

Attachment #3

Strategic Priority 3

People-Centred Economy

Year 1

Status Report



Strategy Priority: People-Centered Economy

Year 1 -Status Report

A local, nimble, resilient economy that serves our local community

Objectives and Outcomes	Status	Comments/issues
Objective 1: Support for business in ways that improve processing and permitting times, and allow operators to grow and thrive.		
Strategic Outcome: - Active Commercial Areas and Business Support		
Implementation of the Retail Strategy		<p>Progress to date:</p> <ul style="list-style-type: none"> Staff proposed a staff enhancement which has now been filled. The Business Growth Coordinator starts end of June 2024 and will be tasked with, supporting many items in the Retail Strategy that support businesses such as patios, building permits, business education and resiliency support. <p>Next steps:</p> <ul style="list-style-type: none"> Onboarding, prioritization. <p>Risk:</p> <ul style="list-style-type: none"> Movement within the department has meant that the Business Growth Coordinator may have to temporarily provide coverage for some portfolios. Staff capacity is always a risk. <p>Key messages:</p> <ul style="list-style-type: none"> <i>We anticipate that a new staff role, a Business Growth Coordinator, will be onboarded by summer to prioritize several of the recommendations noted in the Retail Strategy and to provide support in other portfolios in Economic Development.</i>
Patio Program		<p>Progress to date:</p> <ul style="list-style-type: none"> All but two patios have been converted from the Temporary Expanded Service Area (TESA) status and have their applications in progress and are being reviewed by staff. New businesses setting up are being provided with information at the time of business licence application to work toward a smooth process. <p>Next Steps:</p> <ul style="list-style-type: none"> Continue to work with businesses to ensure they have converted their patios by Dec 31 2024 as that is when the Province will end the TESA program. <p>Risk:</p> <ul style="list-style-type: none"> Hospitality businesses are reporting a significant reduction in revenue, making it difficult for them to commit to construction costs for new patios. Some have opted to discontinue their TESA entirely. Staff are working closely with businesses to reduce red tape as the existence of street and sidewalk patios promotes lively and vibrant commercial areas. <p>Key messages:</p>

		<ul style="list-style-type: none"> • Staff in Economic Development will continue to work with businesses and promote the addition of street and sidewalk patios and will work interdepartmentally to advocate for businesses as required.
<p>Business Information Nights</p>		<p>Progress to date:</p> <ul style="list-style-type: none"> • Staff have planned and scheduled four business information nights to date, and more will continue throughout the year. <p>Next Steps:</p> <ul style="list-style-type: none"> • Continue to work with businesses to hear their preferred topic choices and work to plan and implement these nights. <p>Risk:</p> <ul style="list-style-type: none"> • Staffing remains a challenge, and it is easy to be taken off course for these events. <p>Key messages:</p> <ul style="list-style-type: none"> • Staff in Economic Development will continue to work to provide timely, useful, free, virtual business information nights to the local community.
<p>Strategic Outcome:</p> <ul style="list-style-type: none"> - Policy Modernization 		
<p>Business Licence Bylaw Update – work to modernize and update the <i>Business Licence Bylaw</i></p>		<p>Progress to date:</p> <ul style="list-style-type: none"> • The draft Business License Bylaw is nearing completion. <p>Next steps:</p> <ul style="list-style-type: none"> • Consultation with business stakeholders took place at the ACEDAC meeting in Q2 and the draft bylaw is now undergoing staff and legal review. <p>Risk:</p> <ul style="list-style-type: none"> • Timing of the deployment of this is important to ensure a seamless transition to the new bylaw and fees and that communications to the business community is clear. <p>Key messages:</p> <ul style="list-style-type: none"> • <i>Staff anticipate bringing the drafted Bylaw in Q3 of 2024. A communications and implementation plan will ensure the smooth rollout over Q3 and Q4 2024, in time for 2025 business licence renewals.</i>
<p>Objective 2: Create a vibrant and resilient local economy that provides sustainable employment opportunities for all, including Indigenous and equity-seeking communities.</p>		
<p>Strategic Outcome:</p> <ul style="list-style-type: none"> - The role of culture. 		

<p>Develop a Pay-What-You-Can pilot program to address issues around equity, dignity and accessibility. Find a way to systematize this Pay-What-You-Can program so that it satisfies Xplor (formerly known as PerfectMind) system requirements for public use.</p>		<p>Progress to date:</p> <ul style="list-style-type: none"> • Have developed the technology and system, now need to integrate with city systems such as Xplor (PerfectMind). <p>Next steps:</p> <ul style="list-style-type: none"> • Anticipate starting pilot soon. <p>Risk:</p> <ul style="list-style-type: none"> • Tech difficulties in system integration, community understanding <p>Key messages:</p> <ul style="list-style-type: none"> • <i>Staff anticipate that a Pay-What-You-Can pilot program will be in place at New Media Gallery soon.</i>
<p>Partnered with eight local businesses to install environmental sensors on their premises and connected these local businesses to the international environmental community through New Media Gallery exhibitions.</p>		<p>Progress to date:</p> <ul style="list-style-type: none"> • Working with local businesses to complement New Media Gallery exhibitions, staff installed environmental sensors on their premises to encourage and foster relationships with local businesses. <p>Next steps:</p> <ul style="list-style-type: none"> • Continue to seek ways to connect with local businesses as appropriate. <p>Risk:</p> <ul style="list-style-type: none"> • None. <p>Key messages:</p> <p><i>Staff anticipate working with businesses again in the future to complement exhibitions.</i></p>
<p>New Westminster Museum and Archives Strategic Plan: Develop a New Westminster Museums strategic plan to align operational activities with the NWMA mission and mandate statements and to reflect expectations of diversity, inclusion, reconciliation and decolonization.</p>		<p>Progress to date:</p> <ul style="list-style-type: none"> • Staff are working to consider the implementation timeline and formulate the scope of work. The Museum Advisory Group is supporting this work. <p>Next steps:</p> <ul style="list-style-type: none"> • Finalize scope. <p>Risk:</p> <ul style="list-style-type: none"> • Staff capacity is always a risk. <p>Key messages:</p> <p><i>Staff anticipate that the Museum Strategic Plan will commence in 2024.</i></p>
<p>As the 10 year anniversary approaches for Anvil Centre opening, conduct public engagement to refine and consider additional offerings, and to better understand the user experience</p>		<p>Progress to date:</p> <ul style="list-style-type: none"> • Engagement objectives have been endorsed by Council and an implementation plan has been developed. A report on the results of engagement was brought to Council May 6 and the development of recommendations is ongoing. <p>Next steps:</p> <ul style="list-style-type: none"> • Staff will collaborate on draft recommendations that will come to Council as a workshop in 2024. <p>Risk:</p> <ul style="list-style-type: none"> • Engagement fatigue and staff capacity. <p>Key messages:</p>

Staff will collaborate to develop recommendations for a future Council Workshop.

Objective 3: Establish strong, positive, and collaborative relationships with local business-focused partners and regional organizations to promote and grow our local economy, including arts, culture, tourism, and non-profits.

Strategic Outcome:

- Data driven decisions

Economic Development Indicators

Progress to date:

- Staff have performed the annual update of the Economic Development Indicators, [listed here](#).

Next steps:

- Continue to review possible additional metrics that can be incorporated.

Risk:

- Limited to none.

Key messages:

- *The City’s Economic Development Indicators have been updated and will continue to be.*

Development of 2024 Work Plans for Arts, Culture, and Economic Development divisions

Progress to date:

- Staff have developed 2024 work plans and presented these to ACEDAC in February 2024.

Next steps:

- Refine timelines that are not yet known and implement the project work.

Risk:

- Transition to a new department will require close monitoring to ensure continued progress and may reduce staff capacity.

Key messages:

- *Staff anticipate a fulsome year ahead, as the various departments also work to transition to a new departmental structure.*

Summary of Progress in Year 1

Staff were able to continue the work that was outlined and advance work on several projects such as the patio program, the business licence bylaw refresh, and others.

Anticipated progress in Q3 and Risks

Continued work in several areas to strengthen relationship between culture and the economy in New Westminster including a new department structure and the launch of several new work plan items, as well as the conclusion and ongoing work to advance in-progress items. Staff capacity is limited, and the risk is primarily delay and competing priorities as well as emergent issues.

Financial Implications

None at this time that are not already contemplated in the Draft 2024 Operating Budget.

Interdepartmental Collaboration

Throughout all projects, there is a high degree of interdivisional collaboration. Additionally, for projects that impact multiple departments, staff are ensuring resources are allocated to ensure interdepartmental collaboration and support.

Lenses and Foundations - Implications

In development of work plans, staff take into consideration the contexts – lenses and foundations – of the City’s goals and objectives related to Reconciliation, Public Engagement, Climate Action and Environment, DEIAR, Measurement and Monitoring, and Organizational Effectiveness, to ensure these are considered and form a component of the work approach. While the highlighted projects may not directly relate to the contexts, staff continue to ensure these are considered in all work.

Instructions and Legend:

Strategic Outcome: People-Centered Economy

Active Commercial Areas: Implement the Retail Strategy to support active and welcoming commercial areas with a mix of diverse and vibrant business and cultural offerings.

High Quality Jobs: Continue to support the creation of livable and sustainable employment opportunities.

The Role of Culture: Align the structure of the organization to acknowledge the important role of arts and culture, filming, and special events in economic development.

Business-Focused Relationships: Maintain strong relationships and collaborations with business-focused groups and organizations that represent the breadth of diversity here.

Business Support: Meet operators wherever they are in their business and entrepreneurial life cycle and improve process through customer service excellence.

Policy Modernization: Update business-related regulations and plans to meet the needs of our modern economy and better serve our local community.

Resilient Economy: Leverage our commercial and industrial tax base while prioritizing people for a balanced economy with a range of business and employment opportunities.

Data-driven Decisions: Continue to collect and monitor data and performance metrics to inform policy and decision-making.

Status	Project performance indicators Rating Summary
Green	On Track - The project aligns with all four performance indicators
Yellow	Concerns to address - The project does not align with one or more of the performance indicator which is resulting in or could result in a delay or material impact
Red	Project Impacted - The project does not align with one or more performance indicator which could result in a major delay or inability to complete

Performance Indicator	Description	Rating Status
Budget Variance	Operating and capital budget variances that are linked to action	Green: On or Under budget Yellow: Slightly over budget: - Less than 10% Red: Significantly over budget:

		- More than 10%
Schedule Variance	The variance between the actual project progress and the planned schedule	Green: On or ahead of schedule Yellow: Slightly behind schedule: - less than 3 Months Red: Significantly behind schedule: - more than 3 months
Scope Compliance	The frequency and impact of changes to the project scope	Green: Fully compliant Yellow: Partial compliance Red: Significant scope deviations
Staffing Adequacy	The extent to which the action has the correct amount of staff with the required skills and resources to effectively drive the project forward	Green: Adequate staff Yellow: Some staffing issues Red: Insufficient staffing

Doc# 2330325