

*Attachment #3*

**Strategic Priority 3 – People-  
Centred Economy**



## Strategy Priority: People-Centered Economy

### 2025: 1<sup>st</sup> Semi-Annual Status Report

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

Objectives and Outcomes	Status	Comments/issues
<b>Objective 1: Support for business in ways that improve processing and permitting times, and allow operators to grow and thrive.</b>		
<b>Strategic Outcome:</b> <b>- Active Commercial Areas and Business Support</b>		
Implementation of the Retail Strategy		<p><b>Progress to date:</b></p> <ul style="list-style-type: none"> <li>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.</li> <li>Work to incorporate Strategy recommendations has been included in new development applications, Lower Twelfth Street planning area and the update of the Business Licence Bylaw.</li> <li>Economic Development and Planning staff are working on reviewing the Zoning Bylaw in relation to ensuring priority areas of commercial streets have active uses at grade, as well as retail design guidelines.</li> </ul> <p><b>Next steps:</b></p> <ul style="list-style-type: none"> <li>Continued implementation will be prioritized as new staff are hired in Q2-Q3 2025. <ul style="list-style-type: none"> <li>Review of zoning changes to promote active street fronts and design guidelines</li> <li>Development of commercial tenant resource guide for redevelopment scenarios</li> <li>Consider opportunities for pop up activations</li> <li>Review of street activation program</li> </ul> </li> <li>Anticipate working with Chamber of Commerce on a commercial window transparency education and awareness campaign in Q2-Q3 2025.</li> </ul> <p><b>Risk:</b></p> <ul style="list-style-type: none"> <li>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).</li> </ul> <p><b>Key messages:</b></p> <ul style="list-style-type: none"> <li><i>The work has been delayed; however, with approval of staff enhancement requests in the 2025 budget, staff anticipate bringing items forward in Q2-Q3 2025.</i></li> </ul>
Patio Program		<b>Progress to date:</b>

		<ul style="list-style-type: none"> <li>• 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.</li> </ul> <p><b>Next Steps:</b></p> <ul style="list-style-type: none"> <li>• Staff anticipate working on an update to the Patio Bylaw for minor housekeeping adjustments and to align with Council direction to review liquor service hours on patios. This is anticipated in March 2025.</li> </ul> <p><b>Risk:</b></p> <ul style="list-style-type: none"> <li>• 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.</li> </ul> <p><b>Key messages:</b></p> <ul style="list-style-type: none"> <li>• <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></li> </ul>
Business Information Nights		<p><b>Progress to date:</b></p> <ul style="list-style-type: none"> <li>• Staff have planned to work with the Chamber of Commerce to deliver business information nights throughout the year, based on topics of interest from the business community.</li> </ul> <p><b>Next Steps:</b></p> <ul style="list-style-type: none"> <li>• Work with the Chamber of Commerce to deliver this program as part of a proposed Fee for Service arrangement.</li> <li>• Continue to work with businesses to hear their preferred topic choices and work to plan and implement these nights.</li> </ul> <p><b>Risk:</b></p> <ul style="list-style-type: none"> <li>• Should there be changes to the Chamber’s ability to deliver this program, Economic Development staff will need to make adjustments in their work plan.</li> </ul> <p><b>Key messages:</b></p> <ul style="list-style-type: none"> <li>• <i>Staff in Economic Development will collaborate with the Chamber of Commerce to continue to work to provide timely, useful, free, virtual business information nights to the local community.</i></li> </ul>
<p><b>Strategic Outcome:</b></p> <ul style="list-style-type: none"> <li>- <b>Policy Modernization</b></li> </ul>		

<p>Business Licence Bylaw Update and e-Apply</p>		<p><b>Progress to date:</b></p> <ul style="list-style-type: none"> <li>• The updated Business License Bylaw project is now complete.</li> <li>• Work has begun on e-Apply, an online licence application portal to further modernize the business licensing experience.</li> </ul> <p><b>Next steps:</b></p> <ul style="list-style-type: none"> <li>• Continued implementation of e-Apply.</li> </ul> <p><b>Risk:</b></p> <ul style="list-style-type: none"> <li>• Limited to none.</li> </ul> <p><b>Key messages:</b></p> <ul style="list-style-type: none"> <li>• <i>Staff brought forward the updated Bylaw in Q4 of 2024 and communication was included to licence holders during the 2025 business licence renewals mail outs.</i></li> </ul>
<p>Economic Development Plan Update</p>		<p><b>Progress to date:</b></p> <ul style="list-style-type: none"> <li>• Staff are starting to scope the Economic Development Plan Update in anticipation of staff being hired in Q2 2025.</li> <li>• The plan will look to set a refreshed economic vision for New Westminster, update employment targets and review sector priorities and develop recommended actions for implementation in collaboration with our business community.</li> </ul> <p><b>Next steps:</b></p> <ul style="list-style-type: none"> <li>• Development of project scope for review by Council and posting of RFP.</li> </ul> <p><b>Risk:</b></p> <ul style="list-style-type: none"> <li>• Staff capacity until new staff hired.</li> </ul> <p><b>Key messages:</b></p> <ul style="list-style-type: none"> <li>• <i>Staff are now starting to scope the EDP update as time allows.</i></li> </ul>
<p>Liquor and Cannabis Policy Review</p>		<p><b>Progress to date:</b></p> <ul style="list-style-type: none"> <li>• None.</li> </ul> <p><b>Next steps:</b></p> <ul style="list-style-type: none"> <li>• Staff are anticipating project initiation in Q2 2025. Project will include a review of current liquor and cannabis policy, research on practices in the region, input from community and recommended updates as determined.</li> </ul> <p><b>Risk:</b></p> <ul style="list-style-type: none"> <li>• Staff capacity until new staff hired.</li> </ul> <p><b>Key messages:</b></p> <ul style="list-style-type: none"> <li>• <i>Staff anticipate project initiation in Q2 2025, pending hiring of new staff position.</i></li> </ul>
<p><b>Objective 2: Create a vibrant and resilient local economy that provides sustainable employment opportunities for all, including Indigenous and equity-seeking communities.</b></p>		
<p><b>Strategic Outcome:</b></p> <ul style="list-style-type: none"> <li>- <b>The role of culture.</b></li> </ul>		

<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><b>Progress to date:</b></p> <ul style="list-style-type: none"> <li>• Have developed the technology and system, now need to integrate with City systems such as Xplor (PerfectMind).</li> <li>• This pilot had slowed as the current program software system has not been able to support the intended program outcomes. Staff were reviewing alternatives.</li> </ul> <p><b>Next steps:</b></p> <ul style="list-style-type: none"> <li>• This project is on hold while future plans for the New Media Gallery exhibition space are being developed;</li> <li>• A new vision for the exhibition space will be developed in the coming months.</li> </ul> <p><b>Risk:</b></p> <ul style="list-style-type: none"> <li>• Tech difficulties in system integration, community understanding</li> </ul> <p><b>Key messages:</b></p> <ul style="list-style-type: none"> <li>• <i>Staff are in consultation to determine feasibility.</i></li> </ul>
<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><b>Progress to date:</b></p> <ul style="list-style-type: none"> <li>• Staff are setting guiding values, goals and outcomes to guide the museum and archives strategic plan. This work will be reviewed by the Museum Advisory Group.</li> </ul> <p><b>Next steps:</b></p> <ul style="list-style-type: none"> <li>• Finalize goals, values and strategic outcomes.</li> </ul> <p><b>Risk:</b></p> <ul style="list-style-type: none"> <li>• Capacity has slowed the progress of this work.</li> </ul> <p><b>Key messages:</b></p> <ul style="list-style-type: none"> <li>• <i>Staff anticipate that the Museum Strategic Plan will commence in fall 2025.</i></li> </ul>
<p>Anvil Centre 10 year review: conduct public engagement to refine and consider additional offerings, and to better understand the user experience.</p>		<p><b>Progress to date:</b></p> <ul style="list-style-type: none"> <li>• The 10 Year Anvil Review recommendations have been endorsed by Council and built into the 2025 enhancement requests and work planning. Implementation of the recommendations that did not require budgetary approval has begun including expanding programming partnerships with the library, activating the ground level through cultural programming (Family Day Pow wow), and advancing the implementation of public art initiatives to animate Anvil Centre.</li> </ul> <p><b>Next steps:</b></p> <ul style="list-style-type: none"> <li>• Ongoing implementation.</li> </ul> <p><b>Risk:</b></p> <ul style="list-style-type: none"> <li>• Staff capacity until new staff hired.</li> </ul> <p><b>Key messages:</b></p> <ul style="list-style-type: none"> <li>• <i>Staff are implementing Anvil Centre recommendations as resources allow.</i></li> </ul>

**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.**

<b>Strategic Outcome:</b> <b>- Data driven decisions</b>	
Economic Development Indicators	<p><b>Progress to date:</b></p> <ul style="list-style-type: none"> <li>The annual update of the <a href="#">Economic Development Indicators</a> has taken place and all metrics that are available have been updated.</li> </ul> <p><b>Next steps:</b></p> <ul style="list-style-type: none"> <li>Continue to review possible additional metrics that can be incorporated.</li> </ul> <p><b>Risk:</b></p> <ul style="list-style-type: none"> <li>Limited to none.</li> </ul> <p><b>Key messages:</b></p> <ul style="list-style-type: none"> <li><i>The City's <a href="#">Economic Development Indicators</a> have been updated and will continue to be on an annual basis.</i></li> </ul>
<b>Strategic Outcome:</b> <b>Business-Focused Relationships: Maintain strong relationships and collaborations with business-focused groups and organizations that represent the breadth of diversity here.</b>	
Fee for Service Agreement with Chamber of Commerce	<p><b>Progress to date:</b></p> <ul style="list-style-type: none"> <li>Staff are working with the Chamber of Commerce on a Fee for Service agreement for the 2025 year implement initiatives in support of the business community. Projects may include initiatives such as <ul style="list-style-type: none"> <li>Active street fronts/window transparency education Campaign</li> <li>Spring Clean Up event</li> <li>Business sector roundtables</li> <li>Newcomer to Canada business support</li> <li>Commercial area business curation program</li> </ul> </li> </ul> <p><b>Next steps:</b></p> <ul style="list-style-type: none"> <li>Finalize agreement in Q1 2025.</li> </ul> <p><b>Risk:</b></p> <ul style="list-style-type: none"> <li>Chamber of Commerce has limited staff capacity and relies on volunteer board of directors. This could impact progress of identified initiatives.</li> </ul> <p><b>Key messages:</b></p> <ul style="list-style-type: none"> <li><i>Staff look forward to formalizing this collaborative work plan with a key business community partner.</i></li> </ul>
<b>Summary of Progress in Year 1</b>	<b>Anticipated progress in Year 2 and Risks</b>
Staff have continued work in several areas to strengthen the relationship between culture and the economy while the new Community Services Department structure was being formed. Staff have also continued work to modernize existing policy and collaborate with community partners on initiatives that	With the forming stage of Community Services complete and resources approved through the 2025 budget process, more detailed work on People Centered Economy projects can occur. Initiation of an updated Economic Development Plan will occur in 2025 along with continued implementation of the Retail Strategy as staff are retained. Progress on implementation of the Anvil Centre 10 year review recommendations will proceed. The New Media Gallery temporarily closed following the departure of the gallery curators at the end of 2024. A transitional program is being developed for 2025

benefit the local economy and support business.	while future plans and a new vision for the exhibition space are being developed.
<b>Financial Implications</b>	
All work will be carried out through department operating and City capital budgets. New resources have been secured through the 2025 budget allocation process.	
<b>Interdepartmental Collaboration</b>	
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.	
<b>Lenses and Foundations - Implications</b>	
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:**

<b>Strategic Outcome: People-Centered Economy</b>	
<b>Active Commercial Areas:</b>	Implement the Retail Strategy to support active and welcoming commercial areas with a mix of diverse and vibrant business and cultural offerings.
<b>High Quality Jobs:</b>	Continue to support the creation of livable and sustainable employment opportunities.
<b>The Role of Culture:</b>	Align the structure of the organization to acknowledge the important role of arts and culture, filming, and special events in economic development.
<b>Business-Focused Relationships:</b>	Maintain strong relationships and collaborations with business-focused groups and organizations that represent the breadth of diversity here.
<b>Business Support:</b>	Meet operators wherever they are in their business and entrepreneurial life cycle and improve process through customer service excellence.
<b>Policy Modernization:</b>	Update business-related regulations and plans to meet the needs of our modern economy and better serve our local community.
<b>Resilient Economy:</b>	Leverage our commercial and industrial tax base while prioritizing people for a balanced economy with a range of business and employment opportunities.
<b>Data-driven Decisions:</b>	Continue to collect and monitor data and performance metrics to inform policy and decision-making.

<b>Status</b>	<b>Project performance indicators Rating Summary</b>
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

<b>Red</b>	Project Impacted - The project does not align with one or more performance indicator which could result in a major delay or inability to complete
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<b>Performance Indicator</b>	<b>Description</b>	<b>Rating Status</b>
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# 2651330