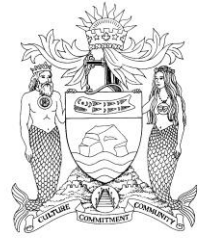


THE CORPORATION OF THE  
**CITY OF WHITE ROCK**  
CORPORATE REPORT



**DATE:** March 15, 2021

**TO:** Mayor and Council

**FROM:** Tracey Arthur, Director, Corporate Administration

**SUBJECT:** 2021 City Advisory Body Committee Structure Review

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**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**

<b>Motion # &amp; Meeting Date</b>	<b>Motion Details</b>
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"><li>• Arts and Cultural Advisory Committee;</li><li>• Advisory Design Panel</li><li>• Economic Development Advisory Committee;</li><li>• Environmental Advisory Committee;</li><li>• History and Heritage Advisory Committee;</li><li>• Public Art Advisory Committee;</li><li>• Seniors Advisory Committee;</li><li>• Tour de White Rock Task Force;</li><li>• Water Community Advisory Panel;</li></ul>

	<ul style="list-style-type: none"> <li>• <i>White Rock Sea Festival Task Force; and</i></li> <li>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></li> </ul>
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"> <li>• Our Community</li> <li>• Our Environment</li> <li>• Our Waterfront</li> <li>• Our Infrastructure</li> <li>• Our Economy</li> <li>• COVID-19</li> </ul>

## **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)