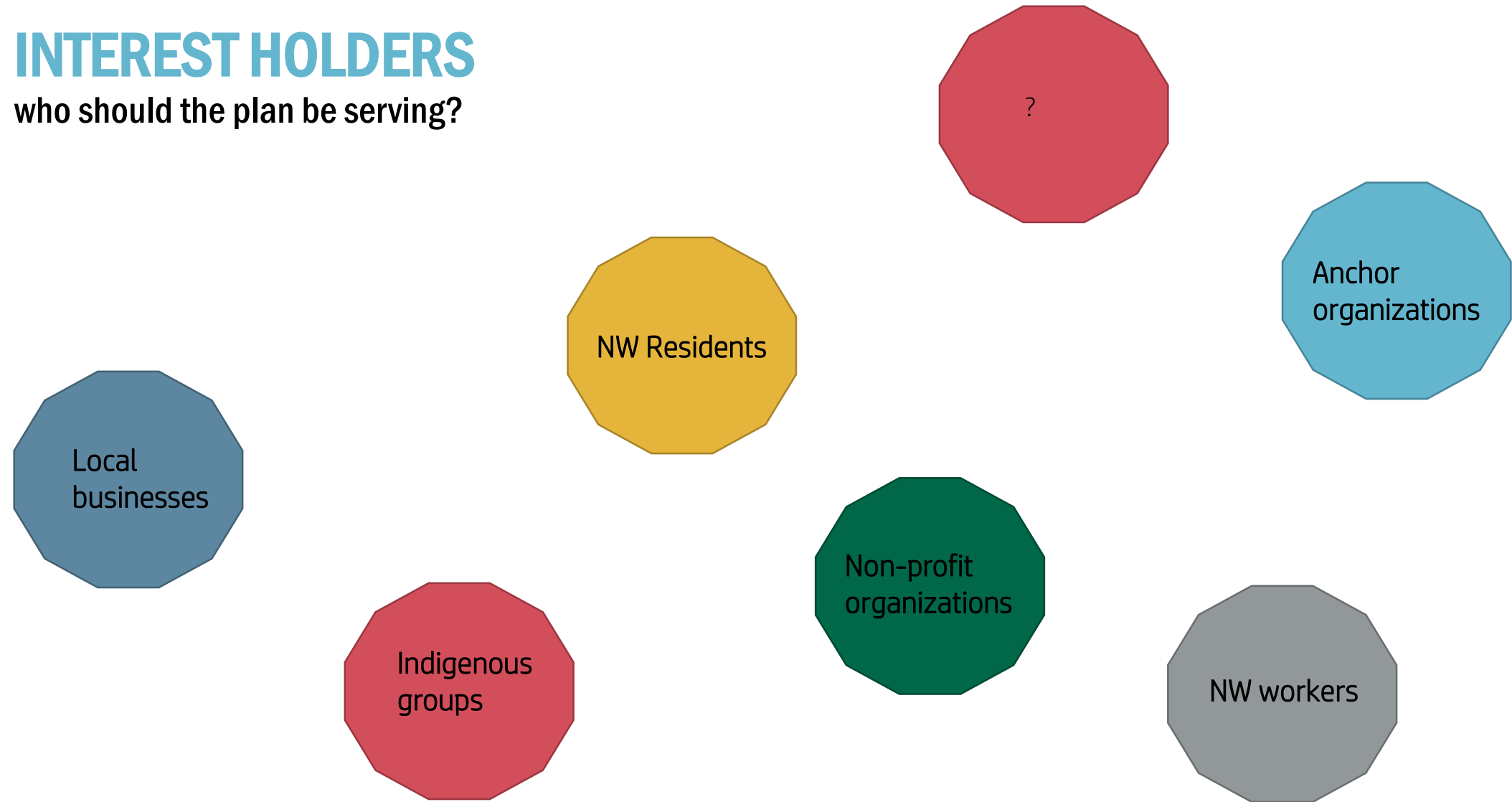
Existing Plan Goals

- Establish NW’s reputation as an ideal location for start-ups and established businesses to thrive and grow.
- Drive NW’s commitment to delivery of a positive business experience at City Hall.
- Secure diversity in the local economic base through recruitment, retention and expansion activities.
- Support livability initiatives that make New Westminster a great place to live, work and invest.

Reflection / Current Relevance

INTEREST HOLDERS

who should the plan be serving?



THEMES

areas of focus

Innovation – delivery of programs, projects and processes

Advocate for business

Inclusivity -

Livability

Competitive advantages

Connection – people, businesses, organizations, government, investors

ROLES & TOOLS

for implementation

Land use planning –
identifying where/what
type of development is
needed

City as Convener –
bringing groups
together to facilitate
larger projects like
health care cluster,

Permitting –
business licensing,
building/planning

City infrastructure
projects – e.g. Anvil
Centre, WPP, ID of
gaps

Grant program
opportunities

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PROCESS CONSIDERATIONS

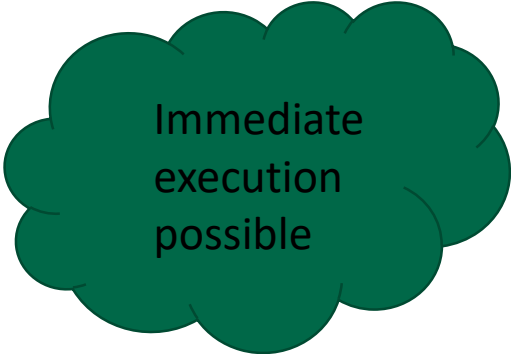
Research & Analysis	Engagement Ideas
SWOT / Strengths Opportunities Aspirations Results Analysis	Local business workshop/roundtable – inspiring speaker?
Business Licence Data Analysis	Survey – Be Heard, including residents
Employment Projections & Targets	Internal city department working group
	Interest holder interviews
	Pop ups at local events – farmer’s market, community events, etc.

What Does Success Look Like?


for a new economic development plan




Clear vision



Immediate
execution
possible



Flexibility
incorporated
into plan



Partners ID'd for
delivery &
implementation



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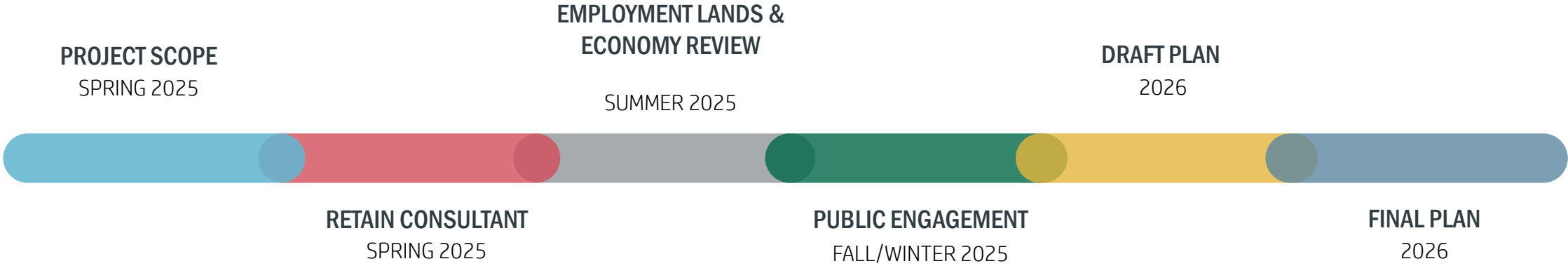


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PROJECT MILESTONES



Memorandum

To: ACEDAC Members

Date: Thursday, April 10,
2025

From: Carolyn Armanini, A/Manager Economic Development

File: #2681239

Subject: Economic Development Strategy: Brainstorm for Workplan Scope

The City's Economic Development Office provides a key function focused on attracting, retaining, and supporting businesses and investment, fostering economic growth, and identifying opportunities for collaboration with internal and external partners that leverage and support the city as a place to live, work and play. The City's EDO is responsible for the delivery of updated Economic Development Plan, with the support of a consultant, through 2025-2026.

The City's existing [Economic Development Plan](#) (EDP) was developed in consultation with the local business community with a clear purpose to both support and foster business growth. It established an overarching strategy for guiding the activity of the Economic Development Office that was synchronous with other City plans and initiatives, responsive to the current context of the day and outlined a framework for guiding new opportunities in Metro Vancouver's evolving economy.

The current EDP ran from 2018-2023 and the updated plan will provide Council, the community and staff, the opportunity to reflect on current economic realities, including lasting impacts of the COVID-19 pandemic which include increasing hardship for small business, evolution of remote work, rise of e-commerce, and other pressures facing the local economic system that have created economic uncertainty. Cities across BC are also working to plan around and implement significant changes in provincial housing legislation to address new population targets.

Updating the EDP provides an opportunity to re-evaluate our priority areas, reassess strategic directions and come together to create a new vision for the local economy. The plan's development is intended to engage the community, be based on data, and bring renewed focus to the Economic Development Office's work.

The current EDP has four goals which are supported by six strategies:

Goals

1. Establish NW's reputation as an ideal location for start-ups and established businesses to thrive and grow.
2. Drive NW's commitment to delivery of a positive business experience at City Hall.
3. Secure diversity in the local economic base through recruitment, retention and expansion activities.
4. Support livability initiatives that make New Westminster a great place to live, work and invest.

Strategies

1. Market and promote New Westminister's competitive advantage.
2. Formalize the leadership role of the Economic Development Office as the business community's advocate at City Hall.
3. Build a fertile environment for growth and expansion of business through ongoing collaboration and engagement with key stakeholders.
4. Drive continuous innovation in delivery of city programs, projects and processes through implementation of Intelligent New West.
5. Leverage Royal Columbian Hospital expansion activities to attract and retain business, promote investment and support new employment in health care, education and tech and creative sectors.
6. Communicate to business the value proposition of locating in New Westminister

Each strategy has several *action items* for implementation, which are included in *Attachment 1*.

Questions and Considerations to Spark Discussion

We hope to have a robust discussion at the meeting, and as you read through this memo and the related information, consider the following:

- Do you have any reflections on the past goals, do you feel they are still relevant?
- Are there areas of focus that you feel passionate the new plan should highlight to support the local economy?
- Who do you feel the new plan should be serving?
- Have you participated in any engagement activities that you thought were great, or not so great?
- Are there certain tasks, methods, or approaches that you feel should be included in the process?
- Who and how do you see the new plan being implemented? What roles and tools should be considered?
- What does success look like for a new economic development plan?

Next Steps

After receiving input from ACEDAC, staff will incorporate the comments into a scope of work document and take it forward to Council for input and endorsement. The scope of work will inform the consultant Request for Proposals that will be prepared in May 2025.

Attachment 1 – EDO (2023) Action Items

Attachment 2 – Worksheets for notes during discussion (copies will be available at the meeting)