



# *City on the move*

2013 community report



# Message from the Mayor

What a year 2013 was for New Westminster! Together with residents, businesses and local organizations, Council and City staff worked hard to foster progress and forward motion in our community, and now we can see evidence of our efforts everywhere we look. After all, our collective efforts are about building a great city – one that future generations can be proud of.



This year's annual report *City on the Move* focuses on the forward movement that defined 2013. As I highlight just a few of the many great initiatives that were completed or brought into motion in 2013, I hope you will be as excited as I am about the momentum that continues to build as we strive to make our city even greater.

One very visible project in our downtown saw significant progress last year. Anvil Centre, which is set to open in September 2014, is already generating

excitement in New Westminster and beyond as a management team was brought on board and multiple events were booked into 2015. We look with anticipation toward the official opening as we'll get to see all our hard work on this long-awaited facility come to fruition.

Another exciting project that made headway in 2013 was the Wait for Me Daddy memorial project inspired by the famous WWII photograph by Province Newspaper photographer Claude Dettloff. Taken October 1, 1940 in New Westminster, it depicts a little boy escaping his mother's grasp and running to his father as he marches off to war. Much of the groundwork to immortalize this iconic photo, including commissioning the artists and confirming the Hyack Square site where the statue will live, was completed last year. We look forward to the official unveiling in October 2014, along with special guest Whitey Bernard, the little boy in the photo!

Last year also saw the opening of the newly expanded Queensborough Community Centre, which features an additional 13,000 square feet of community space including a branch library, community police office, weight room and childcare space for residents and visitors alike to enjoy.

In addition to all of these great projects, we also made enhancements to police and fire services; parks, culture and recreation programs and facilities; and public library services. To further ensure that New Westminster is one of the most liveable cities in the Lower Mainland, we completed essential infrastructure upgrades and continued to provide excellent service in garbage and recycling collection, animal control and parking management.

Thank you, as always, to City Council, staff, residents' and business associations, community volunteers and local citizens for all your hard work. Your efforts are truly making New Westminster a City on the Move!

Sincerely,

A handwritten signature in dark ink, appearing to read 'Wayne Wright', written in a cursive style.

**Mayor Wayne Wright**

# Message from the Chief Administrative Officer

In 2013, the City of New Westminster took great strides towards a number of exciting new projects that are currently underway. Significant progress was made on Anvil Centre, including the hiring of a General Facility Manager and Marketing Manager. To date, multiple events have already been booked in advance of the official opening in September 2014.



The City also advanced implementation of the Waterfront Vision, including creation of a master plan for the Larco site adjacent to Westminster Pier Park. The master plan, if approved, includes more open space and views of the Fraser River, a new waterfront park and mixed land uses including residential and commercial developments and the potential for a new hotel. In addition, to facilitate access to the waterfront, the design of the 4th Street Overpass was finalized and an assessment of the Front Street Parkade was completed.

Another exciting project that advanced in 2013 was the proposed district energy system to serve the Sapperton area in conjunction with the redevelopment of the Royal Columbian Hospital site. Staff are currently working with the community and key stakeholders to discuss the two proposed options – sewer heat recovery and wood chip combustion – as well as identify any concerns that need to be addressed. If approved and implemented, the district energy system would be able to provide clean, renewable, low-cost energy to connected buildings.

Public consultation was also completed for the Queensborough to Quayside pedestrian and cycle bridge, with the preferred option identified being a stand-alone “basculer” bridge. The City is currently pursuing funding for the project that, once completed, will accomplish a long-standing city objective of a pedestrian link between Queensborough and Downtown New Westminster.

Development of a long-range plan and vision for Queen’s Park was initiated, with public input solicited through several channels. The Master Plan will help create a long-term vision for the park that will guide decision making as the park continues to evolve.

The community also saw great progress in the New Westminster schools project, including the groundbreaking for Qayqayt Elementary School, currently under construction, and forward motion on plans for the new middle and secondary school.

I would like to thank the community for their participation and input in many of these initiatives and City staff for their excellent work throughout the year.

Sincerely,

A handwritten signature in black ink that reads "Lisa Spitale". The signature is written in a cursive, flowing style.

Lisa Spitale

**Chief Administrative Officer**

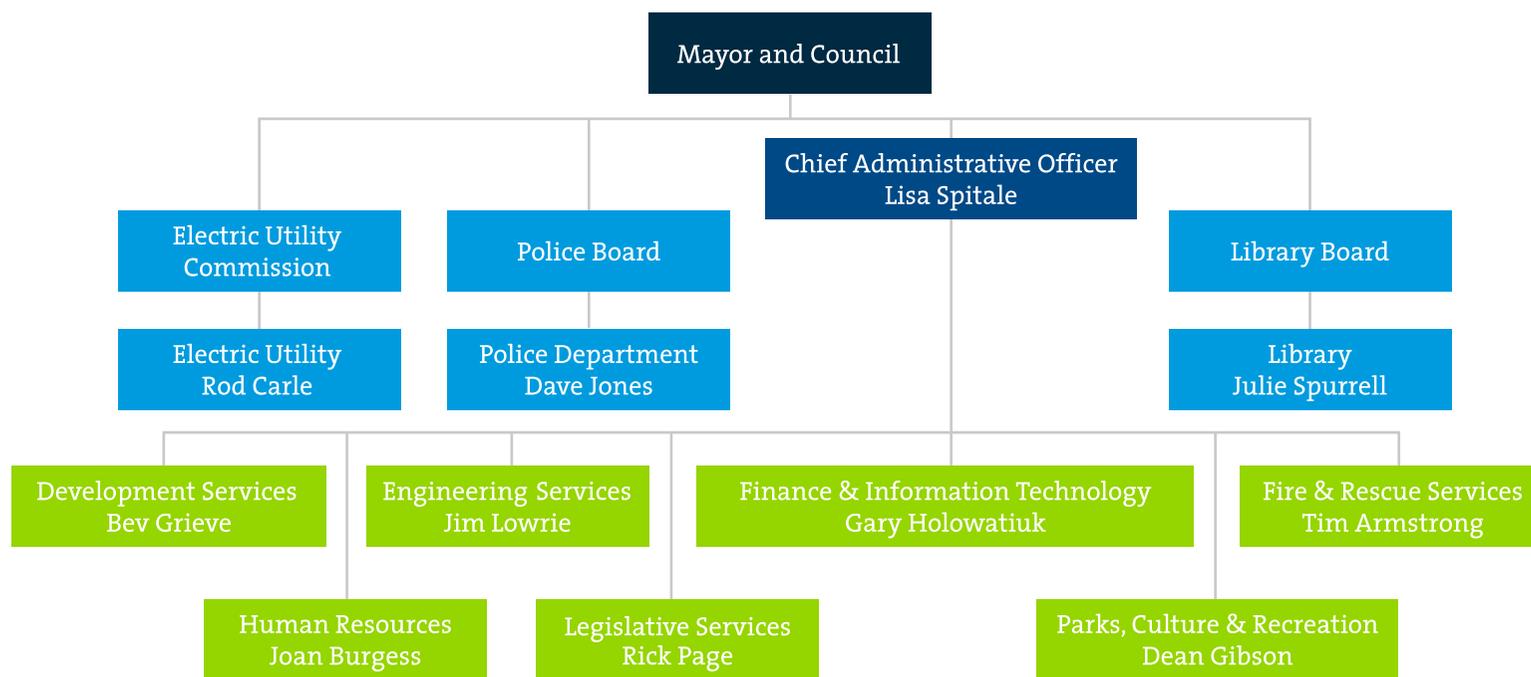


## Mayor and Council



2011-2014

Councillor Jonathan X. Cote   Councillor Bill Harper   Councillor Chuck Puchmayr   Councillor Jaimie McEvoy  
Councillor Betty McIntosh   Mayor Wayne Wright   Councillor Lorrie Williams



A vibrant scene at a waterfront park. In the background, a large cable-stayed bridge spans across a wide body of water. A large, dark-hulled ship with two prominent red cranes is docked at a pier. The middle ground features a wooden boardwalk with a blue metal railing and several wooden benches. In the foreground, a lush green lawn is populated by several people. Some are standing and talking, while others are sitting on blankets or strollers. A blue bicycle with a wooden deck is parked on the grass. The overall atmosphere is bright and sunny, with clear blue skies and green foliage framing the scene.

# Serving the Community



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## Administration

The Chief Administrative Officer (CAO) oversees all City departments with the exception of Police, Library Services and the Electric Utility, which report to their own boards. In addition, the CAO oversees the City's corporate priorities, Anvil Conference Centre, the Economic Development Office and the Communications Division.

**ANVIL CONFERENCE CENTRE** [▶ WATCH VIDEO](#) [▶ READ ARTICLE](#)

- Anvil Conference Centre will open in September 2014 and will host a range of facilities including small to mid-sized conference spaces, banquet rooms, a community theatre, an art gallery, museums and several multi-purpose rooms.

### 2013 ACCOMPLISHMENTS

- Booked multiple events starting September 2014 through to 2015.
- Developed policies and procedures to ensure maximum conference centre revenue and maximum economic impact on Downtown New Westminster.
- Developed a fee schedule and conference centre booking policies.
- Developed and implemented the Anvil Conference Centre Marketing Plan .

### LOOKING FORWARD

The Anvil Conference Centre will proudly open its doors in the month of September to multiple events including the grand opening, corporate conferences, association galas and banquets, consumer shows and industry forums.



## Economic Development

Guided by the Economic Development Advisory Committee, the Economic Development Office (EDO) is responsible for supporting and strengthening the City's economic base by promoting New Westminster as a place to invest and do business, fostering a business-friendly culture at City Hall, and advocating, liaising and acting as a resource for businesses, investors and the development community.

### 2013 ACCOMPLISHMENTS

- Established and resourced the Intelligent City Advisory Committee.
- Enhanced the [investnewwest.ca](http://investnewwest.ca)  website to provide greater resources and information on economic development opportunities in New Westminster and created an Invest New West quarterly e-newsletter and promotional video.
- Worked to develop stronger relationships with local business associations.
- Supported fire-affected business in their efforts to re-locate in the city.
- Supported the implementation of a host of new initiatives including the inter-municipal business licence pilot project, Energy Save New West and the Welcoming and Inclusive New West (WINs) program.

### LOOKING FORWARD

Key activities for 2014 include coordinating and co-hosting the Invest New West Economic Forum in partnership with the New Westminster Chamber of Commerce; completing an economic indicator report as a resource for the City, businesses, investors and developers; and participating in the Official Community Plan (OCP) update process currently underway. The EDO will also continue efforts to advance the Intelligent City initiative and promote New Westminster as the place to do business in Metro Vancouver.





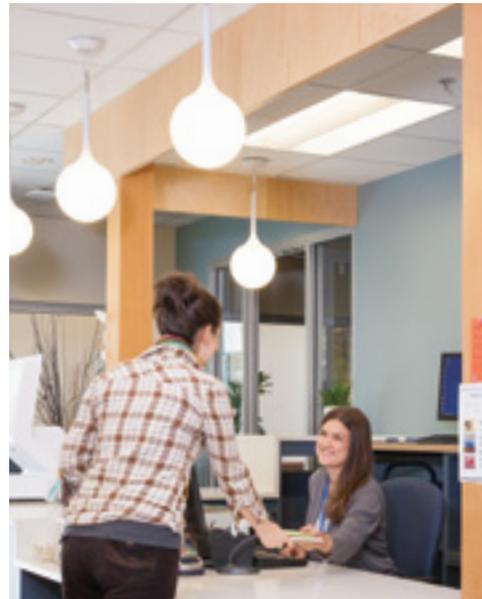
*“Today, it’s the strategic location - the same rationale that compelled settlers to make their home here more than 150 years ago - that is inspiring people to come back to live, invest and find a home downtown.”*

by Niki Hope | The Royal City Record

[READ ARTICLE](#)

# Communications

The Communications Division ensures citizens and stakeholders are kept up to date on local government activity, acts as a resource for City departments in the promotion of key initiatives and oversees the promotion and marketing of New Westminster.



## 2013 ACCOMPLISHMENTS

- Coordinated the development of the New Westminster Police Department's graphic standards guide.
- Implemented the *See Click Fix*  mobile application and increased the City's online presence and public engagement through the use of social media.
- Completed the mobile optimization of the City website.
- Assisted in the roll-out of the digital sign program, coordinating, creating and overseeing City advertising on all boards.
- Coordinated the redesign of public hearing notices to enhance understanding and increase community participation.

## LOOKING FORWARD

The Communications Division will continue to stay current with best practices in public communications, including researching and implementing the latest trends in social media. The communications team will also play a key role in the promotion of three major events in 2014 – the opening of Anvil Centre, the Invest New West Economic Forum and the unveiling of the Wait for Me Daddy memorial at Hyack Square.

# Development Services

The Development Services Department proactively develops and facilitates planning, investment in the community and regulatory strategies that are designed to make New Westminster a complete, balanced and liveable city. We provide strategic community and social planning to foster a great place for living, working and leisure. This involves neighbourhood planning, social and heritage planning, management of the development approvals and building permit and inspection processes, issuance of business licenses and enforcement of the bylaws.

## 2013 ACCOMPLISHMENTS

- Finalized the Queensborough Community Plan, which provides a vision for this neighbourhood to 2040.
- Processed over \$207 million of new development in the city, including a new elementary school and significant commercial development in Uptown and Sapperton.
- Adopted the Secured Market Rental Housing Policy, which resulted in interest in the development of about 500 rental units.
- Coordinated the Welcoming and Inclusive New Westminster (WIN) Community Partnership Table, which accessed funding and initiated a number of projects under the Welcoming Communities Program.
- Advanced implementation of the Waterfront Vision, including the creation of a new master plan for the Larco development site next to Westminster Pier Park and in collaboration with the Engineering Department, finalized the design of the 4th Street Overpass and assessed the future of the Front Street Parkade.

## LOOKING FORWARD

In 2014, Development Services will begin the review of the City's overall Official Community Plan, as well as continue work with Bentall Kennedy on a new Official Community Plan for the Sapperton Green site. In addition, consultation will be initiated with residents and the development industry on a density bonus program for high density residential and mixed use development in the downtown area. Development Services will also begin consulting with residents to learn their interest in introducing detached dwelling units (laneway houses) in their neighbourhoods. And in order to help ensure that neighbourhoods better meet the needs of families, a Child and Youth Friendly Community Strategy will be developed, which will inform the future design and development of the city. Moreover, the department will also work on a Dementia-Friendly Community Initiative, which will enhance public awareness about the disease and identify best practices related to dementia-friendly communities.



# New Westminster Police Department

The New Westminster Police Department provides a range of services including first-response, traffic enforcement, domestic violence response, forensic crime analysis, intelligence services, crime prevention and victim services. Through the committed efforts of uniformed and civilian staff, along with volunteers and members of the Police Board, New Westminster remains a vibrant and safe community.

## SUMMARY OF NEW WESTMINSTER POLICE DEPARTMENT

2012 - 2013 CRIME STATISTICS	2012	2013	% CHANGE 12-13
Total Calls for Service	22,527	22,524	0%

CRIMINAL CODE	2012	2013	% CHANGE 12-13
1000 - Persons (Violent) Offenses	838	824	-2%
2000 - Property Crime	3,455	3,441	0%
3000 - Other Crime	1,138	1,200	5%
<b>Total Criminal Code</b>	<b>5,431</b>	<b>5,465</b>	<b>1%</b>

## 2013 ACCOMPLISHMENTS

- Conducted 12 days of targeted commercial vehicle inspections during 2013, with over 700 vehicles being inspected and 244 units of these taken out of service.
- Enhanced service and access to resources for citizens in crisis through the NWPD mental health coordinator, who collaborated with Fraser Health and various community stakeholders to provide enhanced training to officers, real time crisis support, and integrated case management for persons with mental illness.
- Transitioned call-taking and dispatch services to E-Comm, with advantages including risk mitigation, sustainability, increased operational efficiencies, enhanced cross-communication between other police agencies, access to top-tier technology, and cost savings.
- Joined with the RCMP Lower Mainland District Emergency Response Team, comprising 66 police officers that are capable of assisting and dealing with tactical and technical situations where extreme danger is present.

## LOOKING FORWARD

In 2014, the New Westminster Police Department plans to improve traffic safety and enforcement by implementing a Commercial Vehicle Inspection Team consisting of two special constables, as well as improving their ability to perform crime analysis through the utilization of the Vancouver Police Department C.R.I.M.E. Crime Analysis Program. The department also plans to enhance the coverage of their canine units by implementing a partnership with the RCMP Integrated Canine Team. They will also be participating in Canada's second Real Time Intelligence Centre, which will provide immediate analytical support to assist in coordinating responses to serious crimes. In addition, the department will be developing and implementing a new internal intranet system that will provide an effective communications tool, and will increase productivity and effectiveness between members and staff.

## SAMPLE OF OFFENCES

1000-PERSONS (VIOLENT) OFFENCES	2012	2013	% CHANGE 12-13
Homicide	2	3	50%
Murder-Attempted	1	1	0%
Sexual Assault	29	34	17%
Assault-Common/Trespass	317	304	-4%
Robbery	67	62	-7%

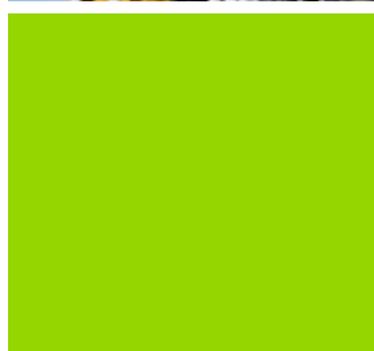
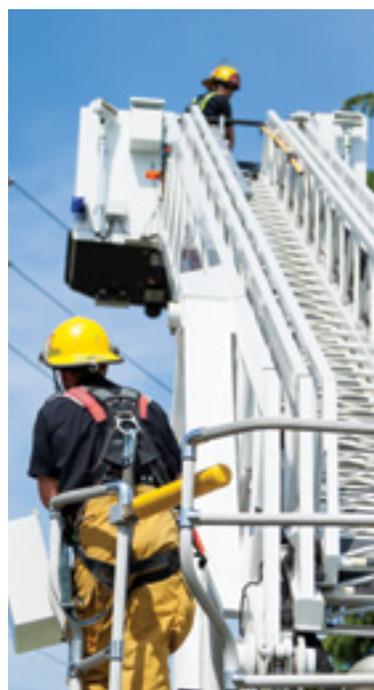
2000-PROPERTY CRIME	2012	2013	% CHANGE 12-13
Break & Enter Business	143	207	45%
Break & Enter Residence	257	279	9%
Break & Enter Other	119	72	-39%
Motor Vehicle Theft	209	216	3%
Theft from Motor Vehicle	730	719	-2%
Theft-Other >\$5000	13	5	-62%
Theft-Other <\$5000	562	508	-10%
Mischief \$5000 or Under	680	609	-10%
Fraud Related	224	264	18%

3000-OTHER CRIME	2012	2013	% CHANGE 12-13
Breach/Bail Violation	133	131	-2%
Breach Probation-Adult	93	81	-13%
Cause a Disturbance	672	743	11%
Counterfeiting Currency	4	23	475%
Indecent Act/Exposures	18	23	28%
4000-CDSA	2012	2013	% CHANGE 12-13
Total Drugs	310	337	9%

8000-9000 MUNICIPAL & TRAFFIC	2012	2013	% CHANGE 12-13
Bylaw - Other	164	299	82%
Bylaw - Noise	443	548	24%
Domestic Dispute-No Assault	758	703	-7%
Assist Public/Unwanted Guest	1422	1250	-12%
Unspecified Assistance	174	165	-5%
Suspicious Person/Vehicle/Occurrence	1107	1336	21%
False Alarms	1239	1311	6%
Recovered Stolen Vehicle	73	64	-12%
Impaired Op MV (Drugs)	2	4	100%
Impaired Op MV (Alcohol)	208	205	-1%
Dangerous Operation of MV	11	13	18%
Collision-Non-Fatal Injury	182	189	4%
Collision - Damage <> \$1000	606	677	12%

Source: Police Records Information Management Environment (PRIME) CCIS Focused Offences  
Only-New Westminster Police Department data only.





# New Westminster Fire & Rescue Services

New Westminster Fire & Rescue Services protects life, property and the environment through prevention, code enforcement and emergency response. In addition to rescue and emergency medical services, other roles include community fire prevention education, building partnerships with local businesses and agencies to promote fire safety, and emergency management.

## 2013 ACCOMPLISHMENTS

- Acquired an additional truck with the expanded capability to carry structural collapse equipment, bringing the majority of the fleet up to modern standards.
- Trained our 2013 new recruits in fire prevention, including fire inspections, investigations, community outreach and public education, which gave them a broader understanding of fire prevention prior to moving into suppression.

2013 INCIDENT STATISTICS	NUMBER OF CALLS	%
Alarm Activated/No Fire	708	13.66%
Explosion	5	0.10%
Fire	217	4.19%
Haz-Mat	51	0.98%
Medical	2971	57.33%
Motor Vehicle Incident	387	7.47%
Public Hazard	49	0.95%
Public Service	372	7.18%
Response-Cancelled	268	5.17%
Response-Unfounded	144	2.78%
Specialized Transportation	7	0.14%
Tech Rescue	3	0.06%

- Developed the Home Safety program, a free comprehensive home safety check, for citizens in order to identify potential hazards in homes and encourage residents to take precautions to reduce or limit fire and/or injury.
- Led the development of an integrated arson task force with the New Westminster Police Department, Delta Police, Delta Fire and Coquitlam Fire, with the goal of enhancing investigations, reducing duplication of efforts, and gaining experience from each department's contribution to the program.
- Initiated a steering committee with Burnaby, Coquitlam, Delta, New Westminster and Richmond fire departments, which will work to develop and strengthen all areas of fire based mutual aid and specialty response including Hazmat, Technical Rescue and Structural Collapse.
- Through our Emergency Management Division, provided presentations to the community on how to prepare for, respond to and recover from an emergency or serious event within the city.

## LOOKING FORWARD

In 2014, New Westminster Fire and Rescue Services will continue to enhance firefighter and officer skill sets to adapt to the evolving needs of the city. Upgrades to the existing fleet will continue with the replacement of current engines over the next few years to accommodate two stage pumps, with higher pumping capacity, for high-rise fire responses. The Emergency Operations Centre will relocate from City Hall to Glenbrook Fire Hall and emergency management staff will continue to provide public education to residents and businesses. The Home Safety program will be implemented by mid-2014 and residents will receive a free home safety check and have smoke alarms installed where needed. A Low-Rise Building Task Force will be implemented in April; the scope of the task force will include the inspection, preplanning, safety verification, risk identification and delivery of public education for residents at all low-rise buildings in the city. The department will be expanding its scope of service delivery to include increased response capability to Hazardous Materials incidents including drug labs, motor vehicle incidents and rail car emergencies which will provide an enhanced level of service to the community.



## Electric Utility

New Westminster Electric Utility is the only municipally-owned utility located in the Lower Mainland. As the oldest continuously-operating electrical utility in British Columbia, it provides reliable electrical power to approximately 28,900 residential and 2,600 commercial customers. In partnership with the community, the Utility strives to enhance quality of life, support sustainable development and protect the environment. Supporting the City's vision of being an innovative leader in the provision of service and being a trusted partner with its customers, the New Westminster Electric Utility maintains its commitment to being BC's best electric utility.

### 2013 ACCOMPLISHMENTS

- Completed all 2013 developments on the Project Forecast Electrical Demand List, with the most notable being:
  - The Viceroy : 608 Belmont St/625 Fifth Avenue
  - The Trapp Block: 668 Columbia Street
  - Port Metro Ph. 1 : 501 Boyd Street
- Responded to 50 system disturbances (power outages), removed 110 meters of overhead primary and secondary infrastructure at the 700 block of Front Street and accomplished an estimated 80% of the Maintenance Management Activities (MMA).
- Responded to 130 traffic signal problem reports and 12 Motor Vehicle Incidents (MVIs) involving City infrastructure, completed all electric meter activities as required by the Measurement Canada Compliance Sampling Program and completed 100% of our MMA.

### LOOKING FORWARD

The NWR Substation rebuild will be completed by September 2014 and all new Circuit Breakers will be installed at Ro2 Substation by May 2014. In addition, the City's new Anvil Centre will be fully energized and the Brewery District Building #3 will be open for business by early October 2014.

A 20 Year Electrical Distribution System Plan/Study will be underway with a proposed finished date of July 2015.

## Library

The New Westminster Public Library supports lifelong learning and literacy through print and non-print materials, information assistance, and programs for adults, teens and children. We ensure that New Westminster residents are connected to technology through our free public internet stations and Wi-Fi service, and we provide a safe and welcoming place to read, study, learn, and be part of the community.

### 2013 ACCOMPLISHMENTS

- Celebrated the opening of NWPL's first-ever library branch in Queensborough, providing print and multi-media collections for children and adults, technology, and a range of services customized for the Queensborough community.
- Unionized library staff made the decision to move from their own Staff Association to CUPE Local 387 which represents the majority of staff who work for the City.
- Working with nine other libraries in the Metro Vancouver area, launched NewtoBC, a range of services and technologies that allow new Canadians easier access to information about libraries and settlement services in their own communities and across the region.
- Underwent an administrative reorganization in 2013, designed to allow greater staff flexibility, improved service to library users, and more outreach in the community.
- Made service and policy changes to improve services to the library, including reducing time limits on public computers and reducing limits on the number of items that can be borrowed at one time.

### LOOKING FORWARD

The New Westminster Public Library Board will be undertaking a strategic planning process in 2014 to ensure that library services are meeting the expectations and needs of our diverse community.

Library Services will be expanding to additional neighbourhoods in New Westminster. Users will be able to return borrowed materials to book drops in City Hall and at the Centennial Community Centre, in addition to our new branch library in Queensborough.

In addition, NWPL's new mobile application will be available in 2014. The IOS/Android compatible app will allow mobile and tablet users easy access to their library account and the full library catalogue of books, music and DVDs.



# Parks, Culture and Recreation

Our mission is to create parks, cultural and recreational opportunities that nurture healthy individuals and families, strong and unique neighbourhoods, a vibrant city and a vital environment.

## 2013 ACCOMPLISHMENTS

### 1. Facilities

- Hosted over two million customers in both registered and drop-in programs that are designed to improve participant health, wellness and fitness for all ages of our community.
- Completed construction of the [Queensborough Community Centre](#)  expansion project which added 13,000 square feet of additional community space including a branch library, community police office, weight room and childcare spaces.
- Canada Games Pool five year maintenance shutdown included repainting of the pool tank, repairs and maintenance to the water slide and diving tower.

### 2. Parks

- Completed the Queen's Park Master Plan after an extensive community consultation process.
- Installed new drainage and irrigation on three sports fields.
- Refurbished one of the City's greenhouses.
- Completed a city-wide off leash dog survey that helped to form an off leash dog management plan for the City.

### 3. Service & Program Initiatives

- Offered a summer program of free outdoor activities for all ages in collaboration with community businesses and organizations at Westminster Pier Park.
- In partnership with School District #40, provided new programming opportunities for children and families in each of the city's community schools and neighbourhoods for after school, Pro D Day, spring break and summer holiday programming.
- Embarked on a rebranding project for Century House with the goal to update and more clearly reflect its image as a vibrant recreation centre for adults 50+ with a new logo and the tagline, *Gol Get! Give!*
- Active Communities continued to build and partner with organizations to expand existing programs and offer new ones such as the Active Grade 8 program pass and an Employee Wellness Program at Royal Columbia Hospital.

### 4. Arts & Culture

- Got well under way with plans for the unveiling and installation of the "Wait for Me Daddy" memorial.
- Provided support for the Cultural Mapping project.
- Commenced work on cultural programming for the new Anvil Centre.

### 5. Removing Barriers

- With the City of Burnaby, facilitated the development of a women's and children's swim.
- Partnered with several organizations to offer the MEND (Mind, Exercise, Nutrition... Do it!) program for children and their families on a journey to adopt a healthy lifestyle.
- In partnership with New Westminster's Community Food Action, began the City's "Harvest Box" program which is about promoting convenient access to affordable fruits and vegetables responsibly sourced from local farmers.



### LOOKING FORWARD

In 2014, Parks, Culture and Recreation will focus on the preparations for the opening and ongoing operations of the new Anvil Centre in the fall. Areas of emphasis will include completion of a governance and operating framework, staff recruitment, staff training and development of agreements with community partners and operators. The department will also prepare for the relocation of the New Westminster Museum and Archives as well as the relocation of the Lacrosse Hall of Fame adjacent to the new museum within Anvil Centre.

Ongoing planning for the future of Canada Games Pool will continue. Efforts will focus on evaluating the feasibility of renovation versus replacement, developing future programming priorities establishing a target construction start year, and applying for project funding from senior levels of government.

The department will also continue to work closely with School District #40 towards the planning and the construction of the park adjacent to the new Qayqayt Elementary School and that of the École Fraser River Middle School.

During the fall of 2014, the installation of the Wait for Me Daddy monument will take place along with community and city events around the unveiling of this historic piece.

Other projects the Parks, Culture and Recreation Department will be focusing on will be the adoption and implementation of the Off Leash Dog Management Plan, the interim development of the easterly portion of Westminster Pier Park, the Timber Wharf and the development of an Urban Forest Management Strategy.

### 2013 CAPITAL PROJECTS

PROJECT	AMOUNT
Canada Games Pool tank, diving towers and mechanical maintenance projects	500K
Upgrades to drainage and irrigation to sports fields	120K
Refurbishment to Greenhouse #6	82K
<i>Irving House</i> ☺ Geothermal Heating installation	265K
Completion of Queensborough Community Centre Expansion	6.2M





*“New Westminster... is much more than just a suburb in Metro Vancouver - it is a new urban destination combining century-old heritage with contemporary architecture.”*

by Frank O'Brien | Western Investor

[➤ READ ARTICLE](#)



## Human Resources

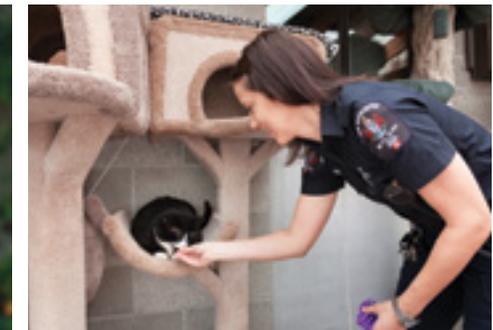
The mission of the Human Resources Department is to support and enhance the activities and employees of the City and to maintain the integrity, quality of service and the value of labour.

### 2013 ACCOMPLISHMENTS

- Concluded negotiating a new two year collective agreement with IAFF Local 256.
- Implemented the Safe Harbour Program in New Westminster.
- Achieved significant recruiting goals including a new Chief Administrative Officer and Director of Development Services.
- Continued work-related learning for employee and organizational growth.

### LOOKING FORWARD

The goal for Human Resources in 2014 is to continue building and improving organizational effectiveness through strong leadership, succession planning, performance management, effective labour relations and the ability to attract and retain employees. Complex labour relations including the challenging bargaining with IBEW, Police and the IAFF will be undertaken. In today's increasingly competitive and complex world, employees seek recognition through professional development and organizations benefit from a robust training and development program. This attracts new employees and retains existing ones. It promotes skills development and self-sufficiency within the workplace, ultimately supporting the City's accomplishment of desired goals.



# Legislative Services

The Legislative Services Department provides support for council meetings, most committee meetings, public hearings, bylaw creation, risk management, freedom of information, foreign relations with sister and friendship cities, and the complex tasks that are essential to the functioning of good local government. Legislative Services also supports members of Council by managing the Council Calendar, providing administrative support for municipal conferences and other special events.

## 2013 ACCOMPLISHMENTS

- Hosted a delegation of City Council members and citizens from Moriguchi, Japan, to celebrate the 50th Anniversary of our Sister City relationship.
- Provided support to council meetings (including Public Hearings and Council in Committee of the Whole) and committees, including agenda preparation, meeting management, minute-taking and follow-up – delivered a council meeting at the newly-opened Queensborough Community Centre, including TV and web broadcasting from that location.
- Conducted recruitment and provided orientation, advice and support for 35 council committees.

## LOOKING FORWARD

In 2014, Legislative Services will host a delegation of students from Moriguchi, Japan, in coordination with the Moriguchi Foundation of International Exchange. The department will also implement electronic agenda software for all council meetings. This will provide a more environmentally sustainable and efficient process, and should enable better public access on all electronic platforms to council documents. This move to electronic agendas complements the department's ongoing process of enhancing transparency and open government.



## Finance & Information Technology

The Finance and Information Technology Department is responsible for the City of New Westminster's overall financial stewardship and provides strategic direction for information technology.

### 2013 ACCOMPLISHMENTS

- Participated as a key member of the City's Intelligent City Advisory Committee whose mandate is to implement the City's intelligent city strategy that was developed and approved by Council in 2012.
- Replaced the City's PCs in accordance with the City's PC Replacement Program as the existing inventory was at the end of its useful service life.
- In accordance with the Shaw WiFi Collaboration Agreement, installed WiFi hotspots in most City facilities.
- Continued with development and implementation of financing solutions for the City's major catalyst projects such as the Anvil Centre/Office Tower Project.
- Updated the City's Procurement Policy and procedures to reflect best practices and current procurement legislation.
- Implemented new e-billing/payment functionality for the City's electrical, water sewer and drainage, and solid waste utility services.

### LOOKING FORWARD

In 2014, to move forward with the Intelligent City Strategy, the department will assist the City in developing an Intelligent City Roadmap and will undertake a feasibility study for developing a city-wide Fiber Optic Network Plan. The department will also be implementing new laptop/tablet technology and e-agenda software to gain efficiencies and cost savings by phasing in paperless council agendas. Moreover, as knowledge management is a key initiative of the new IT Strategic Plan, the department will continue to work at improving the way the City retains and organizes its transactional data in a more efficient and user friendly format.

# Engineering Services

Engineering Services is responsible for planning, building, operating and maintaining the city's essential infrastructure comprising all roads, sidewalks, drainage and sewage collection systems, water distribution system, solid waste and recycling collection, and civic buildings. Engineering Services also provides animal control, parking management, environmental services, and operates the City cemetery.



## 2013 ACCOMPLISHMENTS

- Continued construction on Anvil Centre, which will host a flexible indoor conference space, a community theatre, art gallery, multi-purpose studio space, Museum and Archives, and the Canadian Lacrosse Hall of Fame.
- Completed renovation and expansion of the Queensborough Community Centre, featuring leased child care space, fitness center facilities, library services, multi-purpose rooms and a community police office.
- Installed electronic billboards at four locations within the city, which are expected to generate a minimum \$1 million per year revenue sharing from the City's billboard media partner.
- Completed conceptual design work and conducted consultation on potential options for the proposed Quayside to Queensborough pedestrian crossing.
- Completed pre-feasibility studies for a City-owned District Energy System, which indicate that District Energy utilizing sewer heat recovery or renewable bio-mass combustion is technically and financially feasible while resulting in a significant reduction in greenhouse gas emissions.
- Purchased the City's first electric car and installed five electric vehicle charging stations for use by the public, demonstrating the City's commitment to a greener fleet and reduction of greenhouse gases.
- Completed phase 1 of the Ewen Avenue street improvement program between Furness Street and Derwent Way with improvements including road surfacing, curb and gutter, a separated multi-purpose walkway, and new street lighting.
- Replaced approximately 2 km of water mains, and relined or rehabilitated 1.6 km of sewer mains using pipe bursting technology; installed approximately 1.2 km of new storm sewers as part of the City's combined sewer separation program.
- Initiated *Energy Save New West* ☺, a low-rise residential and business energy retrofit program as part of the City's Community Energy and Emissions Plan, which provides energy assessments, post-assessment advice, support and guidance on energy retrofits and accessing rebates/incentives offered by BC Hydro and Fortis BC.
- Completed design work for the 4th Street Overpass to Westminster Pier Park.
- Continued work on the City's Master Transportation Plan, which included a series of public open houses that were held in partnership with TransLink with specific attention paid to goods movement corridors through the city and potential replacement options for the Pattullo Bridge.

## LOOKING FORWARD

In 2014, Engineering Services will proceed with several major capital projects including phase 2 of the Ewen Avenue street improvement project, and the 4th Street Overpass to Westminster Pier Park. Upgrades to two railway crossings in the city's downtown will be undertaken in order to eliminate the need for locomotive whistling in this area. Additionally, the department will be working closely with Southern Railway to investigate and plan improvements to rail crossings in the Queensborough and Quayside neighbourhoods to affect train whistle cessation in these areas. Various road safety and pedestrian crossing improvements are planned for several locations throughout the city including Eighth Avenue, Royal Avenue and Sixth Avenue.

In addition, planning and conceptual design work will commence for a new Animal Services facility in 2014 with anticipated construction in the 2015 – 2017 timeframe. Planning and preliminary design will also commence for the new Massey Performing Arts Theatre. This 45,000 square foot facility will replace the aging Massey theatre as part of the new Senior Secondary School replacement project. Various upgrades to other City facilities to improve energy efficiency and upgrade building component systems are also planned for 2014 and beyond.

Other initiatives planned include a seismic vulnerability assessment of the Queensborough dyking system, replacement of the Boundary Road pump station, installation of a propane pumping tank fuelling station at the Engineering Operations Centre, and expansion of the central pay parking program in the downtown and other commercial areas.





# 2013 Community Grants

## 2013 City Partnership Grant

1. Arts Council of New Westminster
2. Massey Theatre Society
3. New Westminster Chamber of Commerce
4. Tourism New Westminster
5. Hyack Festival Association
6. Fraser River Discovery Centre Society
7. Community Youth Justice Program
8. Fraserside Community Services Society
9. BC Senior Services & Housing Information
10. New Westminster Victim Assistance Association
11. Family Services of Greater Vancouver

*Total City Partnership Grant Amount \$524,500*

## 2013 Child Care Grants

1. Emmanuel Pentecostal Church
2. Glenbrooke Daycare Society
3. Happy Hours We Care Daycare Society
4. Kolumbia Inn Daycare Society
5. Lower Mainland Purpose Society
6. Queen's Avenue Daycare Society
7. St. Barnabas Daycare Society
8. Salvation Army – Kids Place Daycare
9. Westminster Children's After School Society

*Total Child Care Grants Amount - \$40,000*

## 2013 Arts and Culture

1. Arts Council
2. City of New Westminster Community Pipe Band
3. City Stage New West
4. Douglas College
5. Downtown NW Business Improvement Society
6. Fraser River Discovery Centre Society
7. Maple Leaf Singers
8. NewWest TV
9. New Westminster Environmental Partners
10. New Westminster Music Auxiliary
11. New Westminster Symphony Society
12. Queensborough Special Programs Committee
13. Royal City Writers
14. Royal City Ballet
15. Sapperton Day Street Festival
16. West End Business Association
17. World Poetry New West
18. Writers' Discover Group

*Total Arts and Culture Grant Amount \$94,026*

## 2013 Community Grants

1. Acorn Canada
2. BC Junior A Lacrosse League
3. BC Westcoast Curing Classic Society
4. Big Sisters of BC Lower Mainland
5. Blind Beginnings
6. HUB's New Westminster branch
7. New Westminster Amateur Radio Club
8. New Westminster Community Policing Committee Society
9. New Westminster Lawn Bowling Club
10. New Westminster Lions Club
11. New Westminster Secondary School
12. New Westminster Sr. Salmonbellies
13. NIMBE Community Clean Up
14. Queensborough Special Programs Committee
15. Royal City Humane Society
16. Royal City Pride Society
17. Royal City Volunteers
18. Sapperton Old Age Pensioner Association
19. Pacific Volunteer Education & Assistance Team for Animals Society
20. WINGS (Women in Need Gaining Strength) Monarch Place

*Total Community Grant Amount \$50,957.02*

## 2013 Amateur Sport Grants

1. New Westminster Minor Hockey
2. New Westminster Little League
3. New Westminster Minor Softball
4. Shasta Trampoline
5. New Westminster Minor Lacrosse
6. Royal City Youth Soccer
7. Hyack Swim Club
8. Royal City Hyacks Football Club
9. Burnaby / New Westminster Ringette
10. Royal City Track & Field
11. New West Spartans Track & Field
12. Elite Track and Field Academy

*Total Amateur Sport Grant Amount – \$35,000*

## 2013 Heritage Grants

1. Ancient & Honourable Hyack Anvil Battery
2. Canadian Lacrosse Hall of Fame
3. New Westminster Heritage Foundation
4. New Westminster Salmonbellies Lacrosse Team
5. New West TV
6. The Royal Westminster Volunteer Band

*Total Heritage Grants Amount - \$25,000*

## 2013 Environmental Grants

1. New Westminster Environmental Partners Society (NWEP)
2. Queensborough Special Programs Committee
3. Fraser River Discovery Centre
4. HUB's New Westminster branch
5. NewWest.TV

*Total Environmental Grants - \$19,650*





*“Everyone was so welcoming and so willing to share their stories and those of which represented their New Westminster. There’s nothing greater than feeling at home in a foreign environment.”*

by Ghazal Elhaei | BC is Awesome

[➤ READ ARTICLE](#)



# 2013 Strategic Priorities Progress



## Vision New Westminster

*building a vibrant riverfront city of choices:*

- Rich in history, arts, and culture
- Highly livable, safe, healthy, and balanced communities
- A sustainable economic hub within Metro Vancouver
- Committed to social equity and environmental value

## Target Legend

A	Achieved
IP	In Progress/Ongoing
N/A	Not Applicable

*Some projects and initiatives appear in more than one table since they impact more than one strategic priority category.*

## Arts and Culture

This includes arts strategy and policy; arts and museum facilities and programs; cultural events; library services and programs.

### LONG-TERM VISIONARY OUTCOMES DESIRED

- Creative and vibrant city open to all artists and cultures to the broadest range of creative expression, and to the most inclusive community participation and appreciation
- Visitors provided with an exciting and distinct tourism experience that highlights the city's arts, culture and heritage

INITIATIVE	2013 ACCOMPLISHMENTS	TARGET
Anvil Centre	Design for fit-out of the Canadian Lacrosse Hall of Fame has commenced with a partnership between the City and the CLHF board.	IP
Performing Arts Theatre Partnership with School District (Massey Performing Arts Centre)	Preliminary cost estimates for enhanced theatre under review.	IP
New Westminster Museum and Archives	Draft versions of key Museum and Archives policies have been recommended to Council for review and adoption. Policies include: Collection Policy; Deaccession Policy; Deed of Gift Agreement Policy; Reproduction Policy; Access to Personal Information Policy.	IP
"Wait for Me Daddy" Memorial	Call for artists completed and artists chosen. Unveiling scheduled for October 2014. Sponsorship opportunities with industry and plans for unveiling underway.	A IP



# Community Livability and Social Equity

This includes safety and security; transportation; community services and facilities (retail, leisure, parks, learning); social strategy and policy.

## LONG-TERM VISIONARY OUTCOMES DESIRED

- A livable city of safe, healthy, and balanced neighbourhoods
- Accessible community services and amenities: recreation, parks, education, and social programs
- A city known for social inclusion and equity
- An age-friendly city that maximizes quality of life as people age



INITIATIVE	2013 ACCOMPLISHMENTS	TARGET
Ewen Avenue Street Improvements	Design for Phases 2 & 3 95% complete, tender scheduled for spring/summer 2014.	IP
Transportation Demand Management	TDM Coordinator worked with School District #40 to promote walking and cycling to schools, improve bike facilities at schools, and work with major organizations on TDM initiatives.	IP
Master Transportation Plan	City-wide review and consultation of transportation issues, strategies, action plans; Phase 2 & 3 completed. Final phase anticipated to be completed in 2014.	IP
Pattullo Bridge Project	Project Bridge Review Project with other partners in progress. City was successful in bringing a full range of options on table for review and established a set of project objectives supportive of City policies. A comprehensive Phase 1 public engagement process was completed in June 2013.	IP
City of New Westminster Truck Route Review	Completed a technical truck route review in support of City's objective to remove or restrict truck movements on several existing truck routes. A proposal to TransLink is being prepared for submission in 2014 to remove four streets from the City's truck route network.	IP
Child Development Hubs	Hub marketing initiatives and partnerships in progress.	IP
Neighbourhood Learning Centres	Plan approved by Ministry of Education. Staff working with School District #40 to assist with RFQ and RFP process.	A – Qayqayt Elementary; Fraser River Middle School IP - NWSS
Whistle Cessation/Railway Project	Downtown Crossings preliminary design completed.	A
	Design submitted to railways for signal approval and equipment confirmation. Prepared tender for civil work to be coordinated with rail signal upgrades.	IP
	City reached MOU with Southern Rail (SRY), with SRY undertaking designs for cessation in Queensborough.	IP
Affordable Housing Strategy Implementation	Commenced work on identifying City-owned sites for affordable housing; finalizing study results for preserving and expanding affordable housing stock.	IP
	Completed development review and approvals for Parcel O at Victoria Hill.	A
	Adopted City Rental Strategy.	A
Community Energy & Emissions Plan (CEEP)	Phase 2 District Energy(DE) Feasibility Study completed. Engaged RCH, Brewery District and Sapperton Green developments for potential DE service.	A
	Detailed financial and governance models are being prepared for Sapperton DE system.	IP
Century House Inclusion Project	Review underway of inclusion best practices and the alignment of Century House membership with changing demographics within the city. Recommendations and outcomes to be developed to guide inclusion practices over the next five years.	IP



# Vibrant Economy

This includes economic development policy, programs, and activities; tourism development; employment development; business and development attraction and retention.

## LONG-TERM VISIONARY OUTCOMES DESIRED

- Economic and cultural hub
- Economic growth towards increased diversity and optimal mix
- Local employment growth in all sectors
- Increased tourism combined with quality of life opportunities for residents
- Optimize property taxation revenue

INITIATIVE	2013 ACCOMPLISHMENTS	TARGET
Digital Billboard Project	4 digital billboards installed.	A
Develop Downtown as a Regional City Centre	Downtown Parking Study has been completed and recommendations are being implemented in support of sustainable development practices and opening up waterfront access.  Waterfront Vision has been initiated with a development concept prepared for 660 Front Street that includes a mix of residential and commercial uses in addition to a 2 acre expansion to the Waterfront Pier Park.	A  IP
Employment Lands Strategy	Guidelines included in new Queensborough Community Plan. Implementation Strategy to be adopted in 2014.	A
Retail Sector Development	Implementation of plan with Downtown BIA in progress.	IP
Royal Columbian Hospital Development	Staff liaising with key RCH staff to support efforts for redevelopment – awaiting provincial funding decisions.	IP
Wireless City Strategy/ Intelligent City	City staff and Shaw establishing specific site locations for installation of outside access points. Intelligent City Task Force developing strategic plan and business case.	IP IP
Business Retention, Expansion and Attraction	Research and program development underway.	IP

## Environmental Leadership

This includes environmental and energy plans; green fleet vehicles; greenhouse gas reduction; energy conservation measures; environmental programs.

### LONG-TERM VISIONARY OUTCOMES DESIRED

- Improved and protected natural environment
- Livable city where people can enjoy clean air, water and green space
- High quality of life that promotes active and healthy lifestyles without adversely affecting the natural environment

INITIATIVE	2013 ACCOMPLISHMENTS	TARGET
Corporate Energy and Emissions Program	Reported out on 2012 corporate energy and greenhouse gas emissions. City on track to meet target subject to Canada Games Pool emission being addressed.	A
Downtown Plan Environmental Stewardship Strategies	All new projects reviewed for compliance with new Downtown Plan guidelines which include environmental objectives.	A
Decorative Lighting	Staff preparing revised decorative lighting plan for the city.	IP
LED Street Lighting	Evaluation of city LED pilot installations underway.	IP
Extended Producer Responsibility (EPR) Program for Packaging, Printed Paper (PPP)	Staff negotiated collectively with other regional partners on the new EPR PPP program with MMBC for City to continue providing recycling collection service for PPP. New program to be launched in May 2014.	A
Multi-Family Food Scraps Program	Multi-family food scrap program launched.	A
On-Street Recycling Containers	Eight additional on-street compactor/recycling containers purchased. Containers purchased and installed.	A
Sustainability Report Card (SRC)	Sustainability Report Card update completed. Review of SRC initiated to reflect upcoming changes to the Building Code related to Energy Efficiency standards.	A IP
Urban Forestry Management Strategy	Operation Budget Enhancement funding approved; call for proposals in progress.	IP

# Organizational Excellence Projects/Initiatives

This includes financial and IT initiatives; HR policies and training; organizational changes; efficiencies; asset management.

INITIATIVE	2013 ACCOMPLISHMENTS	TARGET
Sustainability Framework	The Envision 2032 Sustainability Framework has been completed and adopted by Council after an extensive community consultation process.	A
	Work is underway on an implementation strategy for Envision 2032 to incorporate the sustainability frameworks's directions into all City practices.	IP
Asset Management	Development of pilot level of service assessment for parks. Asset Management software solution being reviewed.	IP
Collective Agreement Bargaining	IAFF bargaining completed and ratified.	A
Corporate Wellness Committee	Corporate Wellness initiatives included the Move for Health Day Corporate Walk, Healthy Workplace Month Promotion, implementation of the WellnessFits program in partnership with the Canadian Cancer Society, Employee Health Assessments and Fitness Testing, Noon Hour fitness classes, Self Defense and Tennis Lessons for staff and a variety of informative Lunch & Learn sessions.	A
Knowledge Management Project	Part of the City's Information Technology Strategic Plan to use technology to facilitate better knowledge transfer (tools to assist in succession planning) and knowledge management throughout the organization. Project will be ongoing over the next 2 to 3 years.	IP
Library Records Management	All library managers have been trained in EDMS system. Administrative paper and electronic files to be converted by year end.	IP
Performance Management & Succession Planning Program	Work to continue on enhancing/expanding existing program.	IP
Public Notice Redesigns and Enhancements	Public Hearing notices redesigned.	A
	Research into best practices by other jurisdictions; development of plan and redesign underway.	IP
Water Utility Benchmark Study	Initial study completed. City continues with the program performance benchmarking.	IP



# Catalyst Projects and Initiatives

This includes major catalyst projects identified in the Strategic Plan.

## LONG-TERM VISIONARY OUTCOMES DESIRED

New Westminster is constantly investing in the development and maintenance of facilities, parks and infrastructure critical to the quality of life in the city. We also look for opportunities that move us aggressively toward our vision, making New Westminster simply the best place to live, work and play. The following catalyst projects and initiatives were under development or in progress in 2013.

INITIATIVE	2013 ACCOMPLISHMENTS	TARGET
Anvil Centre (DAC)	Above grade floors under construction. Hired two facility managers. Potential partners and tenants pursued/in progress	IP A IP
Discovery Centre Pier Expansion (DAC)	Concept to be discussed in context of remaining DAC projects.	IP
Waterfront Access (formerly Downtown Connectivity Project and Downtown Road Encapsulation)	6th Street pedestrian and vehicle overpass design concepts prepared. Revised concept has been developed through the Waterfront Vision process with at-grade (level) crossings of rail tracks at 6th Street and Begbie Street.	IP
Queensborough/Quay Cycling/ Pedestrian Bridge (DAC)	Two options costed and public consultation completed - preferred option is stand-alone "bascul" bridge. City pursuing funding assistance.	A IP
Queensborough Community Centre Expansion (DAC)	Completed spring 2013.	A
Queen's Park Master Plan	Development of long-range plan and vision for Queen's Park. Public input solicited and received through an Ideas Event, Design Charrettes, correspondence and a survey. Additional work and research, based on Council direction, being undertaken by staff and consultants.	IP
Royal Columbian Hospital Expansion	Health Minister announced the formal start of planning work on the redevelopment of Royal Columbian Hospital. Staff has been working with Fraser Health Authority on servicing, transportation, design and district energy studies.	IP
Schools Project	Qayqayt elementary school under construction. Design Guidelines and agreement for new Middle School completed. Preparation of design guidelines for new Secondary School.	A A IP
Westminster Pier Park	Pier into the Future project commenced to engage the public on preferred activities and features for the Timber Wharf section of the park. Tender outcomes developed by staff.	IP



# Where Your 2013 Tax Dollars Go

FOR AN AVERAGE RESIDENTIAL PROPERTY WITH ASSESSED VALUE OF \$675,100	MUNICIPAL TAXATION \$	MONTHLY BASIS \$
<p><b>POLICE DEPARTMENT</b> The New Westminster Police Department strives to provide a safe and secure community through efforts to reduce crime, violence and fear; by fostering community involvement; and by supporting Emergency Social Services during crisis events.</p>	767	64
<p><b>PARKS, CULTURE AND RECREATION</b> Parks, Culture and Recreation creates parks, recreation and cultural opportunities that nurture healthy individuals and families; strong and unique neighbourhoods; a vibrant city and a vital environment.</p>	476	40
<p><b>GENERAL GOVERNMENT</b> General government services are the administrative functions of the City. These services include Mayor &amp; Council, Legislative, Human Resources, Legal, Insurance, Finance, Information Technology, and the Office of the Chief Administrative Officer.</p>	428	36
<p><b>FIRE &amp; RESCUE SERVICES</b> The Fire Department provides a safe, secure and healthy environment for all members of the community through prevention, education, training and effective emergency response in a period of crisis.</p>	484	40
<p><b>ENGINEERING SERVICES</b> The Engineering Department plans, builds, operates and maintains the city's infrastructure to ensure and enhance the health, vitality and livability of the city now and in the future.</p>	214	18
<p><b>LIBRARY SERVICES</b> The New Westminster Public Library endeavours to meet the informational, educational, cultural, and recreational needs of New Westminster residents.</p>	129	11
<p><b>DEVELOPMENT SERVICES</b> The Development Services Department proactively develops and facilitates planning, investment and marketing strategies that are designed to make New Westminster a 'complete' community in terms of employment, day-to-day living and leisure by 2015.</p>	31	3
<p><b>FISCAL SERVICES (funded by gaming revenues)</b> Bank charges and debt interest.</p>	2	0
<b>TOTAL MUNICIPAL TAXATION</b>	<b>2,531</b>	<b>211</b>
<p><b>SEWER CHARGES</b> Maintenance of sanitary &amp; storm sewers: Storm sewers 200 km.   Sanitary Sewers 251 km.</p>	563	47
<p><b>WATER CHARGES</b> Water mains 205km.</p>	428	36
<p><b>WASTE MANAGEMENT</b> Single family rate for curbside garbage pickup and recycling.</p>	206	17
<b>TOTAL MUNICIPAL CHARGES</b>	<b>3,727</b>	<b>311</b>

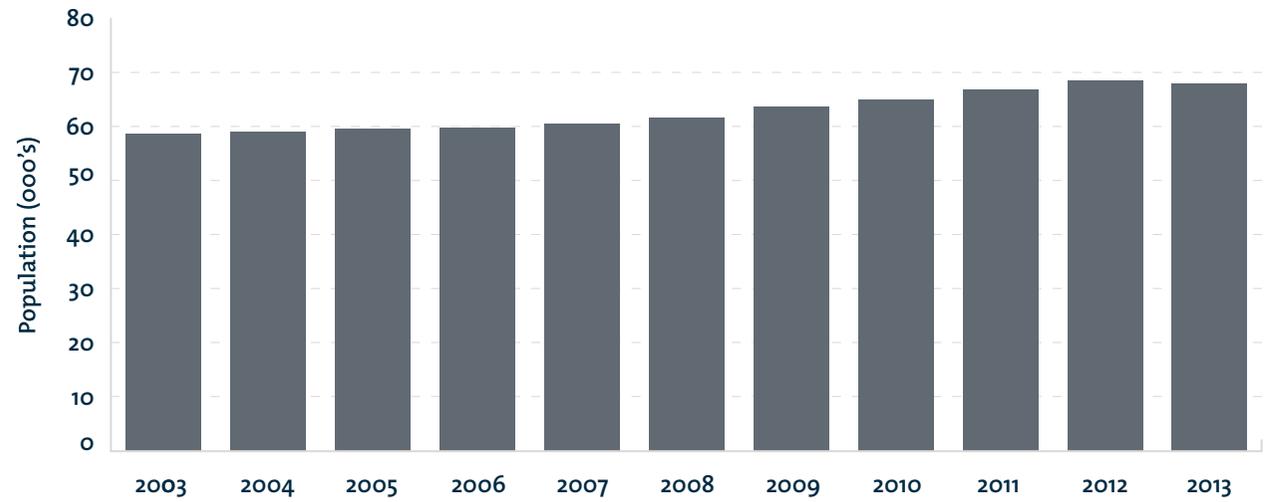
*School taxes, regional levies and the Home Owner Grant are not included above.*

# Population and Demographics



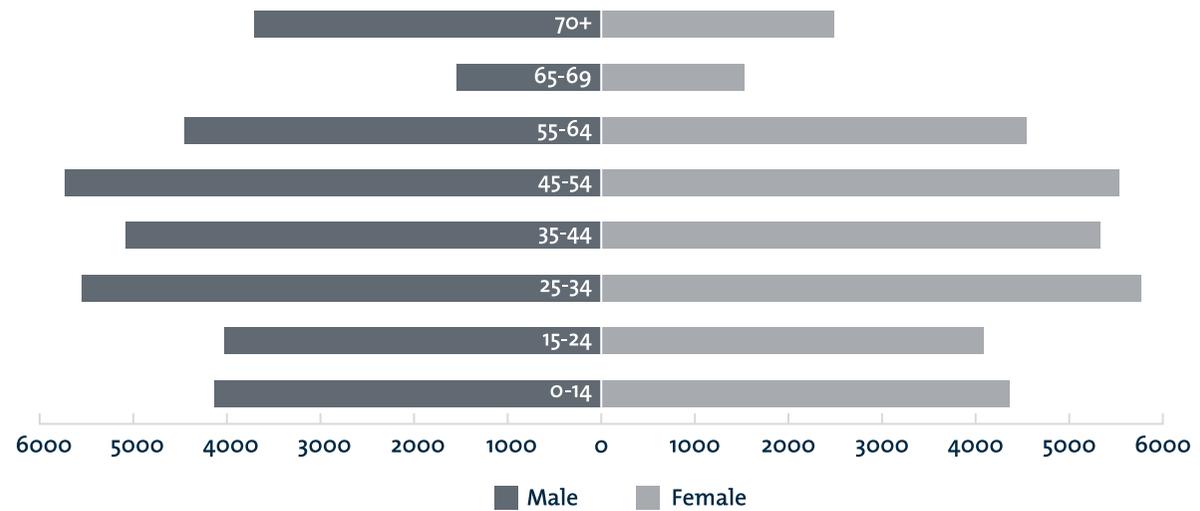
## Population: 2003–2013

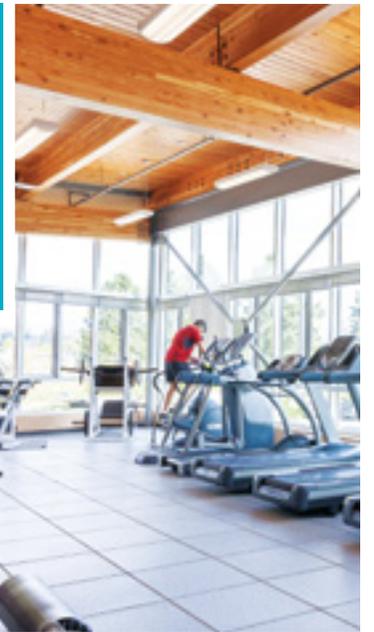
Source: BC Stats Report



## Age-Sex Distribution: BC States

Source: BC Stats Report





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