



NEW WESTMINSTER

CITY IN THE SPOTLIGHT

2012
COMMUNITY REPORT



OUR CITY NEW WESTMINSTER

New Westminster is a livable city, with safe, healthy and dynamic neighbourhoods.

We are a modern city, and form a vibrant and sustainable hub for the entire Lower Mainland.

We are a community with active and engaged residents, enthusiastic about New Westminster, where we've been and where we are going.

Together, we share a deep pride in our city's rich heritage and connection to the Fraser River, and an excitement for the future.

Artist: Bruce Walther

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MESSAGE FROM THE MAYOR



In New Westminster, we've always taken great pride in our community. Those who live here know well how great our city and its people are. Lately, we've been attracting a lot of attention from further away. It seems that not a day goes by when New Westminster isn't receiving positive mention in publications close to home in Metro Vancouver and across Canada. Many articles highlight our recent accomplishments while others capture the spirit of our community.

This year's annual report "City in the Spotlight" draws attention to what others are saying about New Westminster. Word is spreading that this city is the place to be. Part of the reason for the buzz is the many projects and new initiatives we've engaged to maintain the services we enjoy now while building for the future.

2012 was a busy year as we completed major infrastructure improvements along Sixth Street and launched an automated single-stream recycling collection system for single family residents. We also commenced work on a Master Transportation Plan that will address one of the most pressing issues our community faces and guide policy and investment decisions for the next 30 years. To keep both citizens and visitors connected, we completed negotiations that will see Wi-Fi access readily available along major corridors and public spaces throughout the city.

One of the biggest events of the year was held in June as we cut the ribbon to mark the completion of Westminster Pier Park. This new public space has reconnected our downtown with the waterfront and has been earning accolades since its opening. Also in the downtown, construction continued on the new

Anvil Centre at the corner of Eighth Street and Columbia Street that, when completed next year, will contain conference facilities, an art gallery, creative studio space and a performing arts theatre along with the New Westminster Museum and Archives and Canadian Lacrosse Hall of Fame. In Queensborough, construction on an expanded Queensborough Community Centre continued throughout 2012 has resulted in a fantastic new facility for residents of this part of our city.

All of these projects garnered attention and have people talking about our city. To help spread the news, in 2012 we partnered with the Chamber of Commerce to host the inaugural "New" New West Economic Forum. The event attracted nearly 300 business leaders to learn more about revitalization efforts currently underway and what is in store for the future. To better position our city to meet the needs of the new economy, we launched an intelligent city initiative that is focusing on the importance

of the community, business and industry having access to broadband infrastructure to compete with the best in today's connected world.

The work in 2012 is being continued today as we build our city for the future. Thanks to the tireless work of City Council, staff, residents' and business associations, volunteers and local citizens, we're putting New Westminster on the map and making our city a great place to live, work and play.

Sincerely,

A handwritten signature in dark ink, reading "Wayne Wright". The signature is fluid and cursive.

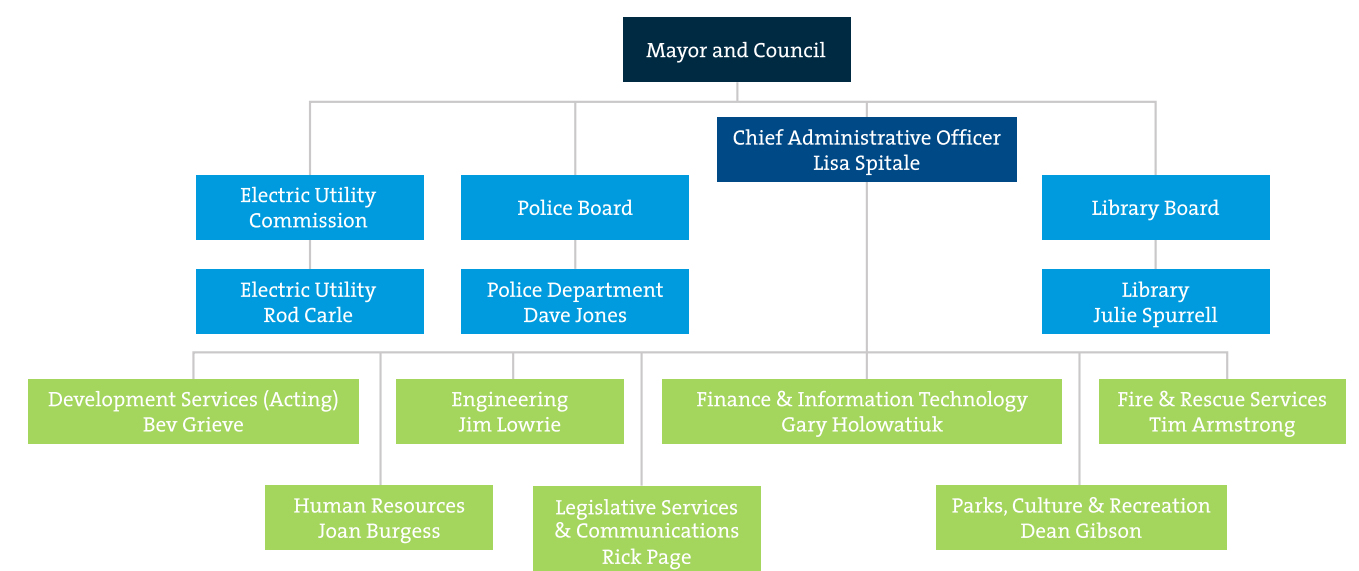
Mayor Wayne Wright

MAYOR AND COUNCIL



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

2011—2014





SERVING THE COMMUNITY

DEPARTMENTAL REVIEWS

- Administration >
- Economic Development >
- New Westminster Police Department >
- New Westminster Fire & Rescue Services >
- Emergency Management >
- Library >
- Electric Utility >
- Development Services >
- Parks, Culture and Recreation >
- Legislative Services >
- Communications >
- Human Resources >
- Engineering Services >
- Finance & Information Technology >

The City of New Westminster provides services to residents and businesses including police; fire and rescue services; electrical utility; engineering; development services; parks, culture and recreation; and library services. Key support functions to city governance are provided by legislative services and communications; human resources; as well as finance and information technology, all working together to serve citizens of the Royal City.



“New Westminster, Western Canada’s first city, is reclaiming the spotlight.”

Vancouver is Awesome blog / April 2012
Article “Building Blocks: Trapp & Holbrook 1 of 3”

[➤ READ ARTICLE](#)

ADMINISTRATION



Administration oversees all departments in the City except for Police, Library and Electric Utility, who report to their own boards. Administration also oversees the Economic Development Office as well as the City’s Strategic Plan.

ECONOMIC DEVELOPMENT



The Economic Development Office (EDO), guided by the Economic Development Advisory Committee, is responsible for attracting new business and investment, supporting and assisting existing business, and enhancing New Westminster’s overall business climate.

2012 ACCOMPLISHMENTS

- Established the City’s Intelligent City Task Force, which completed a roadmap for this initiative.
- Launched the investnewwest.ca  website and established a social media presence with [Invest New West \(@investnewwest1\)](https://twitter.com/investnewwest1). 
- Promoted New Westminster as a desirable location for business and investment.
- Created an investment guide for New Westminster.
- Partnered with the New Westminster Chamber of Commerce to host the inaugural “NEW New West” Economic Forum.

LOOKING FORWARD

In 2013, the Economic Development Office will bring a greater focus to supporting local businesses through advocacy efforts and the development and distribution of business and investment information and statistics. The EDO will also strike an advisory committee to begin implementation of the Intelligent City initiative, work with our partners to plan the 2014 economic forum, enhance investnewwest.com website offerings, and continue efforts to promote New Westminster as the place to do business in Metro Vancouver.

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.

2012 ACCOMPLISHMENTS

- Hosted a strategic planning workshop to establish new departmental direction for 2013-2017.
- Re-implemented the Reserve Constable Program. Reserve officers are volunteers who aid and assist police officers in areas such as traffic control and special events, and provide an increased presence in the community.
- Created new promotional videos to represent and brand the organization, capturing the values and multi-faceted work of the Police Department.
- Redesigned the department's external website, nwpolice.org, adding several new features including integration with social media.

SUMMARY OF NEW WESTMINSTER POLICE DEPARTMENT

2011 - 2012 CRIME STATISTICS	2011	2012	% CHANGE 11-12
Total Calls for Service	22,431	22,527	0.4%

CRIMINAL CODE	2011	2012	% CHANGE 11-12
1000-Persons (Violent) Offenses	781	838	7.3%
2000-Property Crime	3,385	3,455	2.1%
3000-Other Crime	1,200	1,138	-5.2%
Total Criminal Code	5,366	5,431	1.2%

LOOKING FORWARD

In 2013, the New Westminster Police Department will augment police visibility and accessibility in high crime areas through increased patrol hours targeting identified crime areas. Traffic safety and enforcement measures will increase through commercial vehicle inspections and city-wide traffic safety initiatives. In addition, a new media relations strategy will be developed to enhance the capacity of the NWPD to communicate effectively with the public. The department will also work to improve the capacity for Mental Health Act (MHA) issues, and enhance liaison activities with Royal Columbian Hospital and mental health agencies to target reductions in wait times related to MHA cases and assist those most in need.



SAMPLE OF OFFENCES

1000-PERSONS (VIOLENT) OFFENCES	2011	2012	% CHANGE 11-12
Homicide	1	2	100.0%
Murder-Attempted	3	1	-66.7%
Sexual Assault	24	29	20.8%
Assault-Common/Trespass	282	317	12.4%
Robbery	67	67	0.0%

2000-PROPERTY CRIME	2011	2012	% CHANGE 11-12
Break & Enter Business	189	143	-24.3%
Break & Enter Residence	190	257	35.3%
Break & Enter Other	70	119	70.0%
Motor Vehicle Theft	279	209	-25.1%
Theft from Motor Vehicle	806	730	-9.4%
Theft-Other >\$5000	23	13	-43.5%
Theft-Other <\$5000	490	562	14.7%
Mischief \$5000 or Under	754	680	-9.8%
Fraud Related	217	224	3.2%

3000-OTHER CRIME	2011	2012	% CHANGE 11-12
Breach/Bail Violation	168	133	-20.8%
Breach Probation-Adult	89	93	4.5%
Cause a Disturbance	660	672	1.8%
Counterfeiting Currency	22	4	-81.8%
Indecent Act/Exposures	20	18	-10.0%

4000-CDSA	2011	2012	% CHANGE 11-12
Total Drugs	396	310	-21.7%

8000-9000 MUNICIPAL & TRAFFIC	2011	2012	% CHANGE 11-12
Bylaw - Other	163	164	0.6%
Bylaw - Noise	473	443	-6.3%
Domestic Dispute-No Assault	849	758	-10.7%
Assist Public/Unwanted Guest	1,111	1,422	28.0%
Unspecified Assistance	126	174	38.1%
Suspicious Person/Vehicle/Occurrence	853	1,107	29.8%
False Alarms	1,227	1,239	1.0%
Recovered Stolen Vehicle	83	73	-12.0%
Impaired Op MV (Drugs)	0	2	-
Impaired Op MV (Alcohol)	201	208	3.5%
Dangerous Operation of MV	2	11	450.0%
Collision-Non-Fatal Injury	204	182	-10.8%
Collision - Damage <> \$1000	608	606	-0.3%

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



NEW WESTMINSTER FIRE & RESCUE SERVICES

New Westminster Fire and 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 and building partnerships with local businesses and agencies to promote fire safety.

2012 ACCOMPLISHMENTS

- Telestaff, a new department scheduling program, was implemented with all personnel and assistant chiefs receiving the required training. This software application provides the ability to schedule staff, as well as monitor sickness, overtime and shift exchanges which will alleviate potential grievances and allow staff to see their schedules online.
- The fire management team worked with BCIT to develop a leadership program to promote and prepare current members to succeed into exempt management roles within the department. Development of this program is complete; management and the New Westminster Firefighters Union Local 256 are working towards creating opportunities for future leaders in the organization.
- The Emergency Management Division was incorporated into the Fire and Rescue Services organizational structure in October 2012, facilitating a more collaborative approach to emergency management.
- An additional engine, providing a smaller rapid response apparatus with full pumping capabilities, was acquired and put into service at the Glenbrook Fire Hall. This engine will respond to incidents at Westminster Pier Park, as well as to motor vehicle and medical calls. This cross-over apparatus has already reduced overall operating costs of dispatching larger apparatus to these types of calls, thus extending the life of the overall fleet.
- Due to increased growth and development in the Queensborough neighbourhood, additional staff have been relocated and assigned to the Queensborough Fire Hall to provide greater support and resources at a fire or rescue scene.

2012 INCIDENT STATISTICS	NUMBER OF CALLS	%
Alarm Activated/No Fire	612	12.51
Explosion	3	0.06
Fire	228	4.66
Haz-Mat	49	1.00
Medical	2,886	59.01
Motor Vehicle Incident	357	7.30
Public Hazard	68	1.39
Public Service	361	7.38
Response - Cancelled	192	3.93
Response - Unfounded	125	2.56
Specialized Transportation	7	0.14
Tech Rescue	3	0.06

LOOKING FORWARD

In 2013, New Westminster Fire and Rescue Services will continue to enhance firefighter and officer skill sets to adapt to the evolving needs of the city, which includes the latest tactical training for high-rise buildings. Upgrades to the existing fleet will continue along with the replacement of a rescue unit at Fire Hall (West End) in 2013 and the replacement of aging engines at all three halls over the next few years. The department's Structural Collapse Program has been very successful and will see joint training initiatives with the cities of Burnaby, Coquitlam, Delta, and Richmond in 2013. The recent integration of Emergency Management and Fire and Rescue Services will allow for a more coordinated approach to all hazards and emergencies within the city. Increased public education and community outreach will take place in 2013 providing residents with an enhanced level of service.

EMERGENCY MANAGEMENT

The Emergency Management Division is responsible for developing the capacity of the Corporation, community agencies, and citizens to prepare for, respond to and recover from emergencies or serious events within the City of New Westminster. This division oversees training for staff, coordination and support for first responders, as well as education and support for residents. Emergency Management staff also participate in provincial and federal initiatives, and also works with private entities to make the region more disaster resilient.

2012 ACCOMPLISHMENTS

- The department was integrated into Fire and Rescue Services under the direction of the Fire Chief and was relocated to the Glenbrook Fire Hall.
- Implementation and completion of the Mobile Command Unit Standard Operating Procedures.
- Worked with the building inspections department and provided inspectors with rapid damage assessment kits.
- Contributed to the Development Services Department’s Official Community Plan for the Queensborough neighbourhood and the development of a GPS policy initiated by the Human Resources Department.
- Developed ongoing strategies for the city’s emergency radio system by establishing a users committee.
- Continued to improve public communication by ensuring the website includes the latest information and resources, as well as sharing information on social media.

LOOKING FORWARD

The Emergency Management Division will maintain core functions such as training for staff, ensuring vital equipment is at a high degree of readiness, ongoing public education, and responding to emergency situations with an integrated and focused approach. This division will work to introduce a new Emergency Bylaw, will work with the New Westminster School District to provide increased emergency preparedness education for faculty and students, and will provide further training and information on business continuity for the community.



“There’s such a strong sense of community here, it’s the glue that holds it all together.”

Robert Fung
The Globe and Mail / July 2012
Article “The Lower Mainland has a new neighbourhood darling”

[➤ READ ARTICLE](#)

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. The Library ensures that New Westminster residents are connected to technology through free public internet stations and Wi-Fi service, and are provided with a safe and welcoming place to read, study, learn, and be part of the community.

2012 ACCOMPLISHMENTS

- Undertook a Facility Master Plan to determine whether the Uptown library building is meeting current and future community needs. This plan was presented to the Library Board, and will be presented to City Council in 2013.
- Continued to expand the range of electronic resources made available to library users. New products included digital magazines, language software for English learners, and expanded eBook offerings.
- Worked with the City's IT Department to improve and expand Wi-Fi access in the library. Laptop and tablet users can now connect easily in every area of the library.
- Joined the rapidly expanding world of social networking, providing information about library services, collections, and programs to Facebook and Twitter fans.
- Worked with local agencies to increase our services to new Canadians.
- Compiled a book and audio visual collections, technology plan, and staffing plans for the new library branch in the expanded Queensborough Community Centre opening in 2013.



LOOKING FORWARD

In 2013, the Library will open its second branch location at the newly expanded Queensborough Community Centre. The new branch will feature a collection of materials for adults, teens and children and will include a full complement of electronic and computer resources, including public internet stations, free Wi-Fi, and access to eBooks, eMagazines, and online databases. Library staff will be offering a wide-range of programs for children and adults both within the library space and in many of the community centre's meeting rooms.

In concert with other libraries and Immigrant Services Providers (ISPs) in Metro Vancouver, New Westminster Public Library will be part of a new initiative called "New to BC" - a program designed for recent immigrants to easily access vital library and community information. In 2013, staff will receive training on current immigration and settlement issues faced by newcomers to Canada and library material will be translated into a variety of languages.

The Library will also be undertaking a number of technology initiatives in 2013 including piloting the use of RFID technology in the new Queensborough branch, introducing mobile devices for library patrons, replacement of all staff terminals, and continued expansion of digital resources. The Library Board will also be initializing a new Strategic Planning process at the end of 2013. The new plan will provide strategic direction to manage changing customer expectations in a growing and diverse 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.

2012 ACCOMPLISHMENTS

- Energized and metered new buildings at the Brewery District.
- Completed the high voltage system for the new Westminster Pier Park and removed all the poles and overhead lines adjacent to the park.
- Extended a new underground circuit while removing an overhead circuit on Richmond Street from Cumberland Street to Alberta Street.
- Completed all meter management activities in order to achieve Measurement Canada compliancy.
- Completed the traffic signal LED replacement program.
- Responded to 80 unplanned system outages.
- Responded to 149 traffic system problem reports and 12 motor vehicle accidents involving city infrastructure.

LOOKING FORWARD

In 2013, the Electric Utility will monitor all ongoing work that is scheduled at the NWR Substation. Construction will begin on the Brewery District Building #3 along with a number of multi-residential high-rise and low-rise single-family units. The Electric Utility will also continue to install and upgrade LED traffic signals. Electrical Operations and Electrical Services will be developing a new initiative to address the management of all new digital metering while assessing current systems that other utilities will be implementing throughout the year.



“New Westminster is an increasingly desirable place for young urbanites and families to live, work, and play.”

MonteCristo / Autumn 2011
Article “Waterfront Revival”


[➤ READ ARTICLE](#)

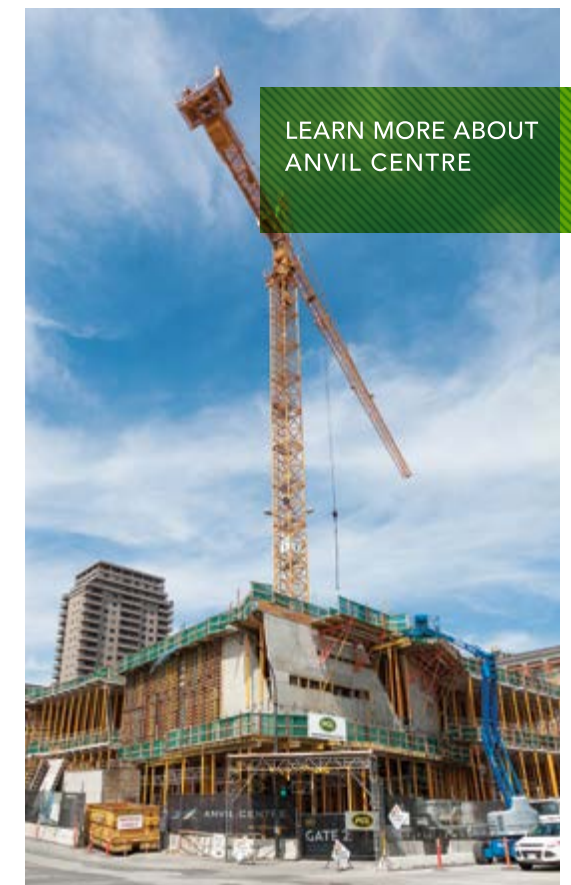


DEVELOPMENT SERVICES

The Development Services Department provides strategic community and social planning to make New Westminster a complete and balanced city for work, leisure, and daily life. This involves neighbourhood and land use planning, social and heritage planning, development and building permits and inspections, business approvals, and enforcement of bylaws.

2012 ACCOMPLISHMENTS

- Processed over \$224 million of new development in the city, including significant office development in the Uptown and Sapperton neighbourhoods.
- Finalized design of a new elementary school in the downtown neighbourhood.
- Commenced construction of the Anvil Centre in the downtown neighbourhood.
- Facilitated the creation of over 300 new licensed child care spaces.
- Initiated the “*Envision 2032*”  process to provide a sustainability framework lens by which all strategic decisions will be made.
- Continued implementation of the Downtown Official Community Plan has seen significant private investment and renewal in the area.
- Continued to implement an integrated bylaw enforcement approach to deal with unsafe and problematic rental buildings.
- Expanded the Bylaw Adjudication ticketing program to include a broad range of regulatory bylaws allowing a more streamlined, simplified process to adjudicate disputed tickets outside the court system.



[LEARN MORE ABOUT ANVIL CENTRE](#)



LOOKING FORWARD

In 2013, Development Services will complete the Queensborough Community Plan and commence a review of the city-wide Official Community Plan (OCP). The OCP will incorporate policy work arising from the Affordable Housing Strategy, new community plans, Industrial Land Strategy, Parks and Recreation Master Plan, Employment Lands Strategy, Regional Context Statement, and Frequent Transit Areas; new Development Permit Areas and Environmental Planning Objectives will be established. The secured market rental housing policy will continue the implementation of the Affordable Housing Strategy. Development Services will collaborate with the Engineering and Parks departments to better connect the downtown with Westminster Pier Park through the design and implementation of connections at 4th Street. The department will also continue to work with the school district to complete the planning work of the new middle and high schools in the city. The review and rewriting of the Zoning, Building and Plumbing Bylaws will conclude and the preparation of new bylaws that support the objectives of improved customer service, streamlined development approvals, greater transparency, and reducing exposure to liability will also be introduced.

PARKS, CULTURE AND RECREATION

Our mission is to enhance the quality of life for all in New Westminster by creating and facilitating Parks, Culture and Recreation opportunities.



2012 ACCOMPLISHMENTS

- Improved the quality of life for visitors and residents of New Westminster by accommodating over 2 million customer visits in drop-in and registered programs designed to improve participant health, fitness, education, wellness, and social networks.

1. Parks

- Westminster Pier Park* construction was completed and opened to the public; began planning for interim uses of Timber Wharf and direct pedestrian connection from park to the City Parkade.
- Completed upgrades to the playground and picnic shelter at Hume Park.
- Renovated and expanded Ryall Park Preschool Playground (Megan's Place) and made improvements to the spray park.
- Began preliminary consultation with the community for future park programming at St. Mary's Park.
- The Queen's Park Master Plan was substantially completed following extensive community consultation.

2. Service & Program Initiatives

- Completed a departmental marketing plan, reviewed and enhanced the Income Assistance Program, introduced new inclusion initiatives at Century House, and developed new intergenerational programming activities for youth and seniors.

3. Arts & Culture

- Developed the City's first Public Art Policy.
- Installed mosaic tiles on Columbia Street in partnership with the New Westminster Community Development Society.
- Began planning for "Wait for Me Daddy" memorial.

4. Community Facilities

- Construction commenced on the *Anvil Centre* which will contain the *New Westminster Museum and Archives* and the Canadian Lacrosse Hall of Fame, performing arts theatre, conference facilities, art gallery, and creative studio space for artists; began development of facility governance and operations policies, and adopted official facility name and brand identity.
- Construction commenced on the Queensborough Community Centre expansion project which will see 13,000 sq. ft. of additional space for a branch library, police office, weight room, exercise, and childcare space. The newly expanded community centre will be opened in the spring of 2013.

2012 CAPITAL PROJECTS

PROJECT	AMOUNT
Queensborough Community Centre Expansion	\$6.2M
Completion of Westminster Pier Park (Multi-Year Project)	\$25.9M
Completion of Queen's Park Artificial Turf Field and Roadway Lighting	\$2.1M



LOOKING FORWARD

In 2013, the Parks, Culture and Recreation Department will focus on preparations for the opening and ongoing operations of the new Anvil Centre in 2014. Areas of emphasis will include completion of a governance and operating framework, staff recruitment and training, development of agreements with community partners and operators, preparations for relocation of the New Westminster Museum and Archives, and the establishment of a sponsorship program. The expanded and renovated Queensborough Community Centre will re-open in the spring of 2013 and feature new community amenities such as childcare, satellite library, police offices, new community rooms, and health and fitness areas. Additional program and support staff will be recruited and trained in advance of the facility reopening.

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, and establishing a target construction start year. To enhance the visitor experience at Westminster Pier Park, a food services operator will be engaged to provide food and beverages at the park. In addition, interim facilities and programming opportunities will be developed on the Timber Wharf section of the park. To assist in the ongoing planning and management of the City's parks system, an Off-Leash Dog Management Plan and Urban Forest Management Strategy will be developed in consultation with the community.

The department will continue to work closely with School District #40 towards the construction and planning of new elementary, middle and secondary schools, and associated park areas and community amenities.



LEARN MORE ABOUT...

- WESTMINSTER PIER PARK
- ANVIL CENTRE
- MUSEUM & ARCHIVES



LEGISLATIVE SERVICES

Legislative Services staff 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 shares administrative and clerical support of the Mayor’s Office and oversees the Communications Department.

2012 ACCOMPLISHMENTS

- Strengthened relationships with our friendship and sister cities, which included a City delegation visit to China.
- Conducted recruitment and provided orientation, advice, and support for 35 Council Committees.
- Provided support to City Council meetings (including Public Hearings and Council in Committee of the Whole) and committees, including agenda preparation, meeting management, minute-taking and follow-up.

LOOKING FORWARD

In 2013, Legislative Services will implement electronic agenda software for all council meetings. This will provide a more environmentally sustainable and efficient process and will 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. Working with the Mayor’s Office, the department will coordinate the annual civic dinner, May Day Banquet, Remembrance Day celebrations, and will host a delegation and celebrate the 50th anniversary of our sister city relationship with Moriguchi, Japan, during Hyack week.



“The city is doing incredible things.”

Paul Minhas
Georgia Straight / April26—May3 2012
Article “Royal City Rebounding”

➤
READ ARTICLE

COMMUNICATIONS

The Communications Department ensures citizens 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.

2012 ACCOMPLISHMENTS

- Actively implemented many of the recommendations outlined in the City’s Social Media Plan, including increasing community engagement on social media platforms.
- Assisted in the development of a marketing plan for the Parks, Culture and Recreation Department.
- Led the New Westminster Police Department in establishing and growing their social media identity in the community, coordinating the creation of their new website, as well as assisting with various promotional needs.
- Introduced Placespeak, an online forum that facilitates the garnering of resident feedback on topics such as the *Master Transportation Plan* ➤ and Pattullo Bridge consultation.

LOOKING FORWARD

In 2013, the Communications Department will optimize the City’s website for mobile devices and will introduce a new mobile application that will facilitate making and tracking service requests. The department will also be involved in redesigning public hearing notices; coordinating and implementing graphic standards for the police department; and monitoring and creating ads for the City’s new digital signs.



“There are certainly a lot of younger people moving into downtown, and with that comes people who are really interested in doing business here”

Kendra Johnson
BC Business / October 2012
Article “The New New West”

[➤ 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.

2012 ACCOMPLISHMENTS

- Promoted the achievement of work-life balance and wellness in our employee community, utilizing the Attendance and Disability Management Program.
- Further promoted the values of the City’s Respectful Workplace Policy emphasizing zero tolerance for disrespectful, harassing or disruptive behaviour.
- Continued to support the development of our employees through professional and leadership training and improved performance management.
- Concluded successful negotiations with CUPE Local 387 achieving a four year term.

LOOKING FORWARD

In 2013, Human Resources will continue to provide organizational consulting services to all senior management areas in support of improved organizational and individual performance. Complex labour relations including the merger of the Library Association with CUPE Local 387 and challenging bargaining with the IBEW and the IAFF will be undertaken. Recognizing the challenges organizations face through retirements, the department will continue to implement comprehensive career management programs including job enrichment strategies and monitoring programs to help employees prepare for new opportunities.



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 and parking management services.

2012 ACCOMPLISHMENTS

- Westminster Pier Park was opened to the public in June 2012 and was recognized with several awards for excellence and innovation including a Commercial Building Excellence Award from the Real Estate Board of Greater Vancouver, a Brownie Award in Sustainable Remediation and Technological Innovation from the Canadian Urban Institute, a Sustainable Communities Award from the Canadian Federation of Municipalities, an Environmental Award from the Canadian Association of Municipal Administrators and an Environmental Award from the Association of Professional Engineers and Geoscientists of BC.
- An automated single-stream recycling collection system was successfully introduced for single-family residents resulting in a noticeable increase in recycling. In addition, five solar powered public recycling kiosks were installed in the uptown and downtown commercial areas.
- Construction commenced on the Anvil Centre and *Merchant Square* ➞ office tower development (completion in 2014) and the Queensborough Community Centre expansion project (completion in 2013).
- Installation of new water mains and separation of combined sewers were completed on 6th Street in the Uptown and Midtown commercial districts.
- Construction of phase 2 of the Fraser Cemetery Master Plan improvement project was completed enabling enhanced services and providing a more aesthetically pleasing experience for visitors.
- Centralized pay parking stations were piloted on East Columbia St. and has been expanded throughout the Sapperton business district. The success of this program will see further expansion to other commercial districts.
- Work commenced on the City’s Master Transportation Plan. This plan will guide transportation policy and investment decisions for the next 30 years. Public consultation is anticipated throughout 2013, with a new plan to be adopted in early 2014.
- In partnership with BC Hydro, a Community Energy Manager was recruited to implement the City’s Energy and Emissions Plan which has a target of reducing greenhouse gas emissions 15% by 2030.

LOOKING FORWARD

In 2013, Engineering Services will proceed with several major capital projects including Phase 2 of improvements to Ewen Avenue, a pedestrian and bicycle grade separated crossing to Westminster Pier Park, and various energy conservation measures at several civic buildings. Planning work will also be undertaken to assess possible options for the replacement and/or rehabilitation of the Canada Games Pool and the City Animal Shelter in Queensborough. Engineering Services will be working closely with Transport Canada and affected railways to incorporate safety upgrades necessary to support whistle cessation in the downtown neighbourhood. After a successful pilot program, the introduction of organic kitchen waste collection for multi-family residences will be commenced in 2013. Planning and public consultation will also be undertaken with respect to a possible replacement or rehabilitation of the Pattullo Bridge.



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.

2012 ACCOMPLISHMENTS

- Completed negotiations for access to Shaw Cable’s Wi-Fi system, which when installed in 2013, will provide New Westminster Shaw customers with free access to the network that will cover major corridors and public spaces in the city. City staff will also be able to access the system for wireless business applications.
- Implemented new processes that will assist in recording Tangible Capital Assets (TCA) data.
- Designed and implemented a new “e-bill” function for all utility accounts to be available to New Westminster customers on My City.
- Completed the project road map for the new Knowledge Management Project – an important initiative of the IT Strategic Plan that will help the City retain and organize information in a more efficient and user-friendly format.

LOOKING FORWARD

In 2013, the City will undertake an initiative to investigate, plan, and implement an intelligent city strategy focused on developing the infrastructure and community partnerships necessary to enable New Westminster to thrive in the new digital economy. The department will undertake a strategic sourcing initiative in 2013 to determine what areas of spending can be consolidated through departmental involvement in the selections process and determination of vendor products and services. Options for replacing the Electrical Billing System will be investigated by a working group that will be established to review the long-term customer information system (CIS) needs of the Electric Utility, including automated meter reading (AMR) options and billing systems.

Knowledge management is a key initiative of the new IT Strategic Plan that aims at improving the way the City retains and organizes its transactional data in a more efficient and user friendly format. Work in this area will continue to evolve in 2013.



2012 COMMUNITY GRANTS

2012 CHILD CARE GRANTS

- 1 Glenbrooke Daycare Society
- 2 Happy Hours We Care Daycare Society
- 3 Kolumbia Inn Daycare Society
- 4 Lower Mainland Purpose Society
- 5 Queen's Avenue Daycare Society
- 6 Urban Academy
- 7 Westminster Children's After School Society

Total Amount Awarded - \$34,961.72

2012 CITY PARTNERSHIP GRANTS

- 1 Arts Council of New Westminster
- 2 Massey Theatre Society
- 3 New Westminster Chamber of Commerce
- 4 New Westminster Tourism and Convention Development Association
- 5 Hyack Festival Association
- 6 Fraser River Discovery Centre Society
- 7 Communities Embracing Restorative Action
- 8 Fraserside Community Services
- 9 BC Senior Services and Housing Information
- 10 New Westminster Victim Assistance Association
- 11 Family Services of Greater Vancouver
- 12 Neighbours of New Westminster Society
- 13 Senior Salmonbellies
- 14 School District #40
- 15 NW Youth Advisory Committee

Total Amount Awarded - \$548,000

2012 COMMUNITY GRANTS

- 1 Bitmakaly Women's Association
- 2 Canadian Mental Health Association
- 3 Julien House Society
- 4 New Westminster Amateur Radio Club
- 5 New Westminster Fire Fighters Charitable Society
- 6 New Westminster Lawn Bowling Club
- 7 New Westminster Police Pipe Band
- 8 New Westminster Secondary School
- 9 Royal City Volunteers
- 10 Royal City Humane Society
- 11 Sapperton Old Age Pensioners Association
- 12 Senior Services Society
- 13 West Coast Curling Classic
- 14 Women in Need Gaining Strength

Total Amount Awarded \$40,537.00

2012 HERITAGE GRANTS

- 1 Ancient & Honorable Hyack Anvil Battery
- 2 Canadian Lacrosse Hall of Fame
- 3 New Westminster Heritage Foundation
- 4 Queensborough Special Programs Committee
- 5 The Royal Westminster Regiment Volunteer Band
- 6 Strata Corp NW2125 Westminster Building
- 7 Women in Need of Gaining Strength

Total Amount Awarded \$17,433.24

2012 ENVIRONMENTAL GRANTS

- 1 Fraser River Discovery Centre Society
- 2 Vancouver Area Cycling Coalition – New Westminster
- 3 Family Services of Greater Vancouver – New Westminster
- 4 Fraserside Community Services Society

Total Amount Awarded - \$54,750

2012 AMATEUR SPORTS GRANTS

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

Total Amount Awarded \$28,300.00

2012 ARTS & CULTURE GRANTS

- 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 New Westminster District Band Society
- 9 New Westminster District Elementary Band
- 10 New Westminster Environmental Partners
- 11 New Westminster Police Pipe Band
- 12 New Westminster Secondary Music Auxiliary
- 13 New Westminster Symphony Society
- 14 Queensborough Special Programs Committee
- 15 Royal City Alumni Band
- 16 Royal City Musical Theatre Society
- 17 Royal City Youth Ballet
- 18 Royal Westminster Regiment Volunteer Band
- 19 Sapperton Business Assoc. & McBride Sapperton Resident Association
- 20 Vivo Children's Choir Society
- 21 West End Business Association
- 22 Writer's Discovery Group
- 23 New Westminster Pride Society

Total Awarded \$97,764.60



“...there’s no doubt that something is happening in New West.”

BC Business / October 2012
Article “The New New West”

[➤ READ ARTICLE](#)

2012 STRATEGIC PRIORITIES PROGRESS

The Strategic Priorities outlined below are projects and initiatives focused on striving toward “Vision New Westminster.” Our vision statement reflects our firm belief that New Westminster is the place to be! As the oldest city in Western Canada and the first capital of British Columbia, our Royal City is connected to a rich past and brimming with excitement about the future.

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

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	2012 ACCOMPLISHMENTS	TARGET
Anvil Centre	Design fit-out for Anvil Centre has commenced. The facility will include conference and meeting facilities, a multi-use theatre, New Westminster Museum and Archives, Canadian Lacrosse Hall of Fame, art gallery, and multi-purpose art studios.	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
Public Art	Mosaic art tiles were installed on Columbia Street with funding from the New Westminster Community Development Society.	A
Public Art Advisory Committee	Public Art Plan approved by Council.	A
“Wait for Me Daddy” Memorial	Call for artists completed; responses under review; sponsorship opportunities with industry underway.	IP
Westminster Pier Park Arts/Culture Features	Public Art features installed: memory band reflecting aspects of New Westminster’s history and historic photos embedded in risers at Lytton Square. Park hosted its first city event, Caroling at the Quay featuring caroling, lantern making, Christmas decorations and lighting.	A



COMMUNITY LIVABILITY AND SOCIAL EQUITY

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
- A city known for social inclusion and equity
- An age-friendly city that maximizes quality of life as people age



INITIATIVE	2012 ACCOMPLISHMENTS	TARGET
Brow of the Hill traffic calming	Construction of permanent measures including signal at 3rd Avenue & 12th Street completed.	A
Ewen Avenue Street Improvements	Work in progress – Phase 1 Preparing RFP for Phases 2 & 3	IP
Transportation demand management	Safe Routes Mapping for schools completed. TDM Coordinator working with School District #40 to promote walking and cycling to schools; improving bike facilities at schools; and completing Ecomobility Grant program.	IP
Master Transportation Plan	City-wide review and consultation of transportation issues, strategies, action plans; Phase 2 & 3 completed. Pattullo Bridge Review project in progress.	IP
Child Development Hubs	The Queensborough Hub plan has been completed to coincide with the expansion to the Queensborough Community Centre. Hub marketing initiatives and partnerships in progress.	A IP
Neighbourhood Learning Centres / Community Schools	Plan approved by Ministry of Education. Staff working with School District #40 to prepare design guidelines to assist with RFQ and RFP process.	A – St. Mary's/ Robson IP - NWSS
Community School Partnership	Continued partnership with School District #40 resulted in new after-school and day camp programs that created new opportunities for over 300 participants. New partnership opportunities ongoing.	A
Whistle Cessation/ Railway Project	Railway crossings safety audits completed; consultant reviewing railway responses. Proceeding with design costing of improvements.	IP
Ryall Park Upgrades	Completed renovation and expansion of Megan's Place Tot Playground. The Lulu Belle spray park water feature refurbished and incorporates literacy elements for early childhood education purposes.	A
Hume Park Upgrades	Construction completed on the Lower Hume Picnic Shelter and Upper Hume Playground.	A
Affordable Housing Strategy Implementation	Commenced work on identifying city-owned sites for affordable housing; finalizing study results for preserving/expanding affordable housing stock; advancing work on Parcel O at Victoria Hill; developing City Rental Strategy.	IP
Building Energy Efficiency	Queensborough Community Centre expansion designed to LEED Gold Standard; City Hall boiler replaced with high-efficiency unit.	A
Community Energy & Emissions Plan (CEEP)	OCP amended to include greenhouse gas targets; funding agreement with BC Hydro completed; Energy Manager hired; project plan and funding proposal for Energy Efficiency Retrofit Program for homes completed; CEEP actions integrated with Master Transportation Plan, Queensborough Community Plan Update and Envision 2032. Phase 2 District Energy Feasibility Study underway; twenty six actions from CEEP identified for implementation in 2013.	A IP
Century House Inclusion Project	Review 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

Includes economic development policy, programs, 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	2012 ACCOMPLISHMENTS	TARGET
Digital Billboard Project	Contract awarded; approvals obtained from Ministry of Transportation. Digital billboards to be constructed in 2013.	IP
Economic Forum	Successful forum held November 8, 2012. Next forum to be held in the fall of 2014 in the new Anvil Centre.	A
Employment Lands Strategy	Ongoing study area identified in draft Queensborough Community Plan that will build upon objectives of Employment Land strategy.	IP
International Relations Committee	Received several delegation visits to City Hall; City delegation to China in November 2012.	A
Investment Guide brochure and website development	Completed brochure and investnewwest.ca website.	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	Negotiations and collaboration agreement with Shaw completed.	A
	City operational staff and Shaw establishing specific site locations for installation of outside access points.	IP
Business Incubator Task Force	Task Force created and currently researching best practices and interviewing experts in the area of business incubation.	IP



ENVIRONMENTAL LEADERSHIP

Includes environmental/energy plans; green fleet; 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	2012 ACCOMPLISHMENTS	TARGET
District Energy Pre-Feasibility Study	Phase 1 completed; received funding approval from BC Hydro for Phase 2. Stakeholder meetings completed.	A
Downtown Plan Environmental Stewardship Strategies	All new projects reviewed for compliance with new Downtown Plan guidelines which include environmental objectives.	IP
Decorative Lighting	Staff preparing revised decorative lighting plan for the City.	IP
LED Street Lighting	Evaluation of city LED pilot installations underway.	IP
Multi-Family Food Scraps Pilot Program	Tender issued; proponents being reviewed.	IP
On-Street Recycling Containers	Five additional on-street compactor/recycling containers purchased. Delivery expected for 2013.	IP
Sustainability Report Card	Developing energy-related targets, performance indicators, and measurement metrics for new buildings; and reviewing of sustainability scorecards used elsewhere in BC.	IP
Urban Forestry Management Strategy	Operation Budget Enhancement funding approved; call for proposals in progress.	IP

ORGANIZATIONAL EXCELLENCE PROJECTS/INITIATIVES

Includes financial and IT initiatives; HR policies and training; organizational changes; efficiencies; asset management

INITIATIVE	2012 ACCOMPLISHMENTS	TARGET
Asset Management	Development of pilot level of service assessment for parks. Asset Management software solution being reviewed.	IP
Central Pay Station Pilot Program	Installation and upgrades in Sapperton area completed. Pay parking stations installed in Parkade.	A
Collective Agreement Bargaining	CUPE bargaining completed and ratified.	A
Corporate Wellness Committee	Corporate wellness initiatives included the Move for Health Day walk, second annual Employee Field Day, Employee Health Assessments and Fitness Testing.	A
	With staff participation, Wellness Services renamed to Healthworks.	A
Knowledge Management Project	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
Mobile Applications	Introduced “My Waste” mobile garbage and recycling app for smart phones and web.	A
Parks Maintenance & Engineering Operations Functional Integration	Parks Maintenance resources have been allocated to Engineering Operations.	A
Performance Management & Succession Planning Program	Work to continue on enhancing/expanding existing program.	IP
Public Notice Redesigns and Enhancements	Research into best practices by other jurisdictions; development of plan and redesign underway.	IP
Social Media Policy and Guidelines	Policy rollout underway.	IP
Supervisory Toolkit Program	Training session complete.	A
Water Utility Benchmark Study	Study complete.	A

CATALYST PROJECTS AND INITIATIVES

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 initiative were under development or in progress in 2012.

INITIATIVE	2012 ACCOMPLISHMENTS	TARGET
Anvil Centre (DAC)	Excavation, shoring, footings, foundation, waterproofing completed.	A
	Construction of parkade completed.	A
	Above grade floors under construction.	IP
	Tendering of major work segments completed.	A
	Facility name chosen and announced.	A
	Details for two facility management positions in progress.	IP
Anvil Centre (DAC)	Potential partners and tenants pursued/in progress.	IP
Discovery Centre Pier Expansion (DAC)	Concept to be discussed in context of remaining DAC projects	IP
Downtown Connectivity Project (formerly Downtown Road Encapsulation)	6th Street pedestrian/vehicle overpass design concepts prepared.	IP
Queensborough/Quay Cycling/Pedestrian Bridge (DAC)	Discussions underway with Southern Railway to determine feasibility of adding walkway to existing rail bridge.	IP
Queensborough Community Centre Expansion (DAC)	Centre closed in October 2012 to complete interior construction; operating with reduced service to accommodate construction. Anticipated opening: Spring 2013	IP
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.	IP
Schools Project	School District working with final design/build proponents for St. Mary’s Elementary School site.	IP
	Final discussions under way regarding park design, off-site requirements and school design.	IP
	Construction expected to commence in spring of 2013.	
Westminster Pier Park	Construction completed and grand opening in June 2012.	A
	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 2012 TAX DOLLARS GO

FOR AN AVERAGE RESIDENTIAL PROPERTY WITH ASSESSED VALUE OF \$661,000

MUNICIPAL TAXATION \$	MONTHLY BASIS \$
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POLICE DEPARTMENT

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.

697.86	58.16
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PARKS, CULTURE AND RECREATION

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.

453.92	37.83
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GENERAL GOVERNMENT

General government services are the administrative functions of the City. These services include Mayor & Council, Legislative, Human Resources, Legal, Insurance, Finance, Information Technology, and the City Administrator's office.

407.23	33.94
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FIRE AND RESCUE SERVICES

Fire and Rescue Services 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.

468.15	39.01
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ENGINEERING SERVICES

Engineering Services 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.

145.24	12.10
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LIBRARY

The New Westminster Library endeavours to meet the informational, educational, cultural, and recreational needs of New Westminster residents.

120.67	10.06
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DEVELOPMENT SERVICES

The Development Services Department proactively develops and facilities 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.

34.08	2.84
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FISCAL SERVICES (funded by gaming revenues)

Bank charges and debt servicing payments.

15.04	1.25
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TOTAL MUNICIPAL TAXATION

2,342.19	195.18
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SEWER CHARGES

Maintenance of sanitary & storm sewers:

Storm sewers	200 km.
Sanitary Sewers	251 km.

Residents are charged for sewer and water services at a flat rate for unlimited water usage except for seasonal restrictions on outdoor watering and sprinkling. These charges include GVRD rates for supply of water and treatment of sewage.

473.94	39.50
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WATER CHARGES

Water mains	205km.
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390.01	32.50
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WASTE MANAGEMENT

Single family rate for curbside garbage pickup and recycling.

213.67	17.81
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TOTAL MUNICIPAL CHARGES

3,419.81	284.98
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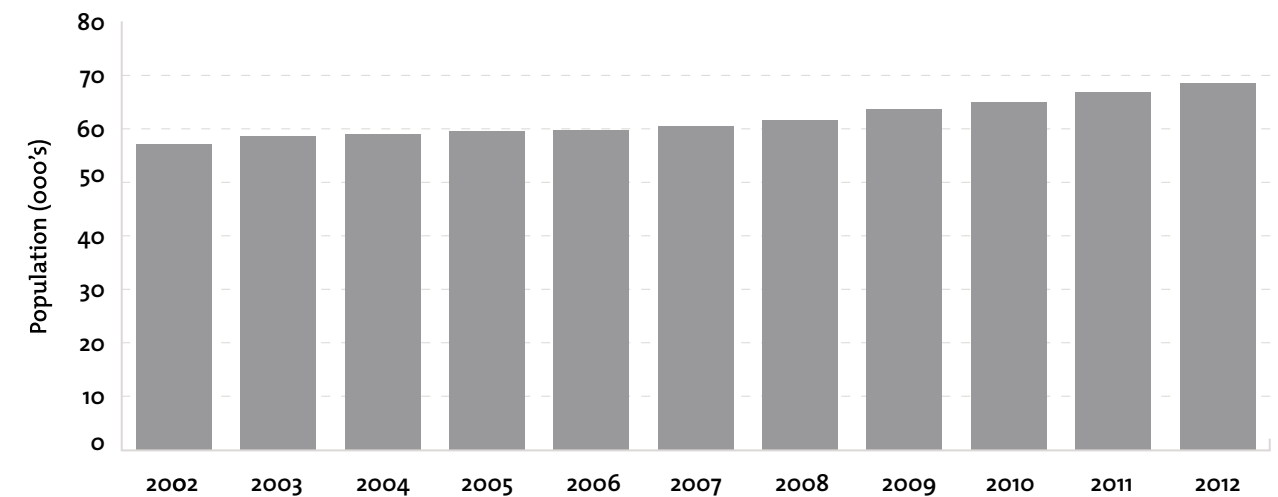
School taxes, regional levies and the Home Owner Grant are not included above.



POPULATION AND DEMOGRAPHICS

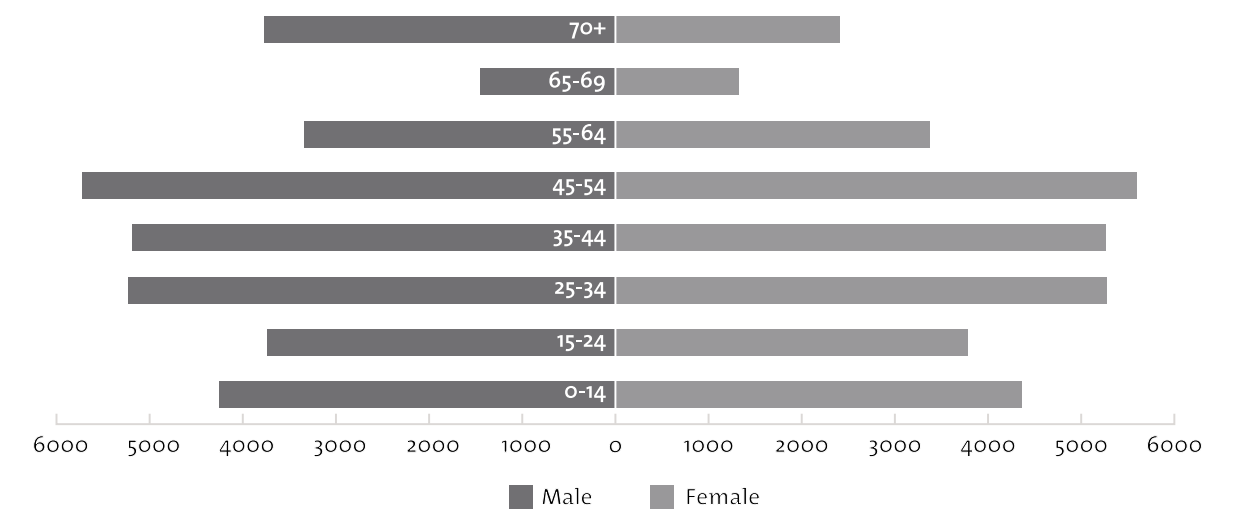
POPULATION: 2002—2012

Source: BC Stats Report



AGE-SEX DISTRIBUTION: 2011 CENSUS

Source: BC Stats Report





*“New Westminster has
been overlooked for years.
This neighbourhood is
now hot again”*

Robert Fung
Western Investor / April 2013
Article “Newest New West”

[➤ READ ARTICLE](#)