

THE CORPORATION OF THE
CITY OF WHITE ROCK

15322 BUENA VISTA AVENUE, WHITE ROCK, B.C. V4B 1Y6

MEETING NOTICE

Pursuant to the *Community Charter* a **SPECIAL COUNCIL MEETING** has been called to begin at **5:00 P.M.** on **MONDAY, MARCH 15, 2021.**

DATE: MARCH 15, 2021
MEETING TIME: 5:00 P.M.
LOCATION: WHITE ROCK COUNCIL CHAMBERS
15322 BUENA VISTA AVE., WHITE ROCK BC V4B 1Y6

PURPOSE:

This Special Council Meeting has been called:

1. To discuss the 2021 City Advisory Body review and,
2. To discuss top strategic priorities of Council.

The City of White Rock is committed to the health and safety of our community. In keeping with Health Minister Order of British Columbia, City Council meetings will take place without the public in attendance at this time until further notice.

Date: March 10, 2021



Tracey Arthur,
Director of Corporate Administration

The Corporation of the
CITY OF WHITE ROCK



Special Meeting of Council
POST-MEETING AGENDA

Monday, March 15, 2021, 5:00 p.m.

City Hall Council Chambers

15322 Buena Vista Avenue, White Rock, BC, V4B 1Y6

***Live Streaming/Telecast:** Please note that all Committees, Task Forces, Council Meetings, and Public Hearings held in the Council Chamber are being recorded and broadcasted as well included on the City's website at: www.whiterockcity.ca

The City of White Rock is committed to the health and safety of our community. In keeping with Ministerial Order No. M192 from the Province of British Columbia, City Council meetings will take place without the public in attendance at this time until further notice.

T. Arthur, Director of Corporate Administration

Pages

1. CALL MEETING TO ORDER
2. MOTION TO CONDUCT A SPECIAL COUNCIL MEETING WITHOUT THE PUBLIC IN ATTENDANCE

RECOMMENDATION

WHEREAS COVID-19 has been declared a global pandemic;

WHEREAS the City of White Rock has been able to continue to provide the public access to the meetings through live streaming;

WHEREAS holding public meetings in the City Hall Council Chambers, where all the audio/video equipment has been set up for the live streaming program, would not be possible without breaching physical distancing restrictions due to its size, and holding public meetings at the White Rock Community Centre would cause further financial impact to City Operations due to staffing resources and not enable live streaming;

WHEREAS Ministerial Orders require an adopted motion in order to hold public meetings electronically, without members of the public present in person at the meeting;

THEREFORE BE IT RESOLVED THAT Council authorizes the City of White Rock to hold the March 15, 2021 Special Council meeting to be video streamed and available on the City's website, and without the public present in the Council Chambers.

3. **ADOPTION OF AGENDA**

RECOMMENDATION

THAT the Corporation of the City of White Rock Council adopt the agenda for its special Council meeting scheduled for March 15, 2021 as circulated.

4. 2021 CITY ADVISORY BODY COMMITTEE STRUCTURE REVIEW

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Corporate report dated March 15, 2021 from the Director of Corporate Administration titled "2021 City Advisory Body Committee Structure Review".

Murray Dinwoodie of MDD Consultant Services will provide a PowerPoint presentation giving an overview of the process and recommendations following his review conducted for the City of White Rock.

RECOMMENDATION

THAT Council:

1. Receive for information a summary report provided by MDD Consultant Services, titled "Review of the City of White Rock Advisory Committees and Related Processes;" and
2. Consider each of the sixteen (16) recommendations that have been brought forward in the Advisory Committee and Related Processes report presented by M. Dinwoodie of MDD Consultant Services, for immediate direction to staff.

5. TOP STRATEGIC PRIORITIES FOR COUNCIL

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Council to discuss and determine their top priorities. The following print outs from the City's Cascade program are attached for reference purposes:

- 2021 - 2022 Council Strategic Priorities - Top Priority
- 2021 - 2022 Council Strategic Priorities - High Priority
- 2021 - 2022 Council Strategic Priorities - Low Priority
- 2021 - 2022 Council Strategic Priorities - Staff High Priority

6. CONCLUSION OF THE MARCH 15, 2021 SPECIAL COUNCIL MEETING

THE CORPORATION OF THE
CITY OF WHITE ROCK
CORPORATE REPORT



DATE: March 15, 2021

TO: Mayor and Council

FROM: Tracey Arthur, Director, Corporate Administration

SUBJECT: 2021 City Advisory Body Committee Structure Review

RECOMMENDATIONS

THAT Council:

1. Receive for information a summary report provided by MDD Consultant Services, titled “Review of the City of White Rock Advisory Committees and Related Processes;” and
 2. Consider each of the sixteen (16) recommendations that have been brought forward in the Advisory Committee and Related Processes report presented by M. Dinwoodie of MDD Consultant Services, for immediate direction to staff.
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EXECUTIVE SUMMARY

A consultant with experience in this area was retained to conduct a review of the City’s current advisory body / committee structure and to ensure the work aligns with Council’s revised Corporate Priorities. A review of the City’s advisory bodies / committees was conducted from February – March 1, 2021. The final report is attached as Appendix A for review and consideration.

PREVIOUS COUNCIL DIRECTION

Motion # & Meeting Date	Motion Details
November 23, 2020	<i>THAT Council endorse:</i> <i>1) The following City's Advisory Bodies / Committee appointments be extended to March 31, 2021:</i> <ul style="list-style-type: none">• Arts and Cultural Advisory Committee;• Advisory Design Panel• Economic Development Advisory Committee;• Environmental Advisory Committee;• History and Heritage Advisory Committee;• Public Art Advisory Committee;• Seniors Advisory Committee;• Tour de White Rock Task Force;• Water Community Advisory Panel;

	<ul style="list-style-type: none"> • <i>White Rock Sea Festival Task Force; and</i> 2) <i>Endorse that there be a full review of the City's Advisory Bodies / Committees to be conducted early in 2021 (including the work the Committees are producing and required involvement by staff to maintain the Committees).</i>
December 7, 2020	<p><i>THAT Council receive and endorse the information, as amended (City Hall as now a low priority) regarding the 2021 – 2022 Strategic Priorities.</i></p> <ul style="list-style-type: none"> • Our Community • Our Environment • Our Waterfront • Our Infrastructure • Our Economy • COVID-19

INTRODUCTION/BACKGROUND

In January 2021, MDD Consultant Services was retained to review the current advisory bodies / committees (AC) with the following mandate:

“To review the organizational impact and efficiencies of the City’s Advisory Bodies / Committee and their structures to ensure the current system is meeting Council’s needs, objectives (including transparency) and the currently adopted 2021-2022 Strategic Priorities.”

The process was to:

- Evaluate the current state of committees.
- Review current committee opportunities with the City, including mandates and members.
- Review the current committees’ terms of reference; new template as part of the final report.
- Assess efficiency of current committee structure and number to ensure extensive public input in an efficient manner that maximizes value to Council.
- Engage in discussion with Council, current committee appointees and organizational representatives to the various committees and staff about their experience on the committees, what they see as the objectives, what they see as the value of committee involvement, comments / concerns.
- Review current committee functions (including frequency of formation of sub-committees and the inherent cost of such formations noting that sub-committees are treated as full committees with agendas, minutes and presentations) and chairpersons being a member of the committee vs. the council liaison.
- Compare the current committees with other community organizations (ex. are there overlaps / duplication in role or mandate with organizations such as the Chamber of Commerce, Fraser Health Authority, White Rock Museum and Achieves, Local Arts Council etc.)

- Identify gaps or opportunities for other community involvement, including council liaison appointment or other vehicles to increase volunteer involvement in the business of White Rock (is a committee for this matter / topic the best way to achieve what Council or staff are looking for?)

The City currently has eleven (11) active ACs:

• Arts and Cultural Advisory Committee (ACAC)	• Public Art Advisory Committee (PAAC)
• COVID-19 Recovery Task Force (CRTF)	• Seniors Advisory Committee (SAC)
• Economic Advisory Committee (EAC)	• Tour de White Rock Committee (TWR)
• Environmental Advisory Committee (EnvAC)	• White Rock Sea Festival Committee (Sea Fest)
• History and Heritage Advisory Committee (HHAC)	• Water Community Advisory Panel (WCAP)
• Housing Advisory Committee (HAC)	

The review included:

- Telephone interview with Mayor and each member of Council;
- Telephone interview with each committee chairperson;
- Telephone interview with staff that work as liaisons with committees;
- Questionnaire given to each committee member;
- Compilation and review of background information from White Rock regarding current structures and related processes;
- Review of information available online of several municipalities in BC; and
- Research about other agencies, societies and or organization that operate with and /or serve White Rock.

The recommendations by the Consultant is provided following a review of background information, interviews, and questionnaires and consideration of and discussions during the interviews, that included:

- Number of advisory bodies / committees (AC);
- Value of AC to Council / staff;
- Alignment with Council Strategic Priorities;
- Potential for reducing current number of ACs;
- Council role;
- Establishing an annual work plan;
- Process of Council referrals;
- Process of AC recommendations to Council;
- Volunteer application / selection process;
- Number of members;
- Meeting frequency;
- Staff role;
- Recruitment;

- Orientation;
- Use of subcommittees;
- Tracking of AC work; and
- Joint meetings of AC chairpersons.

The interviews / submitted questionnaires were summarized in the attached report and have been referenced in the final recommendations.

Sixteen (16) recommendations have been brought forward for Council consideration:

1. Replace the HHAC with the following:
 - a) adding a seat to the Advisory Design Panel that is reserved for a member with heritage-related expertise;
 - b) where matters related to history or heritage arise during the course of City business, consider making a referral to the White Rock Museum and Achieves Society and/or to the Semiahmoo First Nation * depending on the nature of the matter; and
 - c) if there is a specific history or heritage matter that Council views as needing more attention, Council should form a time-limited Task Force to address such matter.

White Rock Council has indicated that it desires to maintain open lines of communication with the Semiahmoo First Nation through regular dialogue and interaction on matters of mutual interest.

2. Replace the SAC by relying on the Semiahmoo Seniors Planning Table and the Kent Street Activity Centre Executive Committee for advice and input on seniors' issues.
3. Add the "water quality monitoring" element of the mandate of the WCAP into the mandate of EnvAC and do not renew the term of the WCAP.
4. Reposition each of the Tour de White Rock Committee and the White Rock Sea Festival Committee, respectively, as Working Groups that assist City staff in the annual staging of these events.
5. Do not renew the COVID-19 Recovery Task Force at the end of its current term (June 1, 2021) but rather consolidate into the mandate of the EAC consideration of any on-going impacts and consequences on the City of the pandemic and its aftermath.

Should the above-listed five (5) adjustments be implemented, the City AC structure would include the following six (6) ACs:

- Arts, Culture Advisory Committee;
- COVID-19 Recovery Task Force (temporary until the end of its current term on June 1, 2021);
- Economic Advisory Committee;
- Environmental Advisory Committee;
- Housing Advisory Committee; and
- Public Art Advisory Committee.

Council would also retain the prerogative to appoint time-limited Task Forces to work on emerging issues and opportunities, as necessary from time to time.

6. Two (2) members of Council should be assigned to each of the ACs, one of whom should be appointed the Chairperson and the other assigned as the Alternate Chairperson of the AC. The position of Chairperson and Alternate on each AC could be rotated on annual basis between the Councilors on the AC. The Councillors would be non-voting members on each AC.
7. Each AC should have up to seven (7) appointed members; some of which bring expertise/experience in the area of the mandate of the AC and some which are representative of the community-at-large. These members would be in addition to the two (2) Councillors that are non-voting members of each AC. ACs should continue to include members from community-based organizations where the mandate of the organization aligns with the mandate of the AC (e.g. the EAC should continue to include representatives from Tourism WR, the Chamber of Commerce and the BIA).
8. Prior to the appointment of ACs, Council should conduct a workshop with staff at which Council input would be developed to forward to each AC regarding elements of work that the AC could potentially include in its annual work plan to support Council's priorities. This would not be intended to limit the AC from undertaking other initiatives but rather to assist the AC in more efficiently developing an effective work plan that would assist Council in accomplishing its priorities.
9. The Terms of Reference for each AC should include an expectation that the AC would submit to Council a work plan for its term within two (2) months of its appointment by Council.
10. The agenda for each meeting of each AC should include as a regular item a review of the ACs progress toward completion of its work plan as submitted to Council for its current term.
11. Develop for each AC a brief "volunteer member position description" for the purpose of recruiting volunteer members. This description would include attributes (experience and expertise) that would be desirable for an applicant to possess to function effectively as part of the AC. This description should be posted online for reference by prospective applicants.
12. Amend the standard volunteer member application form that is posted on the City's website by:
 - a) limiting the number of ACs for which an individual may make application to a maximum of three (3);
 - b) including a reference that the City seeks to have diversity in the membership on ACs including age, gender, ethnicity, etc.; and
 - c) providing information about the amount of time that an applicant should assume will be necessary per month to fulfill their responsibilities on an AC.
13. Enhance the approach taken to marketing the opportunity to serve as a volunteer on the City's ACs by including in addition to the current approaches, the use of social media and directed invitations to professional associations in different areas of expertise to attract a broader range of qualified applicants.
14. Mid-year appointments by Council to ACs should be restricted to the replacement of members who resign mid-year. In this regard Council could seek advice from the Councillors assigned to the AC to determine if such a mid-year appointment is considered necessary.

15. A robust orientation process for new AC members should be prepared for presentation at the first meeting of each AC after appointments are made by Council. The orientation should include elements noted in the report.
16. The process of taking minutes of each AC meeting should be reviewed with a view to reducing such minutes to a record of each meeting that would include attendance, items discussed and resolutions/actions/recommendations that were directed or adopted by the AC. This abbreviated approach to minutes is considered appropriate since all AC meetings are video-taped and available for public reference.

FINANCIAL IMPLICATIONS

A budget of \$10,000 was utilized for the review to be conducted.

LEGAL IMPLICATIONS

Not applicable.

COMMUNICATION AND COMMUNITY ENGAGEMENT IMPLICATIONS

Committee volunteer opportunities are advertised on the City Website, through Social Media and in the Peace Arch News.

INTERDEPARTMENTAL INVOLVEMENT/IMPLICATIONS

Not applicable.

CLIMATE CHANGE IMPLICATIONS

Not applicable.

ALIGNMENT WITH STRATEGIC PRIORITIES

Community:

- Manage the delivery of City services efficiently and effectively
- Confirm the City is following best practices in governance

OPTIONS / RISKS / ALTERNATIVES

The following alternative option is available for Council's consideration:

1. Council not consider the sixteen (16) recommendations that have been brought forward in the Advisory Committee and Related Processes report presented by M. Dinwoodie of MDD Consultant Services. Staff note that the potential for efficiencies and to improve alignment to Council's Strategic Priorities may not be realized.

CONCLUSION

A review of the City's advisory bodies / committees was conducted January – March 1, 2021, by MDD Consultant Services, retained to do a review of the City's committee structure and to ensure the work was aligned with Council's newly confirmed Strategic Priorities. The final report is presented with sixteen (16) recommendations for Council consideration and direction.

Respectfully submitted,



Tracey Arthur, Director of Corporate Administration

Comments from the Chief Administrative Officer

This report is provided for information and consideration.



Guillermo Ferrero,
Chief Administrative Officer

Appendix A: Review of the City of White Rock Advisory Committees and
Related Processes (March 2021)

Review of the City of White Rock Advisory Committees And Related Processes

Final Report

March 2021

MDD Consultant Services

Executive Summary

MDD Consultant Services was retained by the City of White Rock (CoWR) to review the current CoWR Advisory Committees with a view to assessing the organizational impact and efficiencies of the City's Advisory Committees (Bodies) and their processes relative to meeting City Council's needs and objectives including, among other things, transparency and the currently adopted 2021-2022 Council Strategic Priorities.

There are currently eleven (11) Advisory Committees in place in the CoWR as follows:

1. Arts and Culture Advisory Committee (ACAC)
2. COVID-19 Recovery Task Force (CRTF)
3. Economic Advisory Committee (EcAC)
4. Environmental Advisory Committee (EnvAC)
5. History and Heritage Advisory Committee (HHAC)
6. Housing Advisory Committee (HAC)
7. Public Art Advisory Committee (PAAC)
8. Seniors Advisory Committee (SAC)
9. Tour de White Rock Committee (TWRC)
10. White Rock Sea Festival Committee (SFC)
11. Water Community Advisory Panel (WCAP)

The review included three (3) basic phases of work as follows:

1. Information gathering including:
 - a. A compilation and review of background information from the CoWR regarding the current Advisory Committee (AC) structure and related processes;
 - b. A one-on-one interview with the Mayor, with each City Councillor, with the Chairperson of each Advisory Committee and with each of several CoWR staff who support the work of one or more of the current Advisory Committees;
 - c. A survey questionnaire distributed to each member of every CoWR Advisory Committee;
 - d. A review of information available online regarding the current Advisory Committee structure of each of several other municipalities that are comparable to the CoWR; and
 - e. Research about other agencies, societies and/or organizations that operate within and/or serve the CoWR in areas that overlap with the mandate of any of the CoWR Advisory Committees;
2. Organizing and analyzing the gathered information; and
3. Compiling a set of recommendations for consideration by City Council.

The work associated with the review took place during February and early March of 2021.

The interviews and questionnaire survey were focussed on ensuring a well- rounded and transparent approach to the project. The information from the interviews and survey is not attributed but rather is summarized and has been referenced in developing the recommendations.

Based on the review the following recommendations were developed:

- 1. Replace the HHAC with the following:**
 - a. adding a seat to the Advisory Design Panel that is reserved for a member with heritage-related expertise;**
 - b. where matters related to history or heritage arise in the course of City business, consider making a referral to the White Rock Museum and Archives Society and/or to the Semiahmoo First Nation* depending on the nature of the matter; and**
 - c. If there is a specific history or heritage matter that Council views as needing more attention, Council should form a time-limited Task Force to address such matter.**
- 2. Replace the Seniors Advisory Committee by relying on the Semiahmoo Seniors Planning Table and the Kent Street Activity Centre Executive Committee for advice and input on seniors issues.**
- 3. Add the “water quality monitoring” element of the mandate of the WCAP into the mandate of the EnvAC and do not renew the term of the WCAP.**
- 4. Reposition each of the Tour de White Rock Committee and the White Rock Sea Festival Committee, respectively, as Working Groups that assist City staff in the annual staging of these events.**
- 5. Do not renew the COVID-19 Recovery Task Force at the end of its current term (June 1, 2021) but rather consolidate into the mandate of the Economic Advisory Committee consideration of any on-going impacts and consequences on the CoWR of the pandemic and its aftermath.**

(Should the above-listed five adjustments be implemented, the CoWR AC structure would include the following six (6) ACs:

- *Arts, Culture Advisory Committee;*
- *COVID-19 Task Force (temporary until the end of its current term on June 1, 2021);*
- *Economic Advisory Committee;*
- *Environmental Advisory Committee;*
- *Housing Advisory Committee; and*
- *Public Art Advisory Committee.*

The Tour de White Rock Advisory Committee and the White Rock Sea Festival Advisory Committee would be transitioned to Working Groups coordinated by City staff in staging each of these annual events, respectively.

Council would also retain the prerogative to appoint time-limited Task Forces to work on emerging issues and opportunities, as necessary from time to time.)

- 6. Two members of Council should be assigned to each of the ACs, one of whom should be appointed the chairperson of the AC and the other assigned as the alternate chairperson of the AC (The position of chairperson and alternate chairperson on each AC could be rotated on annual basis between the Councillors on the AC). The Councillors would be non-voting members on each AC.**

7. *Each AC should have up to 7 appointed members; some of which bring expertise/experience in the area of the mandate of the AC and some which are representatives of the community-at-large. These members would be in addition to the 2 Councillors that are non-voting members of each AC. ACs should continue to include members from community-based organizations where the mandate of the organization aligns with the mandate of the AC (e.g. the EcAC should continue to include representatives from TourismWR, the Chamber of Commerce and the BIA).*
8. *Prior to the appointment of ACs, Council should conduct a work shop with City staff at which Council input would be developed to forward to each AC regarding elements of work that the AC could potentially include in its annual work plan to support Council's priorities. This would not be intended to limit the AC from undertaking other initiatives but rather to assist the AC in more efficiently developing an effective work plan that would assist City Council in accomplishing its priorities.*
9. *The Terms of Reference for each AC should include an expectation that the AC would submit to Council a work plan for its term within 2 months of its appointment by Council.*
10. *The agenda for each meeting of each AC should include as a regular item a review of the ACs progress toward completion of its work plan as submitted to Council for its current term.*
11. *Develop for each AC a brief "volunteer member position description" for the purpose of recruiting volunteer members. This description would include attributes (experience and expertise) that would be desirable for an applicant to possess to function effectively as part of the AC. This description should be posted online for reference by prospective applicants.*
12. *Amend the standard volunteer member application form that is posted on the City's website by:*
 - a. *limiting the number of ACs for which an individual may make application to a maximum of three;*
 - b. *Including a reference that the City seeks to have diversity in the membership on ACs, including age, gender, ethnicity, etc.; and*
 - c. *Providing information about the amount of time that an applicant should assume will be necessary per month to fulfill their responsibilities on an AC.*
13. *Enhance the approach taken to marketing the opportunity to serve as a volunteer on the CoWR ACs by including in addition to the current approaches, the use of social media and directed invitations to professional associations in different areas of expertise to attract a broader range of applicants.*
14. *Mid-year appointments by Council to ACs should be restricted to the replacement of members who resign mid-year. In this regard Council could seek advice from the Councillors assigned to the AC to determine if such a mid-year appointment is considered necessary.*
15. *A robust orientation process for new AC members should be prepared for presentation at the first meeting of each AC after appointments are made by Council. The orientation should include the elements listed in this report.*

16. The process of taking minutes of each AC meeting should be reviewed with a view to reducing such minutes to a record of each meeting that would include attendance, items discussed and resolutions/actions/recommendations that were directed or adopted by the AC. This abbreviated approach to minutes is considered appropriate since all AC meetings are video-recorded and available for public reference.

****White Rock City Council has indicated that it desires to maintain open lines of communication with the Semiahmoo First Nation through regular dialogue and interaction on matters of mutual interest.***

1.0 Introduction

MDD Consultant Services was retained by the City of White Rock (CoWR) to review the current CoWR Advisory Committees with a view to assessing the organizational impact and efficiencies of the City's Advisory Committees (Bodies) and their processes relative to meeting Council's needs and objectives including, among other things, transparency and the currently adopted 2021-2022 Council Strategic Priorities. The culmination of the review is this report to City Council that includes a set of recommendations emanating from the review.

2.0 Current Advisory Committee Structure

There are currently eleven (11) Advisory Committees in place in the CoWR as follows:

1. Arts and Culture Advisory Committee (ACAC)
2. COVID-19 Recovery Task Force (CRTF)
3. Economic Advisory Committee (EcAC)
4. Environmental Advisory Committee (EnvAC)
5. History and Heritage Advisory Committee (HHAC)
6. Housing Advisory Committee (HAC)
7. Public Art Advisory Committee (PAAC)
8. Seniors Advisory Committee (SAC)
9. Tour de White Rock Committee (TWRC)
10. White Rock Sea Festival Committee (SFC)
11. Water Community Advisory Panel (WCAP)

The attached **Appendix A** provides the Terms of Reference for each of these Advisory Committees.

3.0 Study Process

The study included three (3) basic phases of work as follows:

1. Information gathering;
2. Organizing and analyzing the information relative to the objectives of the review; and
3. Developing a set of recommendations.

4.0 Information Gathering

The information gathering phase included five elements as follows:

1. A compilation of background information related to the current CoWR Advisory Committee structure including, among other things, the Terms of Reference for each AC, a sampling of minutes of recent meetings for each of the ACs, the support provided by staff to each AC, etc.;
2. A one-on-one interview by the consultant with:
 - the Mayor and each City Councillor;
 - the Chairperson of each Advisory Committee; and

- each of several CoWR staff that support the work of one or more of the current Advisory Committees;
- 3. A survey questionnaire distributed to each member of each of the CoWR Advisory Committees;
- 4. A review of available online information regarding the current Advisory Committee structure in each of a sample of other municipalities in the lower mainland; and
- 5. Research about other agencies, societies and/or organizations that operate within and/or serve the CoWR with mandates that overlap with/complement the mandate of any of the CoWR Advisory Committees.

4.1 General Observations Emanating from the Review of Background Information

The following are general observations from the information gathering phase of the review:

- The most recent changes to the AC structure were made in 2019 with several ACs being added at that time by the newly elected City Council.
- Every City Councillor has been assigned as a member of one or more of the current ACs.
- Each of the ACs, except the COVID-19 Task Force, is chaired by one of the Council-appointed volunteers who is elected to the position of chairperson by the ACs members. The COVID-19 Recovery Task Force is chaired by a Councillor, with Councillors sharing this responsibility on a rotating basis.
- The ACs generally meet on a monthly basis; however, most of the ACs did not meet from the onset of the COVID-19 pandemic in March of 2020 until either late in 2020 or early 2021.
- The number of members on the ACs varies from Committee to Committee.
- A senior CoWR staff person is assigned to support the work of each AC and attends every meeting of the AC for which they are responsible. A City clerical staff person also attends every meeting to take minutes and provide logistical advice.
- All of the meetings of ACs are now video-recorded and posted online for viewing by any interested party.
- A significant number of person-hours of staff time is expended annually in the on-going operation and support of the ACs including, among other duties, preparing agendas and planning for meetings, attending meetings, making presentations to ACs, recording video and taking minutes of meetings, processing minutes, forwarding recommendations from the ACs to Council and undertaking other necessary preparation for and follow-up to meetings.

4.2 Results of the Interview Process

The following is a list of Advisory Committee (AC) considerations that were discussed during the interviews with Council and/or for which responses were received through the survey process:

- Number of ACs
- Value of each current AC to City Council and/or City staff
- Alignment of current ACs with Council-adopted priorities
- Potential for reducing the current number of ACs
- Councillor(s) role on each AC
- Establishing the annual work plan for each AC
- Process of Council referrals to ACs
- Process related to AC recommendations being forwarded to Council
- Volunteer Application/Selection Process for members on each AC

- Number of members on each AC
- Frequency of AC meetings
- Staff role in support of ACs
- Recruitment for and selection of AC members including diversity
- Orientation for new AC members
- Use of subcommittees by ACs
- Tracking of AC work
- Joint meetings of AC chairpersons

The following sections provide information that was received through the information-gathering phase relative to each of the above-referenced considerations.

4.2.1 Number of Advisory Committees (ACs):

There was recognition that the number of ACs could be reduced either by way of a blending of mandates of the current ACs or the elimination of some of the ACs while still providing reasonable opportunities for community engagement by City Council while focussing on matters that are of highest priority to City Council.

It was viewed as important that members of Council have some responsibility to serve on an AC. This related to the need for on-going communication with Council and to ensure that the work of the AC was generally aligned with Council's interests and needs.

It was noted there are other opportunities (beyond participation on ACs) for community engagement in the on-going planning and operation of the City of White Rock, including:

- Public engagement processes undertaken by City staff as part of the development of new plans, programs and policies for consideration by City Council;
- Public engagement processes related to new land development projects;
- Public delegations to City Council at Regular City Council meetings;
- Question and answer periods during Regular City Council meetings;
- Public Hearings that are held regularly by City Council in accordance with legislation;
- One-on-one meetings with the Mayor and/or individual Councillors;
- The submission of letters/emails to City Council;
- Talk White Rock (an interactive that allows residents to participate in online surveys, for the City to share information and seek community input and ideas);
- Among other opportunities.

4.2.2 Value of the Advisory Committees

In general, it was recognized that each of the ACs is providing some value to the CoWR and that the members of the ACs are committed to assisting in enhancing the quality of life, the vibrancy of the economy and the efficacy of decision-making in the governance of the City. There were, however, concerns raised in respect to the amount of staff and volunteer time that is expended on some ACs in comparison to the output of the AC. Concerns were also raised with the inability of some of the ACs to develop an effective work plan. It is understood that there have been

resignations from ACs as a result of the frustration that volunteer members experienced in this context. There were several comments that more Council involvement in the process of developing the ACs work plan would be helpful.

4.2.3 Alignment of current ACs with Council-adopted Priorities

It was recognized that the mandate of each current AC aligned to some extent with the 2021/2022 Council-adopted priorities; some to a greater extent and some to a lesser extent. For example, the EnvAC clearly aligned well with the “Environment” Priorities while in relation to the HHAC there are limited references to history and heritage in the list of Council Priorities.

4.2.4 Potential for reducing the current number of ACs

The following comments were received in relation to potential changes to the structure of ACs:

- A blending of the PAAC with ACAC was viewed as supportable by some (i.e., citing the fact that art in its various forms should be grouped together under one umbrella Committee) while others were against such a blending given the specific nature of the work of the PAAC in relation to overseeing the implementation of visual art work in the community. Developer contributions to public art installations as part of the approval of land development projects and public art that is implemented through an annual City budget allocation provide regular work for the PAAC in relation to seeking out artists, adjudicating submissions and then ensuring that the selected art work is installed and maintained properly. It was noted that the PAAC operates relatively efficiently;
- A blending of the HHAC with the PAAC was viewed by some as reasonable, citing that the CoWR has limited resources to commit at this time toward history and heritage initiatives relative to the many other competing City priorities that require resources;
- In lieu of having a separate HHAC, it was suggested that the Advisory Design Panel could be adjusted to include an additional seat for a member with heritage expertise. This would assist in ensuring that heritage considerations are given due regard in the process of reviewing the form and character of new land development proposals. It was noted that the redevelopment of sites in the City can affect heritage features/values. It was also suggested that the City could rely on the Semiahmoo First Nation and on the White Rock Museum and Archives Society to provide input on history and heritage matters. The City provides an annual grant to the Museum and Archives Society.
- It is noted that the WCAP is not a typical advisory committee in the context of BC municipalities that have community-owned water systems and apparently emanated from concerns with water quality and reliability that existed in the community as a result of the City of White Rock having a privately owned and operated water system previously. Given that issues that were of concern to residents when the water system was first purchased by the CoWR have now stabilized (i.e., water quality concerns, etc.) through the implementation of a water treatment system and given that the provision of potable water in BC municipalities is strictly regulated by provincial regulations, any necessary on-going monitoring of the CoWR community water system could be left with City Engineering and Operations staff. It is noted that water test results are publicly posted as they become available on the City’s website for any interested party to review.

- It was noted that the TWRC and SFC are primarily working groups that collaborate closely with City staff in planning for and staging the annual Tour de White Rock and Sea Festival events, respectively. It was suggested that these Committees do not need to be Advisory Committees to Council but rather could each be a Working Group that is formed and coordinated by City staff to assist with the annual staging of these events. It was noted that members on each of these Working Groups should have specific expertise in some aspect of planning and coordinating the respective events (i.e., parade coordination, fund raising, volunteer coordination, communications/marketing, etc.). When replacement members become necessary they should generally be sought out based on their expertise and invited to join the group. Any necessary interface between these Working Groups and Council could be accomplished by way of staff engagement with Council through regular Council meetings. It was further suggested that it would be efficient for each of these Working Groups to be coordinated by a senior staff person.
- It was noted that the SAC in many respects is a duplication of similar bodies representing seniors within the City. There is a Semiahmoo Seniors Planning Table and a Kent Street Activity Centre Executive Committee, both of which meet regularly in the community to discuss and develop approaches to issues and opportunities facing seniors and to advocate on seniors' behalf. These community-based committees could act as sounding boards for any CoWR initiatives focussed on seniors and, in fact, a staff person from the CoWR sits on the Seniors Planning Table to stay abreast of any evolving issues and opportunities related to seniors in the CoWR.
- With the current roll-out of the COVID-19 vaccination program to BC residents, it is expected that life will return to more normal patterns later this year. As such the continuing need for the COVID-19 Recovery Task Force beyond the end of its current term (June 1, 2021) is waning. With a view to maintaining some level of focus on the impacts of and response to the COVID-19 pandemic, the mandate of another ACs could be adjusted to include consideration of any on-going impacts and consequences on the CoWR of the pandemic and its aftermath. This would appear to be best located under the mandate of the EcAC.

4.2.5 Councillor role on each AC:

It was recognized that the chairperson role on each AC is critical to the proper functioning of the AC. The chairperson being selected from among the volunteer appointees to each AC was viewed by some as being somewhat problematic since the chairperson is elected at the first meeting of the AC when the volunteer members to the AC have not spent much time with one another and therefore are not familiar with the abilities of any member in relation to being an effective chairperson.

It was noted that in some municipalities the ACs are chaired by a City Councillor. There was some support for this approach. Typically, the City Councillor is a non-voting member of the AC. This would allow for a more active and direct connection between each AC and Council. Further, Councillors typically have more experience in the context of chairing meetings by virtue of their work experiences as Councillors. Additionally, as a chairperson the Councillor would be more immediately accountable to report back to Council on the work of the AC to which they are assigned. It was also noted that if a Councillor is to be the chairperson of the AC, the

Councillor's expertise and/or interest should generally align with the mandate of the AC to which they are assigned.

Some opposition was expressed to the idea of a Councillor being the Chair of any AC. In this regard, it was suggested that this would result in the Committee being directed too much by Council and would stand in the way of the AC providing an independent view of issues facing the City.

4.2.6 Development of the Annual Work Plan for each AC:

Some held the view that Council needed to be more proactive in assisting each AC in the development of their respective annual work plans so as to ensure that the activities of the ACs aligned with Council's interests and needs. It was also recognized that the work planning process for each AC should continue to allow room for matters that are initiated by the AC itself, time permitting in the regular meeting schedule. The following observations are noted:

- The annual AC work plan is intended to assist in ensuring that the work of the AC is beneficial to the City and is accomplishable;
- The annual work plan should be limited to a few items given the fact that ACs meet approximately 10 times per year for about 2 hours per meeting, meaning that the AC has about 20 hours of time per year to advance its work plan;
- Currently, Council's involvement in the development of the ACs annual work plans is very limited (i.e., the Councillor on the AC has opportunity to provide input to the AC's annual work plan);
- Some ACs have had difficulty in completing the development of an annual work plan;
- Council could conduct an annual work shop at which Council input would be developed to forward to each AC regarding elements of work that the AC could potentially include in its annual work plan to support Council's priorities. This would not be intended to limit the AC to undertake other initiatives but rather to assist the AC in more efficiently developing an effective work plan that would assist Council in accomplishing its priorities; and
- As part of its regular agenda each AC should monitor its progress toward completing its annual work plan.

4.2.7 Council and Staff Referral of Matters to Advisory Committees

It was observed that very few matters are currently directly referred by Council to any AC for feedback. Where referrals occur, the process of the referrals was generally viewed as working well. There was a suggestion that when referrals occur they should include a timeframe by which Council would like a response from the AC.

A properly developed annual work plan for each AC with more refined and deliberate Council input in advance of completion of the work plan could be more effective in relation to enhancing the value of the AC to Council than the result of ad hoc referrals by Council to ACs.

It was noted by some that staff referrals to ACs can be an effective way for staff to seek community input on draft plans, policies and programs that staff are developing for

consideration by Council. However, when such referrals are made it is helpful if information is distributed to the AC in advance of the meeting at which the referral will be discussed. This will allow AC members time to review the material and come prepared to provide well-considered comments.

4.2.8 Advisory Committee Recommendations to Council

Most of those involved in the information gathering phase of the study stated that having a Councillor on their AC assisted in the process of understanding Council's interests and in communicating and clarifying AC recommendations for Council at the Council table.

There was support for the idea of a standard template (or templates) being developed for ACs to use in formulating recommendations to Council related to the ACs work. It was noted that ACs struggle from time to time in knowing how best to frame a recommendation to Council so that the intention of the recommendation is understandable. City support staff is relied for assistance in drafting an appropriate recommendation/resolution for Council consideration.

4.2.9 Number of members on each AC:

The majority of those involved in the information gathering phase of this review held the view that an effective AC should include between 6 and 8 members and that some of the positions on each AC should be filled with people that have experience or expertise in the area covered by the mandate of the AC on which they sit. It was recognized that a few positions on each AC should be filled by citizens of the community that bring a citizen-at-large perspective to the work of the AC. It was recognized that an AC of up to 7 members if properly selected could bring sufficient breadth to the discussions at the AC table while keeping meetings manageable for the chairperson within a 2 hour timeframe. A 2-hour meeting is considered to be a reasonable length for AC meetings.

4.2.10 Frequency and Length of AC Meetings

It was observed by some that the agendas for some AC meetings are composed of information items where no actions or directions come from the meeting. It was suggested that AC meetings should only be held when there are sufficient substantive items on the agenda to justify the meeting. One of the duties of the chairperson in consultation with the City support staff should be to confirm that there is a sufficient agenda to justify a meeting of the AC. Although ACs may meet once a month, it is not mandatory that they meet once a month if the agenda for such a meeting is not sufficient. It is possible that quarterly meetings would be sufficient for some ACs.

It was noted by some that the time allotted for any AC meeting should not be limited to 2 hours if the agenda for such a meeting requires more time for the AC to complete.

It was also noted by some that it may be reasonable to allow AC meetings to be conducted remotely using technology such as "Zoom" or "Teams" even after the pandemic has been addressed successfully in order to encourage attendance at meetings and to achieve quorum. There have been recent circumstances where quorum has not been achieved and meetings have been postponed.

Another observation was that consideration should be given by the AC chairperson in consultation with CoWR staff to start AC meetings later in the day so as to encourage people with day jobs to consider volunteering for AC positions. It was noted that a 4:00 pm start time for many citizens may be too early to allow for their participation due to conflicts with normal working hours. However, this would need to be addressed in the context of efficiently scheduling meetings.

4.2.11 Staff Role in Support of ACs

The amount of staff time that is expended in coordinating, attending, presenting at, recording minutes and following up on AC meetings was voiced as a concern in view of other priorities that are competing for City staff resources.

There were some that expressed a view that staff attempted to control the meetings and work of ACs to an unacceptable extent while many were very complimentary of the support and assistance that staff provided to the AC.

The subject of how minutes are kept for meetings of ACs was also discussed and there was relatively broad support for recording abbreviated minutes (i.e., being more of a record of each meeting with the record including attendance at the meeting, the topics that were discussed and the actions/recommendations that emanated from the meeting). This was suggested in view of the fact that AC meetings are now video-recorded and posted on the City's website, which provide a verbatim record of each meeting. The preparation of abbreviated minutes would simplify the minute taking process and the amount of staff resources that are absorbed in this exercise.

4.2.12 Volunteer Member Recruitment/Application/Selection Process:

There were several comments regarding the current recruitment/application processes. Changes that were suggested and/or discussed included:

- more enhanced marketing of the opportunity related to volunteering to serve on an AC, including the use of social media and directed invitations to professional associations in different areas of expertise to attract a broader range of applicants from which to select AC members;
- by policy ensure that relevant arms-length organizations that are within or represent entities within White Rock are allowed to appoint a member to an AC where the mandate of the organization and that of the AC are complementary (e.g., a Chamber of Commerce representative, a BIA representative and a TourismWR representative on the EcAC, etc.) to harness available local expertise and to ensure that there is alignment of purpose between the AC and relevant local organizations;
- develop and publish a more refined set of expected expertise/experience for prospective applicants for each AC so that applicants for membership have a better understanding of the expertise/experience that is appropriate in relation to adding value at the AC table;
- the application process should make it clear how much time that a volunteer appointed to an AC is expected to provide on a monthly basis to the work of the AC;

- there was some concern with the practice of making mid-year appointments to ACs. Some indicated that mid-year appointments should be kept to a minimum so as to minimize disruption to the orderly business of the AC by such appointments. It was suggested that it may be reasonable for the Committee Chair in consultation with the Committee to decide if a mid-year appointment is necessary for the effective functioning of the Committee;
- It was noted that diversity (i.e., age, gender, ethnicity, etc.) on ACs should be given weight in appointing members to ACs as this will assist in ensuring that matters are discussed with a breadth of perspectives at the table; and
- It was noted that the Semiahmoo First Nation needs to be represented on some of the ACs given the immediacy of the interface between the First Nation lands and the City of White Rock. **White Rock City Council has indicated that it desires to maintain open lines of communication with the Semiahmoo First Nation through regular dialogue and interaction on matters of mutual interest.**

4.2.13 Orientation of New AC Members

Several AC members observed that the current orientation process is inconsistent and could be improved to provide a better platform of information for new AC members so that they can be effective earlier during their term of service. One of the volunteer members noted that they were expected to learn on the fly, as they were appointed mid-year. Elements for a good orientation that were mentioned included:

- A summary of the mandate of the AC;
- An overview of the current work plan of the AC;
- Recent successes of the AC;
- How the AC fits within the broader organization of the CoWR;
- An overview of OCP and other CoWR policies that are relevant to the work of the AC;
- A summary of Council's priorities in relation to the mandate of the AC;
- Rules associated with the conduct of AC meetings;
- An overview of the CoWR code of conduct (i.e., respectful workplace policy);
- Among other things.

Common elements of such an orientation process could be produced on a video for consistency and presented to the AC at its first meeting with AC-specific elements being presented by staff at the AC.

4.2.14 Use of Subcommittees by ACs

One of the matters that was mentioned a number of times during the information gathering phase of the review was the desire of some ACs to use subcommittees as a means to undertake research and prepare information on matters that are being considered by the AC. The CoWR does not currently encourage the use of subcommittees by ACs due to a legal requirement that subcommittee meetings must be treated with the same formality as a normal AC meetings (i.e., they must be public meetings, have a formal agenda, have minutes taken, etc.). The dedication of such additional resources is difficult in view of competing priorities. However, it is noted that working groups (2 or 3 people) may be formed as an alternative to subcommittees since

they do not require the same formality in relation to their work in accordance with the City's Procedure By-law. This information should be shared with the ACs.

4.2.15 Tracking of the work of ACs

It was noted by one of the respondents to the survey that the City of Richmond has a valuable AC work-tracking application that should be considered for use by the CoWR. This should be reviewed by CoWR staff with a view to determining its potential value.

4.2.16 Joint meetings of AC chairpersons

There were a number of respondents that suggested that it may be helpful for the AC chairpersons to meet from time to time as a group to discuss the work programs for the various ACs to ensure that the work of the respective ACs is aligned and that there is no duplication of work occurring inadvertently.

4.3 Information on Advisory Committee Structures of Other Municipalities

The attached **Appendix B** summarizes the Advisory Committees that are currently in place in a sample of other municipalities that have a somewhat similar scale of operation to the City of White Rock. It is evident from this table that there are a variety of approaches taken in the AC structures of these respective municipalities.

5.0 Analysis of Information

5.1 Can the number of ACs be reduced while maintaining the breadth of community input that is important in the context of the current Council priorities? If so, what should the reconfigured AC structure include?

It was concluded that the CoWR AC structure can be reconfigured in view of the Council priorities of the next 2 years. Such a reconfiguration will reduce the amount of City resources that are necessary to support the ACs and allow for the redirection of such resources toward delivering the 2021/2022 Council Priorities.

The following adjustments to the AC structure are considered to be a reasonable approach to reducing the number of ACs from eleven (11) ACs to six (6) ACs:

1. Replace the HHAC:

In view of Council's current priorities the HHAC should be replaced with the following:

- a. Add a seat to the Advisory Design Panel that is reserved for a member with heritage-related expertise;
- b. Where matters related to history or heritage arise Council and/or staff could consider making a referral to the White Rock Museum and Archives Society and/or to the Semiahmoo First Nation depending on the nature of the matter. Staff should provide advice in this regard to Council on an item by item basis; and
- c. If there are specific history or heritage matters that Council views as needing more attention, Council could form a time-limited Task Force to address such matters when they arise.

This approach will allow for continued consideration of history and heritage matters as they arise but will reduce the amount of resources that are required in relation to this area.

2. **Replace the Seniors Advisory Committee by relying on external Seniors groups for input to Council and staff:**

In view of the availability of the Semiahmoo Seniors Planning Table and the Kent Street Activity Centre Executive Committee, both of which meet regularly in the community to discuss and develop approaches to issues and opportunities facing seniors and to advocate on seniors' behalf, matters related seniors in White Rock could be vetted by the City through these groups. A City staff representative sits as a regular participant on the Seniors Planning Table. There appears to be ample opportunity for the CoWR to use these existing seniors groups to learn about and respond to seniors issues and concerns in the community. City Council could also ask to have a Councillor sit on one or both of these committees to stay abreast of any evolving issues and opportunities related to seniors in the community. They can then bring such matters to full Council where necessary or appropriate.

3. **Add the "water quality monitoring" element of the mandate of the WCAP into the mandate of the EnvAC and do not renew the term of the WCAP:**

Given that:

- a. the water quality issues that were of concern to White Rock residents after the CoWR purchased its community water system have now stabilized with the implementation of a new water treatment system;
- b. that the provision of potable water by way of community water systems in BC municipalities is rigorously regulated by provincial legislation and regulations including a requirement for regular recurring quality testing across the system;
- c. that water quality test results for the water system are updated on the City's website as test results become available; and
- d. that there are very specific processes that the CoWR must promptly follow in relation to correcting any water quality deficiencies if they become evident in the community water supply;

any on-going necessary water quality monitoring of the CoWR community water system could become an element of the mandate of the EnvAC.

The WCAP has been engaged in reviewing the water rate structure for CoWR water customers. Such a review could be undertaken by City staff with the involvement of a larger sample of customers within the City with a view to establishing a fair and equitable rate structure and an appropriate transitioning plan to address customers who may be negatively impacted by any changes to the rate structure. Ultimately, City Council will have the final decision on any such rate changes in any case. Undertaking a review of any proposed rate structure or optional rate structures should include input from a larger sample of community water customers with a view to understanding more thoroughly the implications of any changes on the full range of customers.

Other elements of the WCAP mandate fall under engineering or financial management areas of expertise and, as is typical of most municipalities in BC, are normally managed by City staff with Council having final authority on such matters.

4. **Reposition each of the Tour de White Rock Committee and the White Rock Sea Festival Committee as Working Groups that assist City staff in the annual staging of these events:**

These Committees are primarily planning/organizing/implementing committees that work closely with City staff in planning for and staging the annual Tour de White Rock and Sea Festival events, respectively. Neither of these Committees need to be Advisory Committees to Council. Rather they should be renamed as Working Groups to assist City staff with the annual staging of these events. Members on each of these Working Groups should be invited to be on the Group based on their specific expertise in some aspect of planning/coordinating/implementing the respective events (i.e., parade coordination, interface with Semiahmoo Days celebration, fund raising, volunteer recruitment/coordination, communications/marketing, etc.). When replacement members to these Working Groups become necessary they should be sought out based on their expertise to fill skill gaps on the Working Groups and invited by staff to become members. Any necessary interface between these Working Groups and Council should be accomplished by way of staff reporting to Council at regular Council meetings. Each of these Working Groups should be chaired or co-chaired by a senior staff person

5. **Do not renew the COVID-19 Task Force at the end of its current term (June 1, 20210):**

Any continuing concerns related to the COVID-19 pandemic that remain after the completion of the roll-out of the COVID-19 vaccination program to BC residents should be consolidated into the mandate of the Economic Advisory Committee so that their deliberations include consideration of any on-going impacts and consequences on the CoWR of the pandemic and its aftermath.

Should the above-listed adjustments be implemented, the CoWR AC structure would include the following six (6) ACs:

1. ***Arts, Culture Advisory Committee;***
2. ***COVID-19 Recovery Task Force (temporary until the end of its current term);***
3. ***Economic Advisory Committee;***
4. ***Environmental Advisory Committee;***
5. ***Housing Advisory Committee; and***
6. ***Public Art Advisory Committee.***

The ***Tour de White Rock Advisory Committee*** and the ***White Rock Sea Festival Advisory Committee*** would be transitioned to be **Working Groups** coordinated by City staff in staging each of these annual events, respectively.

Council would retain the prerogative to appoint time-limited Task Forces to work on emerging issues and opportunities, if necessary.

5.2 What should the Councillors role be on each AC?

Two members of Council should be assigned to each AC, one of whom should be the chairperson of the AC and the other assigned as the alternate chairperson of the AC (The position of chairperson and alternate chairperson on each AC could be rotated on annual basis between the Councillors):

As is noted in Appendix B, other municipalities in the lower mainland have adopted this approach. The Council members on each AC should be non-voting members so that they are free to vote their conscience at the Council table when AC recommendations come forward. The Councillor who is the chairperson of the AC would be spokesperson for the AC when recommendations from the AC are forwarded to Council for consideration.

5.3 How many members should the ACs have?

The ACs should have up to 7 members some of which bring expertise/experience in the area of the mandate of the AC and some of which are representatives of the community-at-large. These members would be in addition to the 2 Councillors that are being recommended as (non-voting) members of each AC. ACs should continue to include as members representatives from community organizations where appropriate; such as the EcAC continuing to include representatives from TourismWR, the Chamber of Commerce and the BIA.

5.4 What actions should be taken in relation to assisting each AC in developing an effective work plan early in its term?

The following adjustments are recommended in relation AC work planning:

1. **Prior to the appointment of ACs, Council should conduct a work shop with City staff at which Council input would be developed to forward to each AC regarding elements of work that the AC could potentially include in its annual work plan to support Council's priorities. This would not be intended to limit the AC from undertaking other initiatives but rather to assist the AC in more efficiently developing an effective work plan that would assist City Council in accomplishing its priorities:**

This work shop session could use as reference information the 2021/2022 Council Priorities and the work plans of the various City Departments for the coming year. More proactive involvement by Council in the development of and prioritization of the work on the respective AC work plans should result in more direct value to Council from the ACs and increase the commitment and satisfaction experienced by members on the ACs as well. It is noted that the ACs can also act as a "sounding board" for the City staff in relation to their work in developing and updating policies, plans and projects in advance of Council's consideration of such policies, plans and projects.

2. **Each AC should be expected to submit to Council a completed work plan within 2 months of its appointment by Council.**

This should be included in the Terms of Reference for each of the respective ACs. The Terms of Reference should also indicate that the AC work plan should be limited to a only a few priority items in view of fact that ACs meet approximately 10 times per year for about 2

hours per meeting, meaning that the AC has about 20 hours of time per year to advance its work plan with the assistance of staff.

3. **The agenda for each meeting of each AC should include as a regular item a review of the ACs progress toward completion of its work plan as submitted to Council for its current term:** Where progress appears to be lagging, the AC should discuss how best to address the problem and if necessary make adjustments to its adopted work plan.

5.5 Should the application and selection process for AC volunteer members be adjusted?

The following adjustments are considered appropriate:

1. **Develop for each Advisory Committee a brief “volunteer member position description” for the purpose of recruiting volunteer members:** This description would contain the attributes (experience and expertise) that would be desirable for an applicant to possess to function effectively as part of the AC. This information would then be published as part of the annual recruitment campaign to seek applications for AC volunteer positions and to assist prospective applicants in making application. It could also form the primary basis upon which Council would make decisions with respect to filling volunteer positions on each AC.
2. **Amend the standard application form that is posted on the City’s website by:**
 - a. **limiting the number of ACs for which an individual may make application to a maximum of three:** Currently there is no maximum number of ACs for which an individual may make application. Limiting the number will assist staff in more efficiently positioning applicants for Council consideration of appointments to ACs; and
 - b. **Including a reference that the City seeks to have diversity in the membership on ACs, including age, gender, ethnicity, etc.; and**
 - c. **Providing information about the amount of time that an applicant should assume will be necessary per month to fulfill their responsibilities on an AC.**
3. **Enhance the marketing of the opportunity for volunteers to serve on ACs by including in addition to the current approaches, the use of social media and directed invitations to professional associations in different areas of expertise to attract a broader range of applicants.**
4. **Mid-year appointments by Council to ACs should be restricted to the replacement of members who resign mid-year. In this regard Council could seek advice from the Councillors assigned to the AC to determine if such a mid-year appointment is considered necessary.**

5.6 Other actions that will assist in the efficiency of the ACs?

1. **A robust orientation process for new AC members should be prepared for presentation at the first meeting of each AC after appointments are made by Council. The orientation should include the elements listed in this report.**
2. **The process of taking minutes of each AC meeting should be reviewed with a view to reducing such minutes to a record of the meeting that would include attendance, items discussed and resolutions/actions/recommendations that were directed or adopted by**

the AC at its meeting. This abbreviated approach to minutes is considered appropriate since all AC meetings are video-recorded and available for public reference.

6.0 Recommendations

Based on the above discussion, the following is recommended:

- 1. Replace the HHAC with the following:**
 - a. adding a seat to the Advisory Design Panel that is reserved for a member with heritage-related expertise;**
 - b. where matters related to history or heritage arise in the course of City business, consider making a referral to the White Rock Museum and Archives Society and/or to the Semiahmoo First Nation* depending on the nature of the matter; and**
 - c. If there is a specific history or heritage matter that Council views as needing more attention, Council should form a time-limited Task Force to address such matter.**
- 2. Replace the Seniors Advisory Committee by relying on the Semiahmoo Seniors Planning Table and the Kent Street Activity Centre Executive Committee for advice and input on seniors issues.**
- 3. Add the “water quality monitoring” element of the mandate of the WCAP into the mandate of the EnvAC and do not renew the term of the WCAP.**
- 4. Reposition each of the Tour de White Rock Committee and the White Rock Sea Festival Committee, respectively, as Working Groups that assist City staff in the annual staging of these events.**
- 5. Do not renew the COVID-19 Recovery Task Force at the end of its current term (June 1, 2021) but rather consolidate into the mandate of the Economic Advisory Committee on-going consideration of any impacts and consequences on the CoWR of the pandemic and its aftermath.**

(Should the above-listed five adjustments be implemented, the CoWR AC structure would include the following six (6) ACs:

- **Arts, Culture Advisory Committee;**
- **COVID-19 Recovery Task Force (temporary until the end of its current term on June 1, 2021);**
- **Economic Advisory Committee;**
- **Environmental Advisory Committee;**
- **Housing Advisory Committee; and**
- **Public Art Advisory Committee.**

The Tour de White Rock Advisory Committee and the White Rock Sea Festival Advisory Committee would be transitioned to Working Groups coordinated by City staff in staging each of these annual events, respectively.

Council would also retain the prerogative to appoint time-limited Task Forces to work on emerging issues and opportunities, as necessary from time to time.)

6. Two members of Council should be assigned to each of the ACs, one of whom should be appointed the chairperson of the AC and the other assigned as the alternate chairperson of the AC (The position of chairperson and alternate chairperson on each AC could be rotated on annual basis between the Councillors on the AC). The Councillors would be non-voting members on each AC.
7. Each AC should have up to 7 appointed members; some of which bring expertise/experience in the area of the mandate of the AC and some which are representatives of the community-at-large. These members would be in addition to the 2 Councillors that are non-voting members of each AC. ACs should continue to include members from community-based organizations where the mandate of the organization aligns with the mandate of the AC (e.g. the EcAC should continue to include representatives from TourismWR, the Chamber of Commerce and the BIA).
8. Prior to the appointment of ACs, Council should conduct a work shop with City staff at which Council input would be developed to forward to each AC regarding elements of work that the AC could potentially include in its annual work plan to support Council's priorities. This would not be intended to limit the AC from undertaking other initiatives but rather to assist the AC in more efficiently developing an effective work plan that would assist City Council in accomplishing its priorities.
9. The Terms of Reference for each AC should include an expectation that the AC would submit to Council a work plan for its term within 2 months of its appointment by Council.
10. The agenda for each meeting of each AC should include as a regular item a review of the ACs progress toward completion of its work plan as submitted to Council for its current term.
11. Develop for each AC a brief "volunteer member position description" for the purpose of recruiting volunteer members. This description would include attributes (experience and expertise) that would be desirable for an applicant to possess to function effectively as part of the AC. This description should be posted online for reference by prospective applicants.
12. Amend the standard volunteer member application form that is posted on the City's website by:
 - a. limiting the number of ACs for which an individual may make application to a maximum of three;
 - b. Including a reference that the City seeks to have diversity in the membership on ACs, including age, gender, ethnicity, etc.; and
 - c. Providing information about the amount of time that an applicant should assume will be necessary per month to fulfill their responsibilities on an AC.
13. Enhance the approach taken to marketing the opportunity to serve as a volunteer on the CoWR ACs by including in addition to the current approaches, the use of social media and directed invitations to professional associations in different areas of expertise to attract a broader range of applicants.

14. **Mid-year appointments by Council to ACs should be restricted to the replacement of members who resign mid-year. In this regard Council could seek advice from the Councillors assigned to the AC to determine if such a mid-year appointment is considered necessary.**
15. **A robust orientation process for new AC members should be prepared for presentation at the first meeting of each AC after appointments are made by Council. The orientation should include the elements listed in this report.**
16. **The process of taking minutes of each AC meeting should be reviewed with a view to reducing such minutes to a record of each meeting that would include attendance, items discussed and resolutions/actions/recommendations that were directed or passed by the AC. This abbreviated approach to minutes is considered appropriate since all AC meetings are video-recorded and available for public reference.**

***White Rock City Council has indicated that it desires to maintain open lines of communication with the Semaihmoo First Nation through regular dialogue and interaction on matters of mutual interest.**

Appendix A

Information about City of White Rock Advisory Committees/Bodies

Arts and Cultural Advisory Committee

Mandate: To collaborate with stakeholders in the community to develop and implement a Cultural Strategic Plan which will make the arts a mainstay of the City's economic base and advance arts and culture in White Rock.

Committees may consider, inquire into, report and make recommendations to Council about matters referred to Committee by Council, the Chief Administrative Officer, Staff Liaison or items brought forward by Committee members that are aligned with the Committee's mandate/Terms of Reference.

The COVID-19 Recovery Task Force (CRTF):

Mandate: To assist local businesses and social services during the COVID-19 pandemic and to prepare for the City's reopening.

The CRTF will:

- Advocate with senior levels of government for remedies to ease the economic burdens created by the COVID-19 pandemic;
- Provide information and education to the community on resources and programs available to support business and build community resiliency;
- Work with stakeholders in the community to identify new initiatives to achieve economic recovery for businesses, workers and the community; and,
- Consider the social and economic impacts of reopening White Rock, including restarting businesses that are currently closed.

Committees may consider, inquire into, report and make recommendations to Council about matters referred to Committee by Council, the Chief Administrative Officer, Staff Liaisons or items brought forward by Committee members that are aligned with the Committee's mandate/Terms of Reference.

cont. Appendix A

Economic Advisory Committee

Mandate: To advise Council on matters regarding economic investment in the City. Committees may consider, inquire into, report and make recommendations to Council about matters referred to Committee by Council, the Chief Administrative Officer, Staff Liaisons or items brought forward by Committee members that are aligned with the Committee's mandate/Terms of Reference.

Environmental Advisory Committee

Mandate: To advise Council and staff on environmental issues in the City. The Environmental Advisory Committee will also review the City's Integrated Storm-Water Management Plan and the Environmental Strategic Plan. The Committee may make representations to Council on environmental matters.

Committees may consider, inquire into, report and make recommendations to Council about matters referred to Committee by Council, the Chief Administrative Officer, Staff Liaison or items brought forward by Committee members that are aligned with the Committee's mandate/Terms of Reference.

History and Heritage Advisory Committee

Mandate: To advise Council on matters relating to White Rock's built, natural, and cultural heritage resources.

The History and Heritage Advisory Committee:

- a) advises Council on heritage conservation programs and policies, including:
 - I. identify sites of historical significance relating to White Rock's built, natural, and cultural heritage; and
 - II. inspect and make maintenance recommendations of existing heritage markers such as heritage stones, storyboards, and memorial plaques.
- b) recommends opportunities to support the preservation and sharing of the Semiahmoo First Nations language, culture, and history;
- c) reviews and submits recommendations to Council on land use and planning matters which have heritage implications and may impact culturally sensitive and archaeological areas;
- d) supports activities and programs undertaken by the City or community organizations in the areas of built, environmental and cultural heritage that seek to benefit and advance awareness, preservation, and interpretation of heritage in the City;
- e) supports heritage education, tourism, and public awareness through programs such as Heritage Week displays, newsletters, etc.;
- f) promotes and enhances the City's owned heritage resources;

cont. Appendix A

- g) requests expenditures for heritage purposes; and,
- h) will endeavor to engage with the Semiahmoo First Nation and other indigenous groups in order to celebrate White Rock and the history of the Semiahmoo First Nation/ other indigenous groups.

The Committee will endeavor to engage with the Semiahmoo First Nation and other indigenous groups on matters regarding the natural and cultural heritage of this region. Committees may consider, inquire into, report and make recommendations to Council about matters referred to Committee by Council, the Chief Administrative Officer, Staff Liaison or items brought forward by Committee members that are aligned with the Committee's mandate/Terms of Reference.

Public Art Advisory Committee

Mandate: To advise Council on the implementation of public art policies and projects for the City of White Rock. To meet its mandate, the Public Art Advisory Committee will advise on:

- The development of an annual public art plan in conjunction with the budget review process to identify and prioritize appropriate projects and locations for public art in White Rock.
- Developing and ensuring the application of established procedures and guidelines on a project-by-project basis, including selection process. When calling for artists, the selection Committee must endeavor to select only local artists from White Rock, South Surrey, or Semiahmoo First Nation. Note: For any procurement where the value is equal to or greater than \$75k the following trade agreements apply and must be adhered to: o Northwest Partnership Trade Agreement o Canadian Free Trade Agreement
- Project design, development, implementation and maintenance issues.
- Issues, new trends and future needs related to the delivery of the Public Art Program in White Rock and recommend changes as required.

Committees may consider, inquire into, report and make recommendations to Council about matters referred to Committee by Council, the Chief Administrative Officer, Staff Liaison or items brought forward by Committee members that are aligned with the Committee's mandate/Terms of Reference.

Seniors Advisory Committee

Mandate: To consider and evaluate issues referred to it from City Council. It will also initiate research on matters deemed to be of concern to local seniors and will submit recommendations to Council.

cont. Appendix A

The Seniors Advisory Committee will:

- a) act as a resource and provide advice to Council on: • Long term planning issues for present and future White Rock seniors, e.g. housing, transportation, safety etc. • Short term issues related to seniors e.g. new development proposals, new civic facilities, health and wellness activities etc. and
- b) act as a resource for receiving input on seniors concerns, interest and views, and making recommendations to the appropriate agencies.

Committees may consider, inquire into, report and make recommendations to Council about matters referred to Committee by Council, the Chief Administrative Officer, Staff Liaison or items brought forward by Committee members that are aligned with the Committee's mandate/Terms of Reference.

Tour de White Rock Committee

Mandate: City Council mandated the Committee to organize, promote, and host a high profile elite caliber cycling event called the Tour de White Rock. The Committee will have the authority to act on behalf of the municipality to ensure the cycling event is a success through revenue generation, acquiring corporate sponsorship, developing business community relations, event marketing and arranging race day activities and entertainment. The Committee will govern the event, and be responsible for developing operating principles.

Committees may consider, inquire into, report and make recommendations to Council about matters referred to Committee by Council, the Chief Administrative Officer, Staff Liaison or items brought forward by Committee members that are aligned with the Committee's mandate/Terms of Reference.

White Rock Sea Festival Committee

Mandate: To organize, promote, and host a high profile elite caliber summer festival called the White Rock Sea Festival.

The Committee will have the authority to act on behalf of the municipality to ensure the festival is a success through revenue generation, acquiring corporate sponsorship, developing business community relations, event marketing and arranging festival activities and entertainment. The Committee will govern the event and be responsible for developing operating principles.

Committees may consider, inquire into, report and make recommendations to Council about matters referred to Committee by Council, the Chief Administrative Officer, Staff Liaison or items brought forward by Committee members that are aligned with the Committee's mandate/Terms of Reference.

cont. Appendix A

Water Community Advisory Panel

Mandate: The purpose of the Water Community Advisory Panel is to advise City Council on White Rock water issues such as:

- Water quality (source and treated)
- Distribution system
- Rate structure proposals
- Infrastructure improvement proposals
- Communication with the community

Committees may consider, inquire into, report and make recommendations to Council about matters referred to Committee by Council, the Chief Administrative Officer, Staff Liaison or items brought forward by Committee members that are aligned with the Committee's mandate/Terms of Reference.

Housing Advisory Committee (Appointed for a 2-year term in 2021)

Mandate: The White Rock Housing Advisory Committee will provide advice to Council regarding potential housing and affordable housing policies, tools, incentives and partnerships that support a range of housing options and affordability levels in the City of White Rock. The Committee will also assist the Planning and Development Services Department in completing the Official Community Plan Review, Zoning Bylaw Update and preparing a Housing Needs Report. The work of the Committee will include these items:

- Reviewing background research on the City's housing needs, particularly the standardized data provided by Metro Vancouver Regional District regarding factors that impact housing affordability (current and projected population, household income, significant economic sectors and currently available and anticipated housing units);
- Conducting a SWOT analysis to determine the strengths, weaknesses, opportunities and threats that impact the affordability of housing in White Rock;
- Reviewing municipal policies, tools and incentives for creating a range of affordable and rental housing options, including density bonuses and transfers, and the use of City land and/or Community Amenity Contributions (CACs) as City contributions to partnership based affordable housing projects;
- Providing input into the Official Community Plan affordable housing policy review;
- Reviewing existing rental housing policies related to tenant relocation and protections;

cont. Appendix A

- Providing recommendations on using 'residential rental tenure zoning' in White Rock, permitting multiple secondary suites in a single building, and eliminating the minimum size of secondary suites as currently proposed under the BC Building Code; and
- Consulting with community stakeholders, government and non-profit agencies, potential partners and the public to develop strategic goals and actions to protect, maintain, improve existing rental housing and create new affordable housing (ownership/rental).

Committees may consider, inquire into, report and make recommendations to Council about matters referred to Committee by Council, the Chief Administrative Officer, Staff Liaison or items brought forward by Committee members that are aligned with the Committee's mandate/Terms of Reference.

Appendix B

Information about Advisory Committee Structures in a Sample of Other lower mainland Municipalities

Abbotsford:

- Agricultural AC
- Awards and Recognition AC
- Business Innovation and Public Affairs AC
- Community, Culture and Environment AC
- Development, Transportation and Infrastructure AC

*Each AC is chaired by a Councillor

Langley City:

- Environmental Task Group
- Crime Prevention Task Group
- Economic Development Task Group
- Arts and Culture Task Group
- Performing Arts and Cultural Centre Task Group

*Two Councillors sit on each AC and serve as chairperson and vice-chairperson

Pitt Meadows:

- Active Transportation AC
- Agricultural AC
- Community Service Awards AC
- Municipal AC on Accessibility and Inclusivity

*2 Councillors sit on each AC

Port Moody:

- Arts and Culture AC
- Climate Action AC
- Economic Development AC
- Environmental Protection AC
- Land Use AC
- Heritage Commission
- Parks and Recreation Commission

*Two Councillors sit on each AC and serve as chairperson and vice-chairperson

Port Coquitlam:

- Does not have any ACs but rather uses time-limited task force groups to address emerging or key community issues from time to time.

Cont. Appendix B

Coquitlam:

- Cultural Services AC
- Multiculturalism AC
- Economic Development AC
- Sport and Recreation AC
- Sustainability and Environmental AC
- Universal Access-Ability AC

*Two Councillors sit on each AC and serve as chairperson and vice-chairperson

Final Report on the Review of the City of White Rock Advisory Committee Structure and Related Processes

**Presentation to City Council on
March 15, 2021**

MDD Consultant Services

Schedule

- MDD Consultant Services retained to undertake the Review in late January/21
- The Review commenced in early February/21

Current Advisory Committee Structure:

- **Arts and Culture AC (ACAC)**
- **COVID-19 Recovery Task Force (CRTF)**
- **Economic AC (EcAC)**
- **Environmental AC (EnvAC)**
- **History and Heritage AC (HHAC)**
- **Housing AC (HAC)**
- **Public Art AC (PAC)**
- **Seniors AC (SAC)**
- **Tour de White Rock Committee (TWRC)**
- **White Rock Sea Festival Committee (SFC)**
- **Water Community Advisory Panel (WCAP)**

Review Objective:

“To assess the organizational impact and efficiencies of the City of White Rock Advisory Committees and their processes relative to meeting City Council’s needs and objectives including, among other things, transparency and the adopted 2021-2022 Council Strategic Priorities”

Review Process:

Three (3) basic phases of the review:

- Information gathering
- Organizing and analyzing information
- Compiling a set of recommendations

Information Gathering Phase:

- Background information on the current AC structure (i.e., previous reports, minutes, bylaws, policies, etc.);
- Interviewed:
 - each member of City Council;
 - The Chair of each AC; and
 - Senior CoWR staff who provide direct support to ACs;
- Survey questionnaire sent to every volunteer member of ACs
- Online information on the AC structures in a sample of lower mainland municipalities

Matters for which feedback was solicited as part of the interview and survey process:

- **Number of ACs**
- **Value of each current AC**
- **Alignment of ACs with the 2021/22 Council Priorities**
- **Potential for reducing/restructuring the current ACs**
- **Councillors role on ACs**
- **Development and monitoring of the annual work plan for each AC**
- **Process of Council and staff referrals to ACs**
- **Process of AC recommendations to Council**
- **Volunteer member recruitment/application process for ACs**
- **AC volunteer member orientation process**
- **AC size and composition**
- **AC meeting frequency**
- **Staff role in support of ACs**
- **Potential for outside entities to provide advice to Council in lieu of ACs**
- **Potential for AC Subcommittees**
- **AC agenda preparation and distribution**

Number of ACs

- Recognition that the number of ACs could be reduced while still providing reasonable opportunities for community engagement on Council Priorities

Value of ACs

- Generally recognized that ACs provide value to the City
- Volunteer members are very committed to assisting in enhancing the quality of life, the vibrancy of the economy and the efficacy of decision-making in the governance of the City
- Concern with the amount of staff and volunteer time that was spent on some ACs in comparison to the output
- Concern with the inability of some ACs to develop an effective work plan and the need for more Council involvement

Alignment of ACs with Council Priorities

- In general, it is recognized that the mandate of some of the current ACs align with the current 2021/22 Council priorities while the mandate of others are less connected

Potential to Reduce the No. of ACs

- Several observations in this regard were made:
 - Blend the mandate of PAAC with ACAC
 - Blend the mandate of HHAC with PAAC
 - Eliminate HHAC and include heritage expertise on the Advisory Design Panel, make referrals to the MAS and to the SFN, where appropriate and use a Task Force if a significant matter emerges
 - WCAP is not a typical AC in other lower mainland municipalities and emanated from water quality/reliability concerns. These concerns have been addressed with water treatment and City control of the water system.

Potential to Reduce the No. of ACs

- The TWRC and the SFC are primarily working groups that collaborate with City staff in staging these annual events – not really Advisory Committees
- The SAC is in many respects a duplication of other bodies representing seniors in the community:
 - Semiahmoo Seniors Planning Table
 - Kent Street Activity Centre Executive Committee
- The need for the COVID-19 RTF will ebb with the roll-out of the vaccination program across BC in the next few months

Councillor Role on each AC

- Recognition that having a strong connection with Council is important for ensuring that the work of the AC is relevant to and valued by Council
- Other lower mainland local governments appoint Councillors as chairpersons of ACs
- Some concern that if Councillors chair the ACs the ACs could become too directed by Council and lose the value of the independent perspective on issues facing the City

AC Annual Work Plan

- Some ACs experience difficulty in developing a work plan in a timely manner
- Recognition that Council could be more proactive in assisting ACs in developing a work plan to better align with Council interests and needs
- AC work plans should continue to allow room for matters initiated independently by the AC
- AC work plans should be monitored and outputs measured

Council and Staff Referrals to ACs

- Few matters are referred by Council to ACs
- When a referral occurs it should include a timeframe for a response
- Council input to the annual AC work planning process could obviate the need for referrals in many cases
- Staff presentation materials should be distributed in advance of meetings to AC members to allow time for review and preparation of well-considered comments/input by AC members

AC Recommendations to Council

- Having a Councillor on the AC assists in ensuring that any AC recommendation to Council is clearly presented at the Council table
- Some noted that some ACs have difficulty in structuring recommendations to Council
- Support for the idea of a standard template(s) being developed for ACs to use in formulating recommendations to Council
- Chairperson should be responsible for presenting any AC recommendation to Council

Number of AC members

- A wide range of views on desirable number from 5 up to 20 members
- Many suggested between 6 and 8 members to provide sufficient breadth of perspective while keeping meetings manageable for the chairperson
- Volunteer membership on ACs should be shared between those having expertise/experience in the area of the mandate of the AC and citizens-at-large

Frequency and Length of AC Mtgs

- AC meetings should be held when there is a substantive agenda to justify a meeting – Chairperson responsibility with staff to monitor the need for meetings
- Monthly meetings are the norm but should not be mandatory (may at times need less frequent meetings)
- 2-hour meetings were viewed as generally reasonable
- The use of “Zoom” or similar technology to allow virtual attendance at AC meetings after the pandemic should be considered

Staff Support of ACs

- Significant staff time is spent in coordinating, attending, preparing for, presenting at, recording minutes for and following up on AC meetings
- Resources spent on AC work not available for other City priorities
- The need for detailed minutes should be reviewed in light of AC meetings being video-recorded

Volunteer Recruitment/Application Process

- Enhance marketing to include social media and directed invitations to professional assocs.
- Ensure that community-based orgs are represented on relevant ACs (e.g., BIA, CofC, Tourism WR on the EcAC, etc.) to harness local expertise and to ensure alignment of purpose
- Diversity important on ACs – age, gender, ethnicity, etc
- Semiahmoo First Nation involvement on relevant ACs is important
- Brief position description for volunteer candidates for each AC would be helpful and the expected time commitment
- Mid-year appointments should be kept to a minimum.

Orientation of New AC members

- A wide range of views on the effectiveness of the current orientation process
- Orientation materials should be standardized and generally include:
 - Mandate of the AC
 - Overview of the current work plan of AC
 - Recent successes of the AC
 - How the AC fits in the broader organization of the City
 - Overview of relevant City policies related to the work of the AC
 - Summary of current Council priorities related to the AC
 - Rules of order of meetings
 - Code of conduct
 - Among other things
- Orientation session for new AC members prior to or at first meeting

Use of Subcommittees by ACs

- Some interest in Subcommittees to undertake research and background work on behalf of ACs
- Subcommittees absorb similar resources as ACs due to legislative requirements and are therefore discouraged
- Small 2 or 3 person “working groups” may be a possibility and should be explored

Recommendations

- Based on an analysis of the gathered information the report includes 16 recommendations for Council consideration.
- There are other matters that are referenced in the report for staff consideration.

Implementation

Council should direct that the necessary implementation steps and a related schedule be developed by the City staff such that those recommendations that are approved by Council are fully operationalized.

Questions?

● Draft
 ● Not started
 ● On Track
 ● Behind
 ● Overdue
 ● Complete
 → Direct Alignment
 --- Indirect Alignment

CITY OF WHITE ROCK PLAN

NEW STRATEGIC PRIORITIES

Goal/Objectives/Projects	2019	2020	2021	2022	2023	2024	Completion	Latest Update	Priority
Our Community							50%		Goal
→ Guide land use decisions of Council to reflect the vision of the community.							41%		Objective
→ Review the Official Community Plan (OCP)							81%	Phase 1 Engagement Summary (Nov. 4, 2019)	Top Priority
→ Town Centre Review (with DIALOG)							85%	On February 22, 2021, Council gave first and second readings to the amendment to revise the Town Centre CR-1 zone. A public hearing on the proposed zoning amendment bylaw, which would implement portions of the OCP Review recommendations related to the Town Centre, is anticipated to be held on April 19, 2021.	Top Priority
→ Building Heights outside the Town Centre							80%	On March 8, 2021, Council received a report with the results of the Building Heights outside the Town Centre survey, and deferred the item to a future Land Use and Planning Committee meeting to allow time for further review and discussion.	Top Priority
→ Affordable Housing / Housing Needs Report							33%	On February 25, 2021, the results of the Housing Needs Survey, were posted to www.talkwhiterock.ca/housing . More than 400 responses were received with 99% of respondents identifying as White Rock residents. CitySpaces Consulting has also been retained by the City, as part of a \$30,000 grant from UBCM, to assist with public engagement and reaching out to vulnerable populations for the preparation of the Housing Needs Report.	Top Priority
→ Confirm the City is following best practices in governance							57%		Objective
→ Governance and Legislative Committee to continue to review all Council policies							81%		Top Priority
→ Manage the delivery of City services efficiently and effectively							59%		Top Priority
→ Multi-Family And Commercial Waste Pick Up							56%	Staff are working with the consultant to develop a strategy for reporting to Council on the study findings (now in draft final form) and follow up implementation plans.	Top Priority

→ Conduct multi-family and commercial waste pick up review and analysis							60%	Consultant submitted a draft final report. Staff is working with the consultant to summarize the over 200 pages of information so that Council can be clearly apprised of the benefits and consequences of various options for solid waste in the multi family and IC&I sectors.	Top Priority
→ Consultant to prepare a report providing implications of waste pick up resulting from the analysis							51%	Staff are reviewing consultants final report and starting a first draft Council Report.	Top Priority
→ Select and complete the CACs projects to maximize the benefit to the community							39%		Objective
→ Community Amenity Contributions Review							67%	On February 22, 2021, a corporate report at the Finance and Audit Committee provides additional information on potential CAC-eligible projects as requested by Council in September 2020. The Committee will have the opportunity to screen out (cancel) consideration of projects that are not considered feasible and provide direction on advancing others.	Top Priority
→ Bay Street Beach Access Ramp							30%	On February 22, 2021, staff confirmed to the Finance and Audit Committee that walkway improvements such as the Bay Street beach access ramp are eligible for CAC funds. Staff provided an update that design work is continuing as staff work to obtain approvals from DFO.	Top Priority
→ Centre Street Hillside Walkway Upgrade							50%	On Feb 8th, Council approved the Centre Street Walkway project as per the 2014 Conceptual design for \$900K. Staff to start preliminary design including costing of options included in the 2014 Concept and report to Council. Staff advised five local first nations of the project as part of the initiation of the consultation process.	Top Priority
→ Review Options for Upgrading Multiple Hillside Walkways (Road Ends) to Waterfront							25%	On February 22, 2021, the Finance and Audit Committee requested consideration for future funding, including non-CAC funds, to be used to upgrade road end / hillside walkways in the City.	Top Priority
→ Continue to nurture a respectful, trusting partnership with the Semiahmoo First Nation for the benefit of both communities.							64%		Objective
→ Communication Protocol - Memorandum of Understanding							77%	Met with Patrick Giesbrecht by phone on Feb. 11, 2021. He will check in with SFN Council members to see when they are ready to meet again to discuss the draft Communications MOU.	Top Priority

Item	Progress	Percentage	Description	Priority
→ Water Service Agreements	<div><div></div></div>	95%	Guillermo Ferrero and Jim Gordon met on Teams with Chief Harley Chappell and Joanne Charles from the Semiahmoo First Nation on November 24th to discuss drainage issues and also final details for the sewer and water servicing agreements. Jim to make minor changes to the water agreement to clarify the types of water meters.	Top Priority
→ Relationship Rebuilding / Partnership	<div><div></div></div>	53%	Jim Gordon met with Chief Harley Chappell on August 12th to discuss strategies for removing the layer of paint from P'Quals , and installing and maintaining a clear graffiti protective coating. Jim noted that we planned to do this work in the tourist off season.	Top Priority
Our Infrastructure	<div><div></div></div>	35%		Goal
→ Select and complete the CACs projects to maximize the benefit to the community	<div><div></div></div>	39%		Objective
→ Community Amenity Contributions Review	<div><div></div></div>	67%	On February 22, 2021, a corporate report at the Finance and Audit Committee provides additional information on potential CAC-eligible projects as requested by Council in September 2020. The Committee will have the opportunity to screen out (cancel) consideration of projects that are not considered feasible and provide direction on advancing others.	Top Priority
→ Bay Street Beach Access Ramp	<div><div></div></div>	30%	On February 22, 2021, staff confirmed to the Finance and Audit Committee that walkway improvements such as the Bay Street beach access ramp are eligible for CAC funds. Staff provided an update that design work is continuing as staff work to obtain approvals from DFO.	Top Priority
→ Centre Street Hillside Walkway Upgrade	<div><div></div></div>	50%	On Feb 8th, Council approved the Centre Street Walkway project as per the 2014 Conceptual design for \$900K. Staff to start preliminary design including costing of options included in the 2014 Concept and report to Council. Staff advised five local first nations of the project as part of the initiation of the consultation process.	Top Priority
→ Review Options for Upgrading Multiple Hillside Walkways (Road Ends) to Waterfront	<div><div></div></div>	25%	On February 22, 2021, the Finance and Audit Committee requested consideration for future funding, including non-CAC funds, to be used to upgrade road end / hillside walkways in the City.	Top Priority
Our Economy	<div><div></div></div>	34%		Goal
→ Improve provision of efficient and cost-effective services	<div><div></div></div>	35%		Objective
→ Bylaw Adjudication	<div><div></div></div>	15%	Appeal process for bylaw/parking tickets and allowing delivery of ticket by mail.	Top Priority
→ Complete LEAN Study to improve efficiencies and realize cost savings	<div><div></div></div>	0%		Top Priority
→ Manage parking resources to meet the needs of residents, visitors and businesses	<div><div></div></div>	62%		Objective





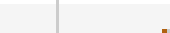









↳ Bylaw Adjudication							15%	Appeal process for bylaw/parking tickets and allowing delivery of ticket by mail.	Top Priority
COVID - 19							46%		Goal
↳ Advocate on behalf of small business and work with community groups to support the local business community during the pandemic							70%		Objective
↳ Research Feasibility of Weather Coverings for Picnic Table Areas in Memorial Park							0%	On November 9, 2020, Council approved this recommendation of the COVID-19 Recovery Task Force, which is to have staff investigate options for temporary coverings for the outdoor picnic table area in Memorial Park as well as look into a long-term solution for weather protection for outdoor public spaces on the waterfront.	Top Priority

● Draft
 ● Not started
 ● On Track
 ● Behind
 ● Overdue
 ● Complete
 → Direct Alignment
 --- Indirect Alignment

CITY OF WHITE ROCK PLAN

NEW STRATEGIC PRIORITIES













Goal/Objectives/Projects	2019	2020	2021	2022	2023	Completion	Latest Update	Priority
Our Community						50%		Goal
→ Guide land use decisions of Council to reflect the vision of the community.						41%		Objective
→ Review the Official Community Plan (OCP)						81%	Phase 1 Engagement Summary (Nov. 4, 2019)	Top Priority
→ Develop and recommend a Waterfront Enhancement Strategy (WES)						75%	At the September 14, 2020 Land Use and Planning Committee meeting, the committee requested that the Waterfront area policy review be prioritized over other topics within the OCP Review and accelerated in the review process.	High Priority
→ Patio Enclosures on Marine Drive						90%	As of December 1, 2020, one restaurant operator has approached the City in response to this initiative and undertaken minor (no permit required) upgrades to their sidewalk patio area to provide a more comfortable space for patrons during the winter season.	High Priority
→ Review of Waterfront Design Guidelines for East Beach and West Beach						0%	Council endorsed this project on March 9, 2020.	High Priority
→ Accessory Vacation Rentals (i.e. AirBnB) regulation						50%	Review Requested Feb. 24, 2020 / Previous Amendment Nov. 18, 2019	High Priority
→ Waterfront Commercial Zones (CR-3, CR-4)						75%	At the September 14, 2020 Land Use and Planning Committee meeting, Council directed staff to discontinue work on the CR-3A (West Beach Commercial / Residential) zone, which may be resumed after the Waterfront building heights component of the OCP Review has been considered by Council.	High Priority
→ Coach House/ Secondary Suites in duplexes/ triplexes						0%		High Priority
→ Single Family Home zones						5%	Strategic Priorities - scheduled Sept 2020 (also Council resolution Jan. 14/Mar 11, 2019)	High Priority
→ Confirm the City is following best practices in governance						57%		Objective
→ Governance and Legislative Committee to continue to review all Council policies						81%		Top Priority
→ Corporate Administration Policies						0%		High Priority

			→ Policy 213 - Corporate Process Regarding Requirement to E-mail Records and Back Up Data Schedule Admin		30%	Under review will be brought forward to Governance and Legislation Committee	High Priority
			→ Policy 200 - General Administration)		0%	Under review will be brought forward at the next Governance and Legislation Committee meeting	High Priority
			→ Policy 201-01 Coat of Arms and City Logo		0%	For the Next Governance and Legislation Committee Meeting	High Priority
			→ Policy 203 - Commemorative Recognitions in City Parks		0%	For Review with Engineering staff	High Priority
			→ Council Policies		95%		High Priority
			→ Policy 101 Corporate Vision, Mission, and Values		25%	Will bring back to Council following completion of the Council Priorities	High Priority
			→ Policy 125 White Rock Outstanding Canadians on the Peninsula Legacy Program		0%	Under review with Communications staff	High Priority
			→ Policy 146 Use of City Flag Pole		50%	Under review with Communications staff	High Priority
			→ City Operations Policies		95%	The curb let downs at Russell Avenue and Johnston Road are completed.	High Priority
			→ Policy 607 Heritage Trees		74%	EAC continues to meet twice monthly and is compiling a detailed list of proposed changes to the Bylaw and Policies related to trees. Staff will then need to subsequently incorporate the changes approved by Council into new Bylaws and Policies.	High Priority
			→ Policy 611 Tree Management on City Lands		79%	Detailed EAC tree report submitted to Council Feb 22nd. Council directed that the more straightforward recommended changes be brought to a future Governance and Legislation Committee meeting and that staff report back on the detailed recommendations.	High Priority
			→ Policy 608 Traffic Calming		5%	Revisions to the Traffic Calming Policy will likely be made as an offshoot to the ongoing Integrated Transportation and Infrastructure Master Plan (ITIMP). The ITIMP is delayed due to restrictions on public meetings, but will resume once meetings are again permitted.	High Priority
			→ Policy 612 Dangerous Tree Removal		79%	Part of tree discussions at the Environmental Advisory Committee (EAC). Last meeting on Nov 19th. Consensus of the EAC is that dangerous trees need to be removed without delay.	High Priority
			→ Finance Policies		87%		High Priority
			→ Policy 504 - Towing - Unauthorized Vehicles Review		95%	This Policy will be moved to the Finance Department from Planning and Development Services, early 2021	High Priority

	→ Policy 310 Investment		25%	The investment policy is expected to be updated in 2021	High Priority
	→ Policy 316 Insurance Coverage for Contractors		25%	This policy should be replaced with an insurance limit matrix which can be used to determine contractor insurance limits. To be drafted by internal risk management staff.	High Priority
	→ Human Resources Policies		73%		High Priority
	→ 403 - Exempt Compensation		0%		High Priority
	→ 404 - Employee Code of Conduct		65%	Updates to policy being incorporated	High Priority
	→ Planning & Development Policies		97%		High Priority
	→ Policy 516 - Renovation and Relocation Policy		50%	This policy was reviewed in conjunction with Policy 514 (Tenant Relocation Policy) on January 28, 2020 and referred back to staff for additional details on how tenant compensation under Policy 514 could be paid out over a longer period of time.	High Priority
	→ Reserve Fund		0%	City Reserves are an integral part of the City's Financial sustainability. They are established through statute or Council Direction. The use of the City's Reserves are directed through the City's Financial Plan.	High Priority
→ Manage the delivery of City services efficiently and effectively	→ Water Community Advisory Panel		88%	At the January 12/21 meeting, CAO discussed role of WCAP as an advisory body to Council on issues selected by Council and included in the terms of reference. WCAP role is to advise, not to provide oversight.	High Priority
	→ Examine water quality results from Water Treatment Plant		75%	Water quality results were discussed at the January 12th WCAP meeting. It was noted that the arsenic results are trending higher and that a regeneration of the E33 (arsenic) filters will be needed soon. Staff is working with the contractor on scheduling this work. Questions from the panel on disinfection byproducts and the life of the Greensand filters (10yrs) were discussed and formal answers sent to the committee by subsequent email.	High Priority
	→ Policing Service Review		65%	Monitoring room equipment installation is complete that was once maintained by Surrey.	High Priority
→ Select and complete the CACs projects to maximize the benefit to the community	→ Emerson Park Playground Upgrade		0%		High Priority
			39%		Objective

→ 75002 MacCaud Park Upgrade (funded from CAC's)						0%	Project for upgrades to Mccaud Park including pickleball courts approved by Council. Staff to develop pickleball options of 4,6 and 8 pickleball courts for Council consideration. Question is to be whether the courts are dedicated for pickleball or shared with tennis.	High Priority
→ Contribution to Baseball Training Facility at Centennial Park						26%	Corporate report to request funding for this project will go to Council March 22/2021.	High Priority
→ Continue to nurture a respectful, trusting partnership with the Semiahmoo First Nation for the benefit of both communities.						64%		Objective
→ Drainage Memorandum of Understanding						75%	Guillermo Ferrero and Jim Gordon met on Teams with Chief Harley Chappell and Joanne Charles from the Semiahmoo First Nation on November 24th to discuss drainage issues and plans including the finalization of the drainage MOU so that infrastructure investigations could commence as per the work plan developed in Feb 2020.	High Priority
→ Sanitary Sewer Service Agreement						95%	Guillermo Ferrero and Jim Gordon met on Teams with Chief Harley Chappell and Joanne Charles from the Semiahmoo First Nation on November 24th to discuss drainage issues and also final details for the sewer and water servicing agreements. Jim to make minor changes to the water agreement to clarify the types of water meters.	High Priority
→ Totem Pole (House Post) Restoration at White Rock Elementary School Grounds						42%	Staff have researched this project which is on school district property. The SD isn't interested in participating. The artist may not be alive. Staff will discuss this project with Chief Harley Chappell to determine if SFN support restoring the house post.	High Priority
→ SFN Infrastructure Investigation & Assessment						14%	Guillermo Ferrero and Jim Gordon met on Teams with Chief Harley Chappell and Joanne Charles from the Semiahmoo First Nation on November 24th to discuss drainage issues and plans including the finalization of the drainage MOU so that infrastructure investigations could commence as per the work plan developed in Feb 2020.	High Priority
Our Environment						40%		Goal
→ Integrate storm damage environmental capital assets into strategic planning and budgeting process						50%		Objective
→ Protection of Semiahmoo Bay						50%	Zoom meeting set up with Shared Waters Alliance on September 4th	High Priority
→ Reduce green house gas emissions						3%		Objective
→ Energy Step Code Implementation						5%	Building Official III position will be filled in July 2020, and will assist the Manager of Building and Bylaws in moving this forward.	High Priority

<p>→ Protect and increase tree canopy and enhance greenspace in the community</p> <p>→ Tree Management Bylaw Review</p> <p>→ Policy 607 Heritage Trees</p> <p>→ Policy 611 Tree Management on City Lands</p>						67%	As per Council direction, the Environmental Advisory Committee (EAC) is collaboratively working together to make suggestions for improvements to Bylaws and Policies to protect the tree canopy.	Objective
						67%	Detailed EAC tree report submitted to Council Feb 22nd. Council directed that the more straightforward recommended changes be brought to a future Governance and Legislation Committee meeting and that staff report back on the detailed recommendations.	High Priority
						74%	EAC continues to meet twice monthly and is compiling a detailed list of proposed changes to the Bylaw and Policies related to trees. Staff will then need to subsequently incorporate the changes approved by Council into new Bylaws and Policies.	High Priority
						79%	Detailed EAC tree report submitted to Council Feb 22nd. Council directed that the more straightforward recommended changes be brought to a future Governance and Legislation Committee meeting and that staff report back on the detailed recommendations.	High Priority
Our Waterfront						46%		Goal
<p>→ Attract visitors and residents to the Waterfront</p> <p>→ Develop and recommend a Waterfront Enhancement Strategy (WES)</p> <p>→ Patio Enclosures on Marine Drive</p> <p>→ Review of Waterfront Design Guidelines for East Beach and West Beach</p> <p>→ Accessory Vacation Rentals (i.e. AirBnB) regulation</p> <p>→ Joint Semiahmoo Days/Sea Fest</p>						51%		Objective
						75%	At the September 14, 2020 Land Use and Planning Committee meeting, the committee requested that the Waterfront area policy review be prioritized over other topics within the OCP Review and accelerated in the review process.	High Priority
						90%	As of December 1, 2020, one restaurant operator has approached the City in response to this initiative and undertaken minor (no permit required) upgrades to their sidewalk patio area to provide a more comfortable space for patrons during the winter season.	High Priority
						0%	Council endorsed this project on March 9, 2020.	High Priority
						50%	Review Requested Feb. 24, 2020 / Previous Amendment Nov. 18, 2019	High Priority
						27%	SF Committee meetings suspended to Fall 2021 due to the 2021 event cancelled due to COVID.	High Priority
→ Support a vibrant, year-round environment where businesses can thrive						88%		Objective
						75%	At the September 14, 2020 Land Use and Planning Committee meeting, the committee requested that the Waterfront area policy review be prioritized over other topics within the OCP Review and accelerated in the review process.	High Priority

	→ Patio Enclosures on Marine Drive		90%	As of December 1, 2020, one restaurant operator has approached the City in response to this initiative and undertaken minor (no permit required) upgrades to their sidewalk patio area to provide a more comfortable space for patrons during the winter season.	High Priority
	→ Review of Waterfront Design Guidelines for East Beach and West Beach		0%	Council endorsed this project on March 9, 2020.	High Priority
→ Review Waterfront Enhancement Strategy (WES) and Official Community Plan (OCP)			100%	The Marine Drive Task Force concluded its review of the draft Waterfront Enhancement Strategy at its final meeting on March 11, 2020. Several recommendations from the Task Force relate to projects proposed in the Strategy, which would be future projects should Council approve moving forward with them. As the Strategy is intended to be a long-term road map, projects may also wait until the resources are available for implementation.	High Priority
	→ Patio Enclosures on Marine Drive		90%	As of December 1, 2020, one restaurant operator has approached the City in response to this initiative and undertaken minor (no permit required) upgrades to their sidewalk patio area to provide a more comfortable space for patrons during the winter season.	High Priority
	→ Review of Waterfront Design Guidelines for East Beach and West Beach		0%	Council endorsed this project on March 9, 2020.	High Priority
→ Waterfront Commercial Zones (CR-3, CR-4)			75%	At the September 14, 2020 Land Use and Planning Committee meeting, Council directed staff to discontinue work on the CR-3A (West Beach Commercial / Residential) zone, which may be resumed after the Waterfront building heights component of the OCP Review has been considered by Council.	High Priority
Our Infrastructure			35%		Goal
→ Select and complete the CACs projects to maximize the benefit to the community			39%		Objective
	→ Emerson Park Playground Upgrade		0%		High Priority
	→ 75002 MacCaud Park Upgrade (funded from CAC's)		0%	Project for upgrades to Mccaud Park including pickleball courts approved by Council. Staff to develop pickleball options of 4,6 and 8 pickleball courts for Council consideration. Question is to be whether the courts are dedicated for pickleball or shared with tennis.	High Priority
	→ Contribution to Baseball Training Facility at Centennial Park		26%	Corporate report to request funding for this project will go to Council March 22/2021.	High Priority
Our Economy			34%		Goal

→ Develop an Economic Development Strategy						33%	On January 25, 2021, Council approved referring a draft economic survey for residents and businesses to the Economic Development Advisory Committee for their comment on February 10, 2021 before it is launched in mid-February 2021. The survey is intended to launch the update to the Economic Development Strategic Plan and serve as a foundation for future stakeholder engagement.	Objective
→ Implement current and subsequent revised Economic Strategy						0%		High Priority
→ Partner with the White Rock BIA, South Surrey & White Rock Chamber of Commerce, Tourism White Rock Association and the local business community to attract business to the community						6%		Objective
→ Implement current and subsequent revised Economic Strategy						0%		High Priority
→ Manage parking resources to meet the needs of residents, visitors and businesses						62%		Objective
→ Fees and Charges Bylaw (increase for highway use violations)						0%		High Priority
COVID - 19						46%		Goal
→ Partner with service agencies and other community partners to provide social support for those most impacted by COVID-19						69%		Objective
→ Research and Develop Gamification Program to Connect Residents Safely						84%	Still awaiting budget approval as part of the 2021-25 Financial Plan.	High Priority
→ Research Feasibility of Outdoor "Comfort Stations"						23%	A discussion was held between the Director of Recreation and Culture and the Executive Director of the BIA, and it was decided to postpone the start of this project until the PHO ban on group gatherings and events is lifted.	High Priority

● Draft
 ● Not started
 ● On Track
 ● Behind
 ● Overdue
 ● Complete
 → Direct Alignment
 --- Indirect Alignment

CITY OF WHITE ROCK PLAN

NEW STRATEGIC PRIORITIES

Goal/Objectives/Projects	2019	2020	2021	2022	2023	2024	Completion	Latest Update	Priority
Our Community							50%		Goal
→ Guide land use decisions of Council to reflect the vision of the community.							41%		Objective
→ Review the Official Community Plan (OCP)							81%	Phase 1 Engagement Summary (Nov. 4, 2019)	Top Priority
→ Develop and recommend a Waterfront Enhancement Strategy (WES)							75%	At the September 14, 2020 Land Use and Planning Committee meeting, the committee requested that the Waterfront area policy review be prioritized over other topics within the OCP Review and accelerated in the review process.	High Priority
→ Waterfront Wayfinding Signage							0%	Council endorsed this project on December 16, 2019.	Low Priority
→ Waterfront Facade Facelift Program							0%	Council endorsed this project on March 9, 2020.	Low Priority
→ Marine Drive Sidewalk Walkability Improvements							0%	Council endorsed staff investigating ways to improve walkability of Marine Drive on March 9, 2020.	Low Priority
→ Confirm the City is following best practices in governance							57%		Objective
→ Governance and Legislative Committee to continue to review all Council policies							81%		Top Priority
→ City Operations Policies							95%	The curb let downs at Russell Avenue and Johnston Road are completed.	High Priority
→ Policy 639 Public Recreational Pathways							0%		Low Priority
→ Policy 640 Insect and Pest Infestation on City Lands							0%		Low Priority
→ Policy 642 Dedication / Donation Program							0%		Low Priority
→ Smart City Strategy							0%	Cities in Canada and around the world are transforming their digital capabilities to improve the environmental, financial, and social aspects of urban life. While White Rock has some of core elements in place, it would benefit from taking a formal and intentional approach to smart city planning. The key to success for this initiative lies in our ability to engage the community in establishing a vision and high level set of priorities.	Low Priority

→ Mural Project @1350 Johnston						90%	Final jury selection of the mural artist was completed August 11, 2020. The developer will manage the project from now through completion. Jury to select the artist and art work has been disbanded with thanks from Monaco (the Developer).	Low Priority
→ Parks Bylaw Updates						53%	The EAC is investigating Bylaws and Policies related to trees and will make recommendations for changes to Council. This does not specifically address the Parks Regulation Bylaw. Council may request the EAC to review this Bylaw at a later date.	Low Priority
→ Manage the delivery of City services efficiently and effectively						59%		Top Priority
→ Water Community Advisory Panel						88%	At the January 12/21 meeting, CAO discussed role of WCAP as an advisory body to Council on issues selected by Council and included in the terms of reference. WCAP role is to advise, not to provide oversight.	High Priority
→ Implement new billing structure for Water						0%	Depending on the outcome of a review of the Water Utility rate structure, implementation to move to a new structure would likely be staged over multiple years.	Low Priority
→ Review the billing structure for the Water Utility						25%	Water Community Advisory Panel - Review possible new billing structures that would try to align with water consumption.	Low Priority
→ Contracted Work Review						50%	Provide an analysis of contracted work the City is currently paying for	Low Priority
→ Advocate on behalf of the community to senior levels of government and other stakeholder groups						40%		Objective
→ Vacant Property Tax						25%	Council has sent a letter to UBCM (June 2019) and is requesting that UBCM bring forward a resolution that would provide for the authority for a vacant property tax that would be inclusive of both residential and commercial properties.	Low Priority
→ Peace Arch Hospital Expansion						33%	Further expansions to the services provided by Peace Arch Hospital are anticipated in the coming years. Staff will continue to work with Fraser Health Authority and the Peace Arch Hospital Foundation as needed to support growth in hospital capacity in a way that is compatible with the surrounding neighbourhood and the City's infrastructure.	Low Priority
→ Homeless Reduction Strategy						0%		Low Priority
Our Environment						40%		Goal
→ Reduce green house gas emissions						3%		Objective
→ Banning Single Use Plastics Report						0%	Requested Jun. 10, 2019. BC Court of Appeal struck down bylaw. Province may take lead	Low Priority

→ Protect and increase tree canopy and enhance greenspace in the community → Urban Forest Management Plan						67%	As per Council direction, the Environmental Advisory Committee (EAC) is collaboratively working together to make suggestions for improvements to Bylaws and Policies to protect the tree canopy.	Objective
						25%	TBD - was brought up at Council Orientation but did not make Strategic Priorities	Low Priority
Our Waterfront						46%		Goal
→ Attract visitors and residents to the Waterfront → Develop and recommend a Waterfront Enhancement Strategy (WES)						51%		Objective
						75%	At the September 14, 2020 Land Use and Planning Committee meeting, the committee requested that the Waterfront area policy review be prioritized over other topics within the OCP Review and accelerated in the review process.	High Priority
→ Waterfront Wayfinding Signage						0%	Council endorsed this project on December 16, 2019.	Low Priority
→ Waterfront Facade Facelift Program						0%	Council endorsed this project on March 9, 2020.	Low Priority
→ Marine Drive Sidewalk Walkability Improvements						0%	Council endorsed staff investigating ways to improve walkability of Marine Drive on March 9, 2020.	Low Priority
→ Support a vibrant, year-round environment where businesses can thrive → Develop and recommend a Waterfront Enhancement Strategy (WES)						88%		Objective
						75%	At the September 14, 2020 Land Use and Planning Committee meeting, the committee requested that the Waterfront area policy review be prioritized over other topics within the OCP Review and accelerated in the review process.	High Priority
→ Waterfront Wayfinding Signage						0%	Council endorsed this project on December 16, 2019.	Low Priority
→ Waterfront Facade Facelift Program						0%	Council endorsed this project on March 9, 2020.	Low Priority
→ Marine Drive Sidewalk Walkability Improvements						0%	Council endorsed staff investigating ways to improve walkability of Marine Drive on March 9, 2020.	Low Priority
→ Review Waterfront Enhancement Strategy (WES) and Official Community Plan (OCP)						100%	The Marine Drive Task Force concluded its review of the draft Waterfront Enhancement Strategy at its final meeting on March 11, 2020. Several recommendations from the Task Force relate to projects proposed in the Strategy, which would be future projects should Council approve moving forward with them. As the Strategy is intended to be a long-term road map, projects may also wait until the resources are available for implementation.	High Priority
→ Waterfront Wayfinding Signage						0%	Council endorsed this project on December 16, 2019.	Low Priority
→ Waterfront Facade Facelift Program						0%	Council endorsed this project on March 9, 2020.	Low Priority
→ Marine Drive Sidewalk Walkability Improvements						0%	Council endorsed staff investigating ways to improve walkability of Marine Drive on March 9, 2020.	Low Priority
Our Infrastructure						35%		Goal

Provide a safe, accessible, centralized City facility and amenities City Hall and Civic Precinct							14%		Objective
							14%	The status of this project was discussed at SLT on Feb 16th 2021. It was agreed that renovations to the downstairs space would start in 2021 but SLT would endeavor to raise the profile with Council of the need to either strengthen City Hall or relocate staff elsewhere.	Low Priority
Our Economy									
Develop an Economic Development Strategy							34%		Goal
							33%	On January 25, 2021, Council approved referring a draft economic survey for residents and businesses to the Economic Development Advisory Committee for their comment on February 10, 2021 before it is launched in mid-February 2021. The survey is intended to launch the update to the Economic Development Strategic Plan and serve as a foundation for future stakeholder engagement.	Objective
Review and update Economic Development Work Plan							0%		Low Priority
Partner with the White Rock BIA, South Surrey & White Rock Chamber of Commerce, Tourism White Rock Association and the local business community to attract business to the community							6%		Objective
Sign Bylaw Review							0%		Low Priority
Vacant Property Tax							25%	Council has sent a letter to UBCM (June 2019) and is requesting that UBCM bring forward a resolution that would provide for the authority for a vacant property tax that would be inclusive of both residential and commercial properties.	Low Priority
Business Licensing Fees and Fines Review							0%	In Strategic Priorities as Bylaw to Be Reviewed. New licensing clerk starting Jun. 2020	Low Priority
COVID - 19									
Advocate on behalf of small business and work with community groups to support the local business community during the pandemic							46%		Goal
							70%		Objective
Standardized Liquor Patio Hours							50%	Endorsed by Council Jul. 22, 2019. BIA/businesses have concerns. Postponed due to covid-19 economic impact	Low Priority

● Draft
 ● Not started
 ● On Track
 ● Behind
 ● Overdue
 ● Complete
 → Direct Alignment
 --- Indirect Alignment

CITY OF WHITE ROCK PLAN

NEW STRATEGIC PRIORITIES

Goal/Objectives/Projects	2019	2020	2021	2022	2023	Completion	Latest Update	Priority
Our Community								
→ Confirm the City is following best practices in governance						50%		Goal
→ Governance and Legislative Committee to continue to review all Council policies						57%		Objective
→ City Operations Policies						81%		Top Priority
→ Policy 641 Latecomers						95%	The curb let downs at Russell Avenue and Johnston Road are completed.	High Priority
→ Open Data						1%	The Latecomer Policy will be reviewed in conjunction with the new DCC Bylaw in 2021.	Staff High Priority
→ Cultural Strategic Plan						50%	Hosting platform configuration expected completion: August 30. The next step is to migrate non-spatial data from the current portal to the new one. *A P/T casual help to assist with the data curation would help move things along.	Staff High Priority
→ Filming Policy						79%	The Arts and Culture Advisory Committee has met in February 2021 and is continuing to work on the Cultural Strategy for the City. A draft version will be discussed by the Committee at their next meet in March 2021.	Staff High Priority
→ Deliver a Film Attraction Strategy						100%	Film Policy was approved by Council on November 23, 2020. This project is now complete.	Staff High Priority
→ Memorial Gift of Art Policy						7%	Now that the City's Film Policy has been approved by Council, the next step is a Film Attraction Strategy to attract film business to White Rock. A Film Working Committee has been developed to work with staff on this project.	Staff High Priority
→ Wayfinding Map for Tour de WR						40%	Research on other municipal gift of art policies is taking place. The research will be forwarded to the ACAC for discussion before being presented to Council.	Staff High Priority
						73%	Work on a new wayfinding map for Tour de White Rock is continuing and will be sent to the Tour de White Rock Committee in the next month for their input.	Staff High Priority

<div>→ Vision 2022 for Tour de WR</div>		<div><div></div></div>	67%	The next meeting of the Tour de WR Board will be March 9 2021. The focus of this meeting will be on planning the 2022 Tour de WR.	Staff High Priority
	→ Street and Traffic Bylaw Update	<div><div></div></div>	17%	Street and Traffic Bylaw changes for 30 km/h on Johnston Road approved by Council. New signs put in place.	Staff High Priority
→ Manage the delivery of City services efficiently and effectively		<div><div></div></div>	59%		Top Priority
→ Replace Legacy Financial System		<div><div></div></div>	0%	Need to hire the budgeted purchasing manager to have them on board prior to the project to help in the analyses	Staff High Priority
→ Relocate Fire Truck from Parks Yard		<div><div></div></div>	54%	On February 22, 2021, the Finance and Audit Committee that they intend to keep funds in the Financial Plan for a display building for the antique fire truck, and that they would also want to see fundraising from the community to contribute to the costs as a demonstration of community support for this initiative.	Staff High Priority
→ Select and complete the CACs projects to maximize the benefit to the community		<div><div></div></div>	39%		Objective
→ Relocate Fire Truck from Parks Yard		<div><div></div></div>	54%	On February 22, 2021, the Finance and Audit Committee that they intend to keep funds in the Financial Plan for a display building for the antique fire truck, and that they would also want to see fundraising from the community to contribute to the costs as a demonstration of community support for this initiative.	Staff High Priority
Our Environment		<div><div></div></div>	40%		Goal
→ Protect and increase tree canopy and enhance greenspace in the community		<div><div></div></div>	67%	As per Council direction, the Environmental Advisory Committee (EAC) is collaboratively working together to make suggestions for improvements to Bylaws and Policies to protect the tree canopy.	Objective
→ Encroachments on City Right of Way		<div><div></div></div>	90%	Staff have been administering the Street and Traffic Bylaw provisions with respect to encroachments as per Council direction in the Fall of 2019. The Bylaw provisions are enforced at individual properties at the time of redevelopment or when new encroachments are constructed. Council will review this practice at an upcoming Governance and Legislation meeting in September 2020.	Staff High Priority
Our Infrastructure		<div><div></div></div>	35%		Goal
→ Select and complete the CACs projects to maximize the benefit to the community		<div><div></div></div>	39%		Objective

	→ Relocate Fire Truck from Parks Yard								54%	On February 22, 2021, the Finance and Audit Committee that they intend to keep funds in the Financial Plan for a display building for the antique fire truck, and that they would also want to see fundraising from the community to contribute to the costs as a demonstration of community support for this initiative.	Staff High Priority
	→ Provide safe, reliable and sustainable infrastructure for the community while minimizing impacts on the environment ↳ Integrated Transportation & Infrastructure Masterplan								76%		Objective
									52%	Staff are following up with Surrey staff on Council requests for a 3-way stop and an RRFB crosswalk on eastern Marine Drive. Surrey staff do not feel that these are appropriate traffic calming measures and will respond in writing so staff can advise Council. Surrey in particular does not support the 3-way stop at Marine and Stayte as this will likely cause traffic issues to the east in Surrey.	Staff High Priority
	→ Ensure infrastructure required by new growth is funded by development ↳ Development Cost Charges Update								10%	A key part of the updated material needed for the DCC review is the Integrated Transportation & Infrastructure Master Plan (ITIMP) that is currently in progress, albeit delayed due to COVID related consultation challenges. Likely that the detailed DCC work will start following completion of the ITIMP in Spring 2021	Staff High Priority
Our Economy									34%		Goal
	→ Improve provision of efficient and cost-effective services ↳ Building Permit Process Review								35%		Objective
									25%	Building Official III to assist	Staff High Priority
	→ Manage parking resources to meet the needs of residents, visitors and businesses ↳ City Wide Parking Review								62%	Parking Strategy project has been awarded	Staff High Priority
									40%		Staff High Priority
	↳ Parking Licence Plate Recognition								0%	Implementation of this technology will be impacted by the parking review	Staff High Priority