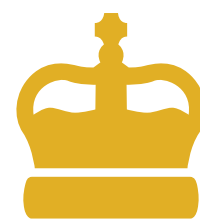




2023 - 2026

COUNCIL STRATEGIC PRIORITIES PLAN

Year 1 Status Report



NEW WESTMINSTER

Vision and Context

A vibrant, compassionate, resilient city where everyone can thrive



Strategic Priorities

1. Community Belonging and Connecting
2. Homes and Housing Options
3. People-Centered Economy
4. Safe Movement of People
5. Asset Management and Infrastructure

Lenses and Foundations

- Reconciliation
- Public Engagement
- Climate Action and Environment
- DEIAR (Diversity, Equity, Inclusion, Anti-Racism)

- Organizational Effectiveness
- Resilience
- Healthy Governance

Community Belonging and Connecting

New Westminster is a community where everyone belongs and has opportunity to connect and contribute.



BELONGING AND CONNECTEDNESS



GREATER AWARENESS AND APPRECIATION



NEW AND GROWING CONNECTIONS



CITY SERVICES ALIGNMENT AND SUPPORT

Community Belonging and Connecting

This is a new strategic priority area and is in the early stages of understanding what it means to the City and what falls under this area. Staff expect a more fulsome status update in future quarters now that the Community Partnerships function has launched recently.



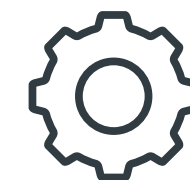
On Track

- Grant program
- Special Events portfolio
- Community Advisory Assembly
- Community Belonging and Connecting Public Education
- Volunteer Program



What's next

- Continue to strengthen relationships between City and community partners.
- Continue to build understanding of this strategic priority and build internal capacity to deliver.



Concerns to address

- Community Partnerships Function – limited staff capacity

Homes and Housing Options

Clear the way for all types of homes needed by people today and tomorrow, prioritizing homes for those with the greatest need



ADDRESSING HOMELESSNESS



AFFORDABLE HOUSING



MORE HOMES NEAR TRANSIT



INFILL HOUSING



BUILD MORE HOMES FASTER



POLICY ALIGNMENT



CLIMATE ACTION

Homes and Housing Options



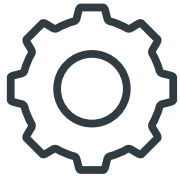
On Track

- 22nd Station Area Bold Vision
- Development Approvals
- Development Approvals Process Review (DAPR)
- E-Permitting
- Laneway House Application Streamlining
- Crises Response Pilot Project
- Energy Step Code
- Public Messaging on Housing Initiatives and Data



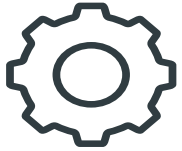
What's next

- Staff intends to accelerate work related to homes and housing for those with the most need, while continuing to improve overall housing approvals
- Staff is concerned that new provincial housing legislation will require allocation of our resources away from the intended work plan. This means existing work plans may be re-evaluated, slowed, or pushed out in order to address the new provincial requirements



Concerns to address

- New Provincial Housing Legislation: Small Scale Multi-unit Housing (SSMUH)
- Housing Division
- Downtown Livability Strategy Working Group
- Extreme Weather Planning & Services
- Affordable Housing Leadership Working Group



Project Impacted

- Inclusionary Housing
- Affordable Housing Capital Projects

People-Centered Economy

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



ACTIVE COMMERCIAL AREAS



HIGH QUALITY JOBS



THE ROLE OF CULTURE



BUSINESS-FOCUSED RELATIONSHIPS



BUSINESS SUPPORT



POLICY MODERNIZATION



RESILIENT ECONOMY



DATA-DRIVEN DECISIONS

People-Centered Economy



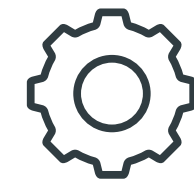
On Track

- Commenced implementation of the Retail Strategy
- Patio Program
- Business Information Nights
- Partnered with 8 local businesses to install environmental sensors for international art show at New Media Gallery
- New Westminster Museum and Archives Strategic Plan in development
- Anvil Centre public engagement
- Economic Development indicators – continued updating



What's next

- Continue to strengthen relationship between culture and the economy, including the creation of a new department (Community Services) and the launch of several new work plan items, such as the street activation study
- Results of Anvil Centre review coming July 15 to Council Workshop
- Business Survey in Fall 2024



Concerns to address

- Business License Bylaw Update – work to modernize and update the Business License Bylaw and eApply
- Staff capacity is limited, and the risk is primarily delay and competing priorities as well as emergent items.

Safe Movement of People

Prioritize the movement of people on foot, cycle, and transit on streets that are safer for all.



RESILIENT FUNDING



**SAFETY GOVERNANCE
AND MATURITY**



**STRATEGIC
INFRASTRUCTURE
INVESTMENTS**



CULTURE CHANGE

Safe Movement of People



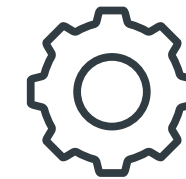
On Track

- Long-term funding strategy in place to enable rapid implementation of the ATNP and key safety and accessibility initiatives
- Intersection safety study completed and plans/designs for top 10 crash locations underway
- Queensborough Transportation Plan endorsed by Council and implementation of short-term recommendations underway



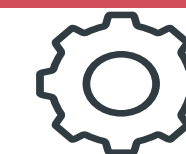
What's next

- Continue to make progress on key infrastructure projects, such as Uptown streetscape, Year 1 of ATNP, and McBride Blvd pedestrian crossing.
- Primary risks are due to staff capacity and high turnover, provincial housing legislation and larger projects drawing attention away from other work
- Continue to pursue coordination and collaboration with NWPD and other partners



Concerns to address

- Pedestrian crossing on McBride Boulevard north of Eighth Avenue
- Interim improvements along E Columbia St near Brunette Avenue
- Accessibility and school traffic safety measures
- Neighbourhood-level transportation plans
- Implement Signalized Intersection Policy measures



Project Impacted

- Alignment and coordination between Council and Police Board, and between City staff and NWPD staff
- Communications and education programs

Asset Management & Infrastructure

Resilient infrastructure that meets the community's needs today and into the future.



SUSTAINABLE SERVICE DELIVERY



RIGOUROUS APPROACH



LONG-TERM FINANCIAL PLANNING AND RESILIENCE

Asset Management & Infrastructure



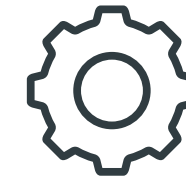
On Track

- Facility Asset Management Plan completed and unanimously endorsed by Council on February 26th, 2024.
- Asset Management Plans on City website
- Projects on the Go page up-to-date
- Using innovative finance and procurement approaches to deliver essential projects.



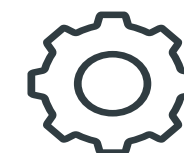
What's next

- Progress on implementing facilities asset management plan recommendations
- Progress on West End utilities project



Concerns to address

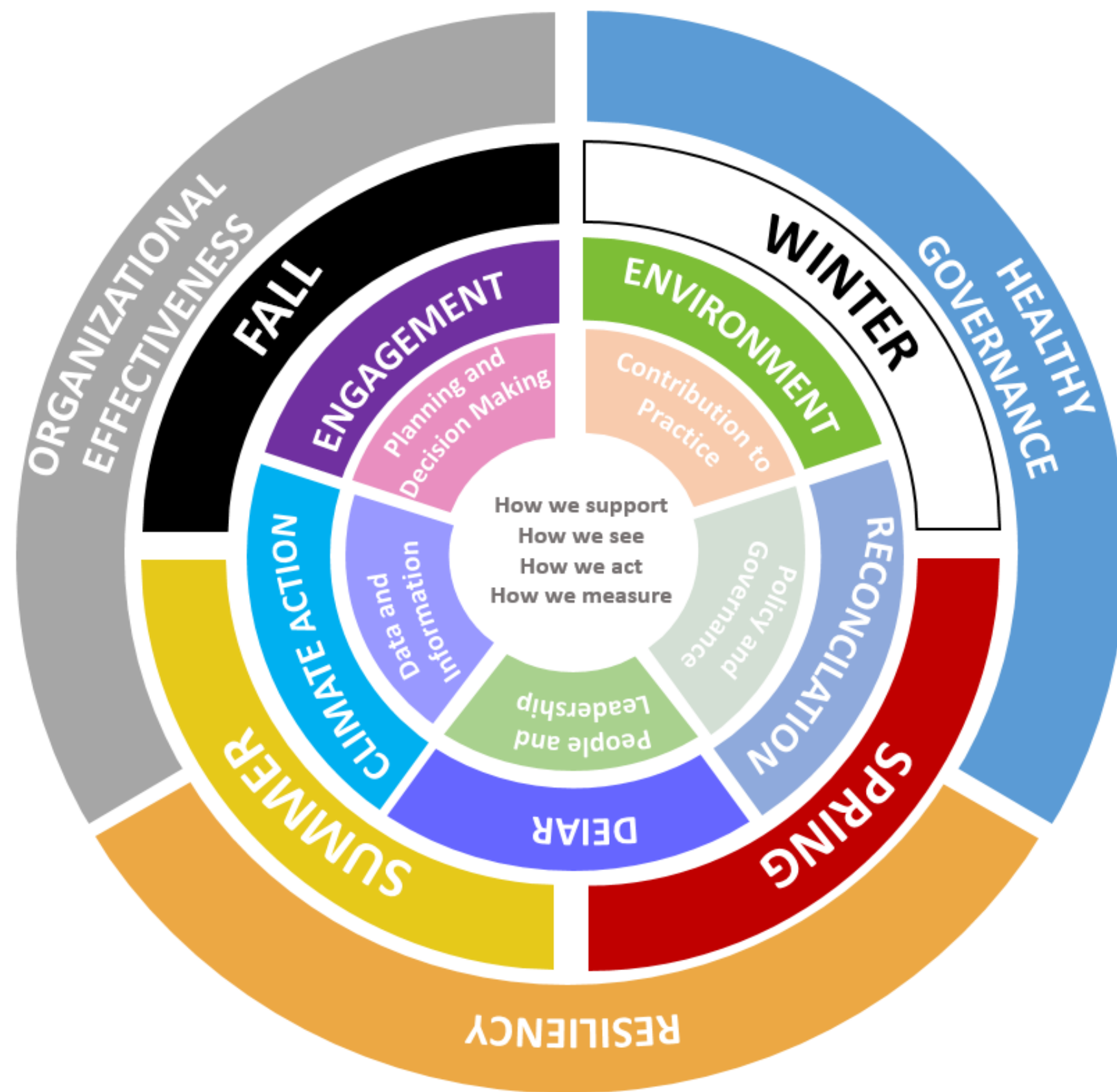
- Staff capacity remains a central and pressing risk



Project Impacted

- Natural Assets Asset Management Plan delayed due to staffing challenges.
- Cityworks Implementation timelines are impacted due to staff capacity.

Lenses and Foundations



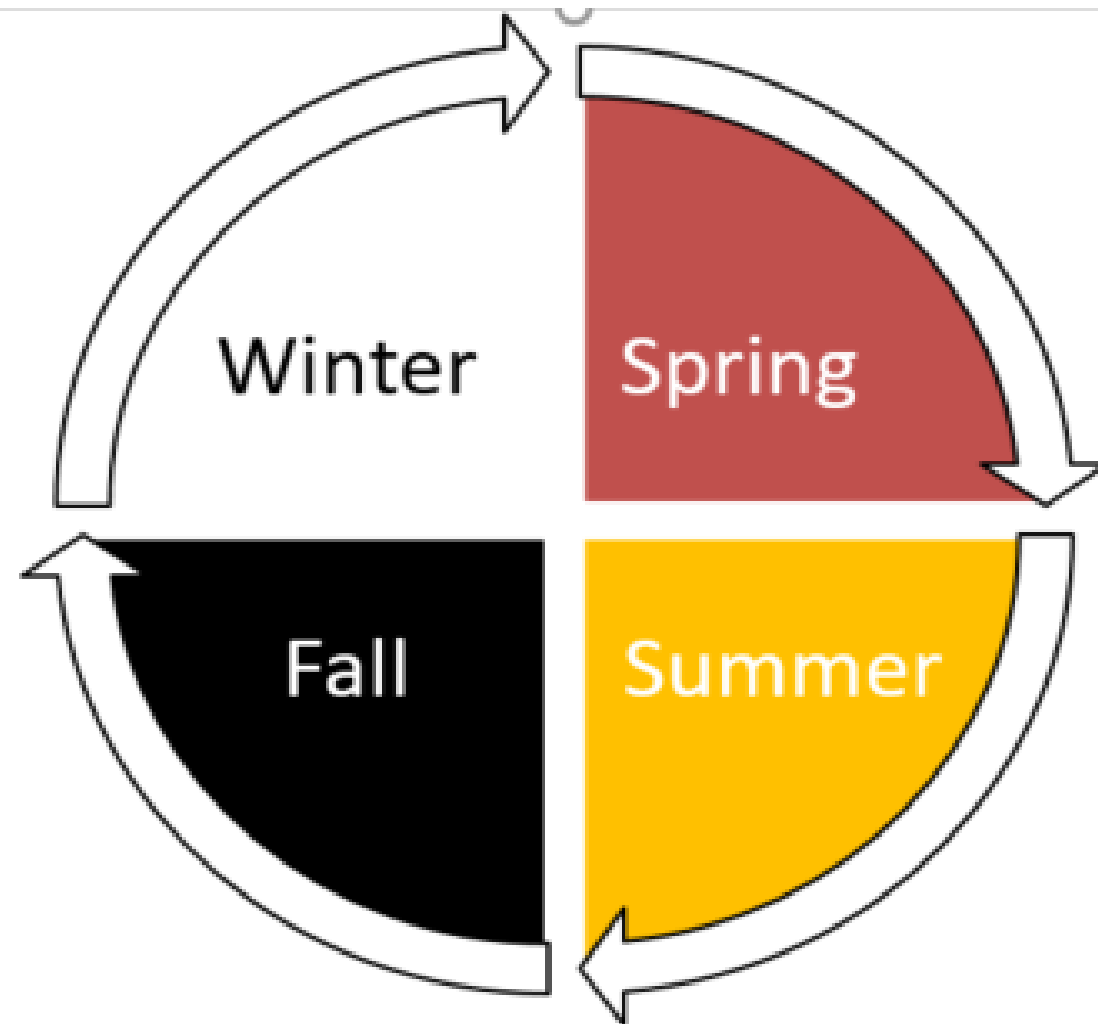
Lenses

The principles, guidance, policy and actions to ensure Council and staff are thoughtfully considering and integrating Reconciliation, DEIAR, Climate Action and Environment, in alignment with the City's commitment to thoughtful and meaningful Public Engagement

Foundations

Provide the strategies, plans, policies, procedures and actions that support and enable achievement of the Strategic Priorities, by strengthening Organizational Effectiveness, Resiliency and Healthy Governance

Seasons of Growth



The Seasons refer to phases of growth, as taught in the Medicine Wheel, not seasons of the calendar year. It may take multiple weeks, or multiple years, to move through one season of growth.

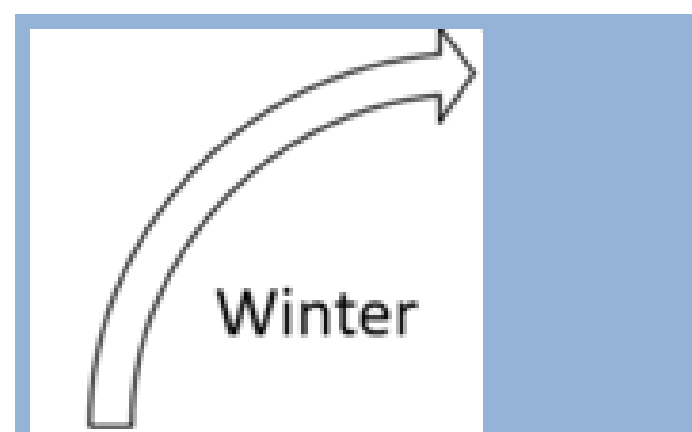
Spring: Phase One – a time of learning and growth

Summer: Phase Two – a time of work and activity

Fall: Phase Three – a time of harvest and observation

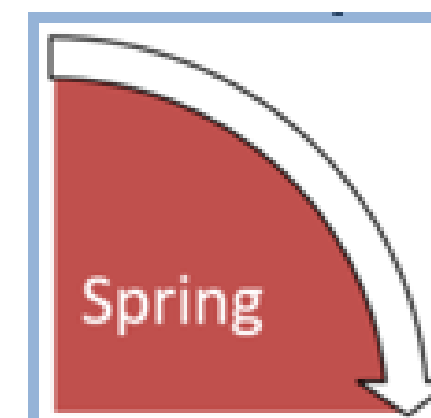
Winter: Phase Four – a time of quiet reflection

Lenses



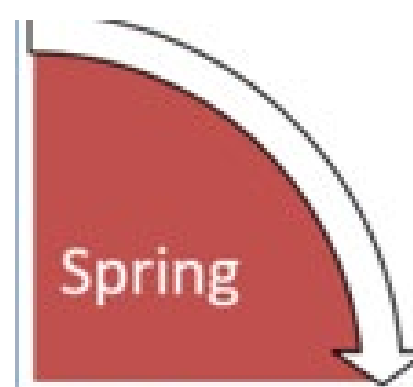
A time of quiet reflection

**COLONIZATION/
RECONCILIATION**



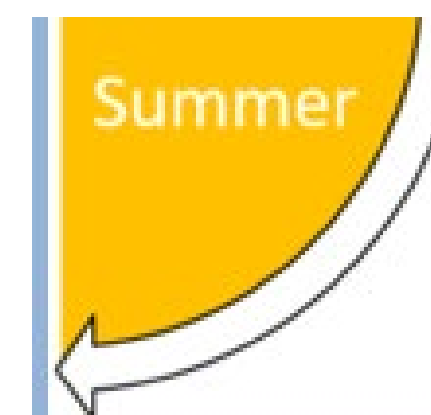
A time of learning and growth

DEIAR



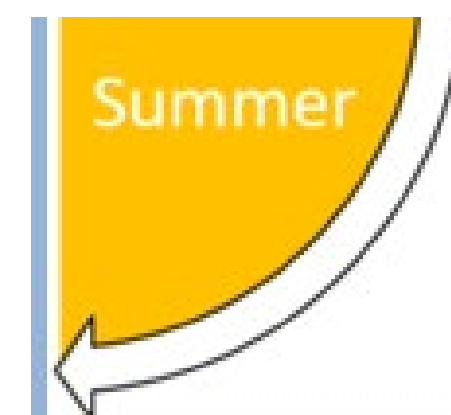
A time of learning and growth

CLIMATE ACTION



A time of work and activity

ENVIRONMENT



A time of work and activity

PUBLIC ENGAGEMENT

Foundations



A time of work and activity

ORGANIZATIONAL EFFECTIVENESS



A time of work and activity

RESILIENCE



A time of work and activity

HEALTHY GOVERNANCE

Next Steps:

- Continue to work toward achievement of the Strategic Priorities
 - Provide quarterly updates, in alignment with Quarterly Financial Performance Reports
- Continue applying the Lenses and building the Foundations
 - Report annually

Questions for Council:

1. Do the Strategic Priorities, and the work completed to date, continue to reflect Council's priorities
2. Is work on the Lenses and Foundations in alignment with Council's expectations
3. Do members of Council have questions for staff?