



THE CORPORATION OF THE CITY OF COURTENAY

## STAFF REPORT

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**To:** Council  
**From:** Manager of Legislative Services  
**Subject:** Committee Review

**File No.:** 0360 and 0550  
**Date:** October 11, 2023

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**PURPOSE:** To provide background on historical and current committees, commissions, and other advisory bodies and seek Council approval to schedule a Committee of the Whole meeting to review current committees, their structures, mandates, and support options.

### EXECUTIVE SUMMARY:

This report provides an overview and background of Council's own advisory bodies, and Council member participation on external committees. It reviews the legislation governing committees, including provincial requirements, City bylaws and policies. This is a broad topic with numerous decision points. Staff recommend that Council schedule a Committee of the Whole workshop to determine:

- How can committees and commissions best meet the City's needs?
  - What does Council want to accomplish with its committees?
  - What topics/areas can most benefit from committee work?
  - Which committees does Council want to maintain?
  - What needs to be done with existing committees to ensure they are meeting Council's goals?
  - Does Council want to consider any new committees?
  - Is Council satisfied with the communication between Council and committees?
  - Which model of committee administration should the City use?
- Does Council wish to review its participation on external committees?
- Does Council want to consider increasing committee budgets for committee operations, management and to address potential barriers to participation (e.g. caregiving)

### BACKGROUND:

Municipalities often have internal committees, commissions, boards, or other bodies in addition to Council. The Community Charter provides a general structure for standing committees, select committees and commissions:

#### Standing Committees (CC s. 141):

- The Mayor must establish standing committees for matters the Mayor considers would be better dealt with by committee, and must appoint persons to those committees
- At least half the members of a standing committee must be Council members
- This limits the number of members to 6; a maximum of 3 Council members can attend a meeting to discuss City business or there would be quorum and it would constitute a Council meeting

#### Select Committees (CC s. 142):

- A Council may establish and appoint a select committee to consider or inquire into any matter and report its findings and opinion to Council
- At least one member of a select committee must be a Council member

- Select committees are typically formed for a limited period of time on a specific topic
- Courtenay’s “Boards, Committees and Commissions” policy 0550.00.02 from 1998 (pre-Community Charter) notes that ad hoc committees of Council will not be established unless they are governed by clear Terms of Reference and a sunset clause indicating when the committee will cease to exist

#### **Commissions (CC s. 143):**

- A Council may establish and appoint a commission to do one or more of the following:
  - Operate services
  - Undertake operation and enforcement in relation to Council’s power to regulate, prohibit and impose requirements; and
  - Manage property and licenses held by the municipality

#### **Other advisory bodies:**

It is common for municipalities to have other bodies that do not fit neatly into one of the categories above. This can include:

- Committee of the Whole (COW)
  - Composed of all members of Council
  - These meetings are most often scheduled to discuss a specific important topic in depth often using a workshop style approach
  - Normally the COW does not make decisions itself but makes recommendations to Council
  - Courtenay has a COW bylaw, the “Committee of the Whole Delegation Bylaw No. 2271” which delegates authority to the COW
  - Under the COW bylaw, Courtenay’s COW cannot consider bylaws; appoint, suspend or terminate officers; hear appeals; reconsider decisions; give statutory consent to items; or hold hearings; however, it has all of Council’s other powers and can make decisions
- Advisory committees
  - May be similar to standing committees but often have a larger proportion of non-Council members
- Working groups
  - Includes advisory groups to staff.
  - May also be a group of staff from the municipality and other organizations working on a topic together
- Roundtables
  - Roundtables often include more non-Council members, like advisory committees
  - May be a larger group
  - Roundtables are more likely to have members who are not subject matter experts, and a roundtable may function more like a focus group

All of the above are subject to the same general rules of procedure as Council, i.e. open meetings, minute-taking, and electronic meetings from the Council Procedure Bylaw and *Community Charter*. The Procedure Bylaw has additional committee procedures. Committees often have unique procedures and guidelines, contained in a bylaw or policy / terms of reference (TOR). Council also has a Council policy, the “Boards, Committees and Commissions” policy 0550.00.02 from 1998. While the policy is active, it is not in line with current practice (see Administration section for further discussion).

In addition to internal committees, the City is also required to appoint members of Council to external committees and boards.

## Required Committees/Boards

There are three committees/boards that the City is required to maintain:

- Accessibility Committee
  - The *Accessible BC Act* requires that the City have an Accessibility Committee by September 2023
  - The committee must assist the organization to identify barriers to individuals in or interacting with the organization, and advise the organization on how to remove and prevent barriers to individuals in or interacting with the organization.
  - The Comox Valley Accessibility Committee, part of the Comox Valley Social Planning Society, has an agreement with the Comox Valley Regional District (CVRD) to fulfil this function for the City of Courtenay, Village of Cumberland, Town of Comox, and CVRD
  - Courtenay contributes to the committee's operating budget through the CVRD
  - The City may refer accessibility items to the Accessibility Committee. This usually happens at a staff level, but Council may also refer items to the committee.
  - There are membership requirements legislated by the *Accessible BC Act*
- Board of Variance (BOV)
  - The *Local Government Act* (LGA) requires that the City have a BOV to deal with land use applications that request a variance to the zoning bylaw due to hardship
  - The City has a BOV bylaw, and is also subject to further requirements in the LGA, e.g. for municipalities over 25,000 residents, the BOV must have five members appointed by Council
  - Board of Variance members are typically individuals who have experience in the subject area, such as retired contractors, surveyors, realtors, architects and civil engineers
  - The City provides training to new members to ensure they understand their role and the parameters of their decision-making
  - The Board only meets when an application to the BOV has been made, and must meet within 40 days of an application
  - Board of Variance members may not receive remuneration
  - Council has no influence over the decisions of the Board and the appeal process is through the BC Supreme Court
- Parcel Tax Review Panel
  - The Parcel Tax Review Panel (PTRP) is required by the *Community Charter*
  - Before a parcel tax is imposed for the first time, the PTRP must consider any complaints and authenticate the parcel tax roll
  - Council must appoint at least three people to be members of the PTRP
  - The City currently has two Council members appointed and a third will need to be appointed prior to the preparation of the next parcel tax roll in 2024
  - There are only specific circumstances where a complaint would be considered by the PTRP, and often all complaints can be resolved by staff. In that case, the PTRP does not have to meet per *Community Charter* s. 208(10).

## Internal Commissions

The City also has two active commissions:

- Parks and Recreation Advisory Commission (PRAC)
  - The PRAC is governed by the Parks and Recreation Commission Bylaw No. 1039, 1971 and the Parks and Recreation Advisory Commission Terms of Reference, 2017

- The commission's mandate is to advise the Director of Recreation, Culture and Community Services (RCCS), to provide a forum for public engagement on parks and recreation matters, to reflect the diverse views of the citizens of Courtenay, to provide advice to Council on any matters referred to it by Council, and to assist Council to achieve its strategic priorities
- The PRAC receives administrative support from the RCCS department
- The commission typically meets every two months and advises staff
- The commission does not function like a commission, e.g. operating services on behalf of the City, but more like an advisory committee to staff
  - The 2017 TOR notes that it is an advisory body, and not directive or decision-making in nature
- Council has provided direction to staff to review the Terms of Reference for the committee and report back with options that will support diversity of members on the Commission
- Heritage Advisory Commission (HAC)
  - The HAC is governed by the Heritage Advisory Commission Bylaw No. 1918, 1996
  - The commission's mandate is to advise Council on heritage matters, and to undertake and provide support for heritage activities in the City. It is authorized to develop education and public awareness programs and raise funds for local heritage conservation projects.
  - The HAC receives administrative support from the long-range planning division of the Development Services department
  - The commission is not currently functioning like a commission, e.g. operating services on behalf of the City, but more like a committee

### **Historic Committees**

There are three committees/commissions that have existed in recent years, but are no longer active Council committees:

- Courtenay Canada Day Commission
  - A volunteer committee organized Canada Day celebrations for many years, and became a commission for insurance purposes for the 2017 festivities
  - On January 29, 2018, Council directed that staff take the lead on Canada Day event planning thereby terminating the commission, and proceed with City operation of the event with support from volunteers in the form of an ad hoc advisory committee to staff only.
  - The Canada Day committee currently operates as a volunteer working group, advising and volunteering alongside Recreation staff, and is not considered a City committee
  - It is not necessary to appoint a Council member to the Canada Day organizing team
- Finance Select Committee
  - Council established the Finance Select Committee in 2019, with three members of Council appointed
  - The purpose of the Committee was to identify alternative asset management funding sources to minimize the impact of assuming new long-term capital debt, and identify service options in line with taxpayers' willingness to pay
  - The Committee was to report back to Council by January 6, 2020
  - On February 12, 2020, the Committee recommended to Council that its mandate be extended to include land strategy, capital project business cases, and financial policies on surpluses and reserves, and that Council extend its timeline
  - There is an agenda for a meeting on January 15, 2021, but no minutes. It is unclear whether the meeting took place. Items on the agenda included COVID restart funds and a discussion about the committee's mandate.

- Council received a report from the committee on January 25, 2021 and endorsed the recommendation to extend its mandate until January 31, 2022. The committee does not appear to have met after January 2021, and it did not report back to Council a final time.
- Council has already provided direction to review the Terms of Reference. Staff recommend starting this work during a Committee of the Whole workshop (see recommendation).
- Official Community Plan (OCP) Advisory Committee
  - This committee operated from fall 2019 to summer 2022 to provide technical guidance on community issues related to the OCP
  - The long-range planning division of Development Services provided administrative support
  - The committee's work was completed when Council adopted its new OCP in summer 2022

### **Required External Appointments**

There are some external bodies that Council must participate on. This includes:

- Comox Valley Regional District (4 directors, 19 votes)
- CVRD committees and commissions
- Vancouver Island Regional Library Board

### **Discretionary External Appointments**

Council members also participate on the following eleven external committees and commissions upon the (historic) request of the external body, and/or due to Council interest:

- Community Substance Use Strategy Committee
  - The Committee was founded in 2002; Council approved its terms of reference February 18, 2002 and has appointed a member to this committee since 2002.
  - The current committee TOR does not speak to Council or members' roles, but its mission is to "work together as a community to develop and implement a fair and equitable plan to reduce substance-related harms in the Comox Valley"
  - The City has been closely involved with the committee over the years, providing funding and entering into a Memorandum of Understanding with the Comox Valley Community Health Network to support the development of a Comox Valley Substance Use Strategy
  - Administrative support for the Committee is provided by the Comox Valley Community Health Network and staff work closely with the Substance Use Strategy Coordinator and Committee
- Comox Valley Coalition to End Homelessness
  - The Coalition is a group of organizations (approximately 40) working to address homelessness and housing insecurity in the Comox Valley
  - The mission is to "work as a collective to plan, coordinate, recommend and implement community responses to homelessness"
  - Local governments are not part of the coalition but may be municipal partners/advisory participants. Elected officials may attend meetings and contribute to discussions but may not participate in decision-making processes
  - The Coalition receives financial support through the Homelessness Supports Services function of the CVRD
  - Council members have attended coalition meetings since at least 2016 but do not appear to have officially appointed a member until November 5, 2018

- Council members had previously participated on other housing-related committees, including the Housing and Homelessness Standing Committee and the Comox Valley Housing Task Force (established 2011 by the CVRD)
- Comox Valley Community Action Team
  - The CVCAT was established in 2018 and “is responsible for supporting the coordination and communication of overdose response within the municipality of Courtenay and the CVRD”
  - “Local Government Agencies” are part of committee membership
  - Island Health attended the February 6, 2017 Council meeting and requested that the City appoint a City staff member as a participant in the Comox Valley Overdose Prevention and Management Working Group
  - Council appointed a member to the “Overdose Working Group” on November 5, 2018
  - In response to a November 22, 2018 letter from Island Health, requesting that Council appoint an elected official and a member of staff to the “Comox Valley Overdose Working Group” Council appointed a member to the “Comox Valley Overdose Prevention & Management Working Group” on December 3, 2018
  - This group appears to have been renamed the Comox Valley Community Action Team since it is referred to in 2019-2020 minutes as “Comox Valley Overdose Working Group Community Action Team” and “Overdose Prevention Community Action Team”
- Comox Valley Community Justice Society
  - The Community Justice Centre requested that Council confirm its mandate and appoint a member to its Steering Committee in a letter dated February 12, 1998
  - Council appointed a member to the Community Justice Centre Steering Committee at the March 2, 1998 Council meeting
  - The Community Justice Centre mission: “the CJC is a volunteer-powered non-profit that uses restorative justice principles and practices to support peace-making and the resolution of conflicts for the community. This is achieved through resolution conferences, dialogues, and education.”
  - There are representatives from all Comox Valley local governments on the Board
  - Prior to that, Council appointed a representative to the Family Court and Youth Justice Committee
- Comox Valley Early Years Collaborative
  - The CVEYC mission is to “collectively engage, educate, and inform our communities to enhance early years supports and services to children (conception to age 8), their families and the Comox Valley”
  - The CVEYC was established in 2015 but grew out of several other related committees and networks
  - The first evidence of Council participation is Council appointment of a Council member at the inaugural meeting in 2018. It is unclear whether this was requested or was a Council initiative
  - Participants include other Comox Valley local governments
  - Administrative support is from the Early Years Collaborative Coordinator
- Comox Valley Food Policy Council
  - Request from LUSH Valley to appoint a representative July 2019
  - Council appointed a representative on August 19, 2019
  - Closely connected to CVRD and with local government representatives, but not a local government committee
  - Administrative support from Lush Valley
  - Member from Courtenay (not specified whether staff or Council) in TOR

- The City has provided support to the Society via grants
- Comox Valley Social Planning Society
  - The CVSPS was incorporated in June 1996
  - In a letter dated February 9, 2012, the CVSPS requested an official Council liaison in order to strengthen communication, strengthen the relationship between CVSPS and Council, and foster understanding. Staff returned with a report at the March 12 meeting, stating that staff were unaware of any requests for funding from the City, and Council appointed a member to the CVSPS.
  - Their mission is to “provide information to individuals, organizations, and policy makers to advocate for and guide the development of social planning strategies throughout the Comox Valley”. They define social planning as “a process that involves local governments and community members working together to address social issues and build healthy communities. Integrated with other types of planning, social planning focuses on the people themselves in the community planning context.”
  - Work has included partnering to produce Vital Signs reports and calculating a local living wage
  - The Accessibility Committee is part of the Social Planning Society
  - The CVSPS includes representatives from all Comox Valley local governments
  - Administrative support is from a part-time CVSPS staff member
  - The CVSPS receives \$20,000 in annual administrative funding through CVRD general administration
- Downtown Community Business Improvement Association
  - The DCBIA was formed in October 1995
  - Its purpose is “to provide leadership in the business community to ensure that the Downtown Courtenay Business Improvement Area continues to be vibrant and responsive, meeting the needs of its members and the public, and remaining on the leading edge of change”
  - Council members have attended meetings since 2012 but did not officially appoint a member until its inaugural meeting in December 2014
  - The DCBIA has more than 240 members and receives administrative support from a part-time Executive Director
  - The DCBIA requests funding from the City regularly for projects and in-kind services
- Junction Community Advisory Committee
  - The Junction is a supportive housing facility operated by the John Howard Society that opened in April 2019
  - The Junction CAC’s purpose is “to build and maintain positive relationships amongst the community, the building operators and the housing program partners; to facilitate information sharing and dialogue; to support the identification and resolution of issues, opportunities and concerns related to building operations; and to support the success of the supportive housing project”
  - The TOR for the committee notes that membership includes a City of Courtenay representative
  - The John Howard Society has requested funding from Council in the past
  - While staff could not locate an initial resolution appointing a member to the committee, it appears Council members have attended since the committee’s inaugural meeting on June 5, 2019
  - John Howard Society staff attended the September 21, 2020 Council meeting and noted that both City staff and Council members were on the Junction CAC

- Administrative support from John Howard Society staff
- Kus-kus-sum Restoration Project Watershed
  - The Kus-kus-sum Restoration project is administered by Project Watershed, in partnership with the K'ómoks First Nation and City of Courtenay. Its intent is to restore a former sawmill site to its natural state as part of the estuary.
  - The idea was discussed as early as 2008. Council appointed two members as liaisons to the project at its March 2, 2015 Council meeting upon the request of a Council member.
  - Project Watershed representatives presented several times to Council prior to the official launch of the project. Project Watershed representatives attended the May 15, 2017 Council meeting to propose that the City partner in the restoration. At the June 12, 2017 meeting, Council resolved to support the project in principle. The project was launched in September 2017.
  - Administrative support from Project Watershed, and historically, upon request, from the City of Courtenay
  - Project Watershed has made multiple requests to the City for in-kind support and funding on this and other projects. While the project has many aspects of partnership, administration is mainly conducted through Project Watershed, and support and funding from the City is on an ad-hoc basis.
- Physician Recruitment Committee
  - Request from Comox Valley Division of Family Practice representative Jonathan Kerr (also Councillor for Town of Comox) December 2021
  - Requested one staff member and one Council member
  - Council appointed two Council members January 17, 2022
  - There is no TOR, but the mission is “to build partnerships and work together towards developing a sustainable family physicians’ recruitment and retention strategy”

The “Non-Council Boards, Committees & Commissions Policy” 0360.00.01 governs Council’s participation on external committees. This policy states that:

- Council will not appoint Council members to external bodies that may request funding, services, tax exemptions or other exemptions from the City
- Council may appoint a member of Council or a staff member, but not both, unless the staff member is serving in an advisory role
- The only exceptions are appointments required by legislation

This policy is not generally not being followed. The goals and activities of many of the groups above include advocacy to the City of Courtenay, and requesting funding from the City of Courtenay, with some having both council and staff appointed. The policy does not address external committees based on partnerships, and some of the above may include some kind of partnership with the City, such as the Kus-kus-sum Restoration Project.

Typically, the role of a Council member who is appointed to an external committee is to represent the City and report back to Council on activities. They may or may not be a voting member, but if appointed by the City as a Council representative, would represent the City’s interests rather than the committee’s. A committee’s terms of reference may provide further guidance, or may be silent on the Council member’s role.

The Conflict of Interest Exceptions Regulation (2016) states that elected officials are not necessarily in a pecuniary conflict of interest due to fact of their appointment on an external body, when discussing and voting on a matter concerning that external body. Council members should still exercise caution if appointed



to an external body, and consider requests from external bodies in the context of City strategic priorities and their role as a Council member.

Council can choose whether to appoint a representative to external committees, and may wish to periodically review these appointments. Appointing a Council member to an external committee signals the importance of that committee to the City, and can be an effective way to share information in both directions. However, Council member time is limited, and it may be useful to review whether the current external appointments still provide value.

**DISCUSSION:**

A high-functioning committee or commission provides value to a local government by:

- Providing insight on a topic through detailed analysis or subject matter expertise that is not provided elsewhere
- Providing opportunities for public engagement through volunteer opportunities and including members of the public in local government decision-making
- Discussing a topic in more detail than Council is able to
- In the case of a commission, operating services or enforcement, or managing property and licences
- Through rotation of committee members, providing fresh perspectives and volunteer opportunities to a greater number of residents

Courtenay committees are not currently operating optimally:

- Some committees do not have enough members, and others have not had regular rotation of members
- City committees do not meet often (3-4 times per year), which can indicate that they are semi-active or not engaged on vital projects
- Council rarely interacts with its internal committees/commissions, another indication that they may not be engaged on high-priority City work or that Council-committee communications are not functioning adequately
- Council has noted the high demands on Council members' time, and it is important to ensure external appointments are bringing value
- Council's internal commissions are operating more as advisory committees or working groups rather than commissions; the structure does not match committee activities
- Inconsistent committee administration results in varying efficacy of communication with Council and the public

**Committee membership:**

The most notable benefits of having Council committees is to gain insight from subject matter experts and encourage participation in local government policy development processes. For example, when the City is seeking members for its Board of Variance, it would seek individuals who have experience in the subject area, such as contractors, surveyors, realtors, architects and civil engineers. To ensure comprehensive and inclusive policy development, diverse representation of community perspectives and experiences is essential. This could include diversity of age, gender, social and ethnic backgrounds, abilities, sexual orientation, and professional/volunteer/lived experience.

Courtenay's committees have many long-serving members, including members who have been on committees for more than two decades, the long tenure of Courtenay's committee members is anomalous. Upon review of other municipalities, committee members typically have terms of 2-3 years for ongoing

committees. While long-term appointments provide excellent continuity, continuity can be maintained through staggered appointments and staff liaison appointments. It is generally best practice to have a regular rotation of members to ensure fresh perspectives and provide volunteer opportunities to a greater number of residents.

Participation in committees can foster interest in local government democratic processes, and can prepare future local government candidates by providing an opportunity to learn committee procedures, participate in policy options analysis and make recommendations to elected officials on public policy that will affect their community. Setting staggered but limited terms and identifying representation objectives may increase the number of candidates running for office, and increasing diversity on committees is likely to lead to increased diversity on elected bodies.

### **Administration:**

The *Community Charter* states that the Corporate Officer is responsible for ensuring that accurate minutes of Council committees are prepared, that the minutes of Council committees are maintained and kept safe, and that access is provided to the records of Council committees as required by law or authorized by Council.

Options to administer the Courtenay committee structure include:

***Decentralized model (current)*** – A department is responsible for administering a committee and conducts all administration for that committee. Committees may differ in how they are administered, including how minutes are taken and how they communicate with Council. Legislative Services provides procedural advice as requested, pre-or post-meeting, but is not involved in committee administration nor has a staff member attended meetings.

***Centralized model*** – Legislative Services administers committees, including committee recruitment, agendas, minutes, and attend meetings to take minutes and provide administrative support. Each committee additionally has staff subject matter experts to support committee activities.

***Hybrid model*** – Legislative Services produces agendas and minutes for committees in coordination with a department, and may assist with recruitment and other activities.

While the current, decentralized model does not require much time from Legislative Services, the committees do not benefit from overview on aspects such as procedure and privacy. Agendas and minutes are inconsistent across the City, and are not available online in the same location as Council agendas. Publication is not consistent and does not currently follow the Council Procedure Bylaw.

### **POLICY ANALYSIS:**

In addition to Provincial legislation such as the *Accessible BC Act*, *Community Charter*, and *Local Government Act*, the following City bylaws, policies and TORs are related to City of Courtenay committees:

- Board of Variance Bylaw No. 1697, 1994
- Committee of the Whole Delegation Bylaw No. 2271
- Council Procedure Bylaw No. 2730, 2013
- Heritage Advisory Commission Bylaw No. 1918, 1996
- Parks and Recreation Commission Bylaw No. 1039, 1971
- Boards, Committees and Commissions policy 0550.00.02
- Non-Council Boards, Committees & Commissions policy 0360.00.01

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### **FINANCIAL IMPLICATIONS:**

The following committees and commissions have budgets:

- Heritage Commission has a budget of \$19,900 for 2023. This includes \$18,400 for the City Hall clock project, and \$1500 in committee expenses, including memberships and dues, training and education, meals and meeting expenses, and travel.
- The OCP Committee's expenses were included in the OCP budget
- The Accessibility Committee receives \$20,000 administrative funding through the CVRD, and may receive further project-related funding

Committee members do not typically receive compensation for their volunteer services, and there are some committees, such as the Board of Variance and Parks and Recreation Advisory Commission, that are not permitted to receive compensation for their services as members due to provincial legislation (LGA s. 536[7]) or bylaw. It is, however, permitted to cover expenses that committee members incur in order to participate in meetings, such as caregiving.

Overall, the more committees the City has, and the more active they are, the more staff time and budget is required.

### **ADMINISTRATIVE IMPLICATIONS:**

Administering committees can be a significant responsibility for staff. Committee administration includes:

- Writing and reviewing bylaws or terms of reference
- Creating an annual schedule
- Annual committee recruitment
- Committee training, if required
- Providing procedural and technical advice
- Coordinating with committee members re: scheduling, agendas, etc.
- Producing material for the committee, e.g. writing reports both to the Committee and from the Committee to Council
- Producing committee agendas
- Attending meetings
- Taking committee minutes
- Reporting back to Council on committee activities

Administrative requirements depend on how often the committee meets, how many members there are, the number and complexity of committee activities/projects and committee meeting procedure (e.g. streamed/broadcasted or not). Most committees are underutilized and Council does not refer items to committees. A review of the current committee and advisory body structures may identify approaches that will maximize the benefit and impact of the committee or advisory body's expertise and effort.

### **STRATEGIC PRIORITIES REFERENCE:**

This initiative addresses the following strategic priorities:

- Good Governance - Review operations and terms of reference of City committees
- Financial Sustainability – Review City Financial Processes – Review the Terms of Reference for the Finance Select Committee

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**PUBLIC ENGAGEMENT:**

At this time, staff are recommending Council's consideration of the City's Committee, Commission and Board structure at a future Committee of the Whole meeting where staff will review the opportunities, challenges, and potential changes to the existing structure, ultimately seeking Council's direction on next steps. Communication and public participation will be greatly informed by the outcome of the COW discussion.

**OPTIONS:**

1. THAT Council direct staff to schedule a Committee of the Whole meeting to discuss Council's priorities for its committees, committee format and operations, committee communications, committee budgets, committee administration, and Council's participation on external committees.
2. THAT Council provide alternative direction to staff.

**ATTACHMENTS:**

None

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