

THE CORPORATION OF THE
CITY OF WHITE ROCK
CORPORATE REPORT



DATE: January 12, 2026

TO: Mayor and Council

FROM: Tracey Arthur, Director, Corporate Administration
Anne Berry, Director of Planning and Development Services
John Woolgar, Director of Recreation and Culture

SUBJECT: Terms of Reference in Consideration for Potential Establishment of a Seniors Advisory, Youth Advisory and Economic Development and Marine Drive Revitalization Advisory Committee

RECOMMENDATIONS

THAT Council receive the January 12, 2026, corporate report from the Directors of Corporate Administration, Planning and Development Services, and Recreation and Culture, titled “Terms of Reference in Consideration for Potential Establishment of a Seniors Advisory, Youth Advisory, and Economic Development and Marine Drive Revitalization Advisory Committee” and provide direction to Staff.

EXECUTIVE SUMMARY

In accordance with the *Community Charter*, a council may establish and appoint a select committee to consider or inquire into any matter and to report its findings and opinions to the Council. Council adopted resolutions at their November 3, 2025, meeting directing three (3) additional committees be established/ re-established. Draft Terms of Reference policies have been included (Attachments A – C).

PREVIOUS COUNCIL DIRECTION

Motion # & Meeting Date	Motion Details
2025-346 November 3, 2025	<i>THAT Council establishes an Economic Development & Marine Drive Revitalization Committee.</i>
2025-347 November 3, 2025	<i>THAT Council re-establish the Seniors Advisory Committee.</i>
2025-348 November 3, 2025	<i>THAT Council establishes a Youth Advisory Committee.</i>

INTRODUCTION/BACKGROUND

In 2021, the City was supporting 11 Select and Advisory Committees and Task Forces, requiring the work of three (3) Committee Clerks. This represented a significant increase from the

previous Council term (2014–2018), when only five (5) committees were active and a single staff member provided all committee support. During the 2018–2022 Council term, the number of committees rose sharply, reaching a peak of fourteen (14) in 2019 and 2020.

Given this growth, Council approved staff's request to engage MDD Consultant Services to conduct a comprehensive review of the advisory committee structure. The purpose of the review was to assess organizational impacts, evaluate efficiencies, and examine processes to ensure alignment with the City's needs and objectives. The consultant's report is provided as Appendix D for reference.

The 2021 review included three (3) phases:

1. Information gathering:
 - a) A compilation and review of background information from the City regarding the Advisory Committee structure (2021) and related processes;
 - b) A one-on-one interview with the Mayor, each City Councillor, with the Chairperson of each Advisory Committee, and with each of several City staff who support the work on one or more of the Advisory Committees;
 - c) A survey questionnaire distributed to each member of every 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 City; and
 - e) Research about other agencies, societies, and/or organizations that operate within and/or serve the City in areas that overlap with the mandate of any of the City Advisory Committees.
2. Organizing and analyzing the gathered information;
3. Compiling a set of recommendations for consideration by City Council.

The study provided 16 recommendations, which resulted in the City moving from 11 Advisory Committees to six (6), with a notation that the COVID-19 Recovery Task Force only complete its term that was scheduled to end June 2021, and not be renewed, thus leaving five (5) Advisory Committees.

In addition to the current committees, staff are also responsible for the meetings of the Board of Variance - required for all municipalities with zoning bylaws - and the Advisory Design Panel. These committees meet on an as-needed basis in response to development applications, and as such, the number of meetings required varies from year to year and cannot be predicted. For these committees, it is the staff in the Planning and Development Services department who organize agendas, prepare reports and presentations, and attend meetings. The Director of Planning and Development Services (or designate) is also responsible for chairing the Advisory Design Panel.

The establishment of an Economic Development & Marine Drive Revitalization Advisory Committee is likely to generate additional work for the Planning and Development Services Department. Staff in this department attend Housing Advisory Committee, Accessibility Advisory Committee, Board of Variance, and Advisory Design Panel. The legislative changes around housing necessitated staff shift priorities to accommodate provincial deadlines and requirements, resulting in delays with planning applications and the postponement of work on Council Strategic Priorities, including specific priorities related to Economic Development and Marine Drive land uses and densities, and revitalization of storefronts. Further, the recent

resignation of the Director of Planning & Development Services will result in the burden of added responsibilities to the remaining exempt staff in the department. The addition of a new committee will impact the ability of staff to keep or improve the current pace and volume of work and, depending on Council direction as a result of committee recommendations, may require additional use of consultants or the addition of staff to assist with the workload; it should be noted that there is currently no budget associated with Economic Development at this time.

The establishment of a Seniors Advisory Committee would require technical support from Recreation staff, which may take them away from the current work of providing programs and services for White Rock's older adults, which includes the Kent Street Activity Centre and the White Rock Community Centre. The establishment of a Seniors Advisory Committee may also be a duplication of services as Recreation staff currently provide leadership and sit as members of the Semiahmoo Seniors Planning Table. This is a longstanding and active community group that encompasses advocates and representatives from various levels of government, non-profit agencies and businesses focused on the wellbeing and inclusion of older adults living in White Rock (and South Surrey).

The establishment of a Youth Advisory Committee would also require technical support from the Recreation Department. It should be noted that previous attempts to establish a City youth committee in 2011 were not successful, and Recreation staff currently participate in the White Rock/South Surrey Child and Youth Committee organized by Fraser Health.

The formation of the Seniors Advisory Committee and the Youth Advisory Committee will require additional staffing resources in the Recreation and Culture department, dependent on the work plan and recommendations of each committee.

FINANCIAL IMPLICATIONS

Should Council create an additional three (3) select committees, it is noted that the current Committee Clerk at this point is overseeing four (4) committees:

- Public Art and Culture Advisory Committee (scheduled meetings once per month)
- Housing Advisory Committee (scheduled meetings once per month)
- Accessibility Advisory Committee (scheduled meetings are quarterly)
- Community Hub Advisory Committee (meetings to be scheduled once per month starting December 2025)

For a Committee Clerk three (3) to four (4) committees as part of their overall workplan is manageable. For the Committee component, they are required to prepare the agenda, ensure quorum can attend, set up and attend the meetings, take meeting minutes, and act as the point of contact for committee members. The cost for this position for an experienced staff person is \$103,000 (inclusive of benefits).

An additional three (3) committees will have financial implications, whereby an additional hire of a further Committee Clerk to service the Committees would be needed to maintain them.

- Seniors Advisory Committee,
- Youth Advisory Committee, and
- Economic Development & Marine Drive Revitalization Advisory Committee.

It is important to note that all committees established by Council serve in an advisory capacity only; they do not have the authority to direct staff or the departmental staff liaison(s) assigned to

support them. Committees may submit recommendations for Council's consideration, and only through Council's approval would staff receive formal direction.

While advisory committees are not intended to generate additional operational tasks, they do require ongoing staff support. The staff liaison—typically a department director—must review agendas, prepare for meetings (including drafting and reviewing staff reports), attend meetings, and provide presentations as needed. These responsibilities represent additional demands on staff time and must be factored into overall workload planning.

If there was an expectation for funding to be available for initiatives that the Committee may recommend undertaking, budgetary consideration should be given in this regard.

OPTIONS / RISKS / ALTERNATIVES

One option to address the identified need for stronger representation of Seniors and Youth is to amend the Terms of Reference for the City's existing committees to include members from these groups. This approach would eliminate the need to establish two (2) of the three (3) proposed new committees, resulting in the creation of only one (1) additional committee—an increase that can be managed with current staffing levels. This is feasible given the experience of the existing Committee Clerk, along with potential adjustments to their supplementary workload expectations.

It should be noted, however, that if additional committees are added, additional staff support may still be required from either Planning and Development Services or Recreation and Culture. As an alternative, Council could consider removing or adjusting certain strategic priorities to reduce the impact on these two departments.

Council could also direct staff to proceed with establishing these committees immediately and to formally endorse Council Policy 180 (Seniors Advisory Committee), Council Policy 181 (Youth Advisory Committee), and Council Policy 182 (Economic Development and Marine Drive Revitalization Advisory Committee). If Council wishes to move forward at this time, budget implications must be taken into account, and direction will be required at this meeting to incorporate the additional staffing needs into the 2026 Operating Budget, which is also under consideration this evening.

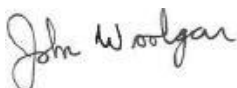
CONCLUSION

This corporate report brings forward Draft Terms of Reference Policies that would establish a mandate and role for three (3) potential new Advisory Committees for consideration. Should additional committees be adopted by Council, the cost implications will need to be considered during the upcoming budget process.

Respectfully submitted,



Tracey Arthur
Director of Corporate Administration



John Woolgar
Director of Recreation Services



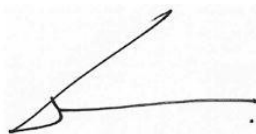
Anne Berry
Director of Planning and
Development Services

Comments from the Chief Administrative Officer

In my assessment, the recruitment, onboarding, and operational establishment of the committees would likely extend into March 2026. This timing would leave only a short window before the 2026 summer break and the municipal election in October 2026.

Realistically, the committees would have very limited opportunity to make a meaningful contribution prior to the election, while still adding to the 2026 operational budget and increasing staff workload—particularly within the Planning and Development Services Department, which is expected to be significantly understaffed during this period.

Given these considerations, I recommend that the establishment of these committees be deferred and revisited by the incoming Council, once they have had the opportunity to develop and confirm their four-year Strategic Plan and priorities.



Guillermo Ferrero
Chief Administrative Officer

- Appendix A: Council Policy 180 Terms of Reference: Seniors Advisory Committee
- Appendix B: Council Policy 181 Terms of Reference: Youth Advisory Committee
- Appendix C: Council Policy 182 Terms of Reference: Economic Development and Marine Drive Revitalization Advisory Committee
- Appendix D: 2021 Review of City Advisory Committees and Related Process by MDD Consultant Services