

Attachment # 3

Strategic Priority 3

People-Centered Economy

Year 2 Q1 Status Report

Strategy Priority: People-Centered Economy

Year 2: Q2 -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"> The (TFT) Business Growth Coordinator (BGC) position was filled in June 2024, however the BGC has not been able to begin significant work on the Retail Strategy implementation as a result of competing needs in the Community Services department and reassignment of staff to Community Partnerships. Work to incorporate Strategy recommendations have been included in new development applications, Lower Twelfth Street planning area and the update of the Business Licence Bylaw. <p>Next steps:</p> <ul style="list-style-type: none"> Continued implementation will be prioritized based on availability of staffing and budget resources. <p>Risk:</p> <ul style="list-style-type: none"> Movement within other functional areas of the department means that the BGC has had to provide coverage in Economic Development (former Lead Economic Development Coordinator has transferred to the Supervisor of Community Partnerships. <p>Key messages:</p> <ul style="list-style-type: none"> <i>The work has been delayed and the future schedule and ability to deliver the anticipated work plan items is based on the staff enhancement requests in the 2025 budget.</i>
Patio Program		<p>Progress to date:</p> <ul style="list-style-type: none"> All but one patio 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 and adherence to the guidelines. <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. Staff anticipate working on an update to the Patio Bylaw for minor housekeeping adjustments and to align with the extension of liquor service hours, however staff capacity is impacting the ability to get to this work. <p>Risk:</p>

		<ul style="list-style-type: none"> Food and beverage businesses are reporting a reduction in revenue, and having to be make decisions regarding operations and budget. Staff are working closely with businesses through the process to be as efficient as possible. <p>Key messages:</p> <ul style="list-style-type: none"> <i>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.</i>
Business Information Nights		<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 as staff capacity and interest from the business community allows. <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> <p>- Policy Modernization</p>		
Business Licence Bylaw Update – work to modernize and update the <i>Business Licence Bylaw</i>		<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 consultation. Anticipated to brought forward to Council October-November 2024 for consideration of adoption. The implementation of online licence application portal after the new bylaw has been adopted will further modernize the business licensing experience. <p>Risk:</p> <ul style="list-style-type: none"> Timing 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>		

Strategic Outcome: - The role of culture.		
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.		Progress to date: <ul style="list-style-type: none"> Have developed the technology and system, now need to integrate with city systems such as Xplor (PerfectMind). Next steps: <ul style="list-style-type: none"> This pilot has slowed as the current program software system has not been able to support the intended program outcomes. Staff are reviewing alternatives. Risk: <ul style="list-style-type: none"> Tech difficulties in system integration, community understanding Key messages: <ul style="list-style-type: none"> <i>Staff are in consultation to determine feasibility.</i>
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.		Progress to date – this project is now complete. <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. Next steps: <ul style="list-style-type: none"> Continue to seek ways to connect with local businesses as appropriate. Risk: <ul style="list-style-type: none"> None. Key messages: <p><i>Staff anticipate working with businesses again in the future to complement exhibitions.</i></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.		Progress to date: <ul style="list-style-type: none"> Staff are working to define the scope of this work. The Museum Advisory Group is supporting this work. Next steps: <ul style="list-style-type: none"> Finalize scope. Risk: <ul style="list-style-type: none"> Capacity has slowed the progress of this work. Key messages: <p><i>Staff anticipate that the Museum Strategic Plan will commence in 2024.</i></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		Progress to date: <ul style="list-style-type: none"> The 10 Year Anvil Review recommendations have been endorsed by Council and are now being built into the 2025 enhancement requests and work planning. Implementation of recommendations has begun. Next steps: <ul style="list-style-type: none"> Budget enhancement requests and ongoing implementation. Risk: <ul style="list-style-type: none"> Staff capacity.

		Key messages: <i>Staff are now implementing Anvil Centre recommendations as resources allow.</i>
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: <ul style="list-style-type: none"> Staff have performed the annual update of the Economic Development Indicators, https://infogram.com/invest-new-west-edi-2024-1h9j6g7vprg7v4g?live Next steps: <ul style="list-style-type: none"> Continue to review possible additional metrics that can be incorporated. Risk: <ul style="list-style-type: none"> Limited to none. Key messages: <ul style="list-style-type: none"> <i>The City's Economic Development Indicators have been updated and will continue to be on an annual basis.</i>
Summary of Progress in Year 1		Anticipated progress in Q3 and Risks
Staff have been working		Continued work in several areas to strengthen relationship between culture and the economy 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		
Staff have been required to utilize additional consultants and contractors as well as auxiliaries in order to meet the timelines and anticipated outcomes. Staffing capacity remains a challenge. Enhancement requests will be included in the 2025 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	Green: Adequate staff Yellow: Some staffing issues Red: Insufficient staffing

	to effectively drive the project forward	
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