

**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, 2021):**

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.

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**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.

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**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