



Regular Council

**Monday, November 3, 2025
6:00 p.m.**

**Council Chamber, Second Floor
New Westminster City Hall, 511 Royal Avenue**

Present: Mayor Patrick Johnstone
Councillor Ruby Campbell
Councillor Tasha Henderson
Councillor Jaimie McEvoy
Councillor Paul Minhas
Councillor Nadine Nakagawa

Corporate Officer – Hanieh Berg

Absent: Councillor Daniel Fontaine

1. CALL TO ORDER & LAND ACKNOWLEDGEMENT

Mayor Johnstone called the meeting to order at 6:00 p.m. and recognized with respect that New Westminster is on the unceded and unsundered land of the Halkomelem speaking peoples. He acknowledged that colonialism has made invisible their histories and connections to the land. He recognized that, as a City, we are learning and building relationships with the people whose lands we are on.

2. AGENDA ADDITIONS & DELETIONS

MOVED and SECONDED

THAT the Agenda for the November 3, 2025 Regular Council meeting be approved.

CARRIED

3. DELEGATIONS & PRESENTATIONS

3.1 Delegations

Larry Church voiced concerns regarding the safety of the intersection at Sixth Avenue and Second Street, and was of the opinion that four crosswalks and countdown timers are necessary to enhance safety for pedestrians.

3.2 Presentations

a. Knowledge Keeper and tawâw

With the aid of a PowerPoint presentation (attached to and forming part of these Minutes as Schedule 1), Jessica Tailfeathers presented the findings of recent research conducted on the City of New Westminster's tawâw and Indigenous Elder/Knowledge Keeper Program and the following information was noted:

- tawâw is an Indigenous-aligned program held in-person weekly at New Westminster City Hall (at times other locations), which encourages City staff to gather for soup and Bannock with an Elder;
- the research adopted a qualitative approach using Two-Eyed Seeing framework;
- the research involved case study methodologies, grounded-theory and collaborative storying;
- overall, there were 74 participants, across four groups;
- tawâw provides a non-hierarchical, safe space where participants can be their authentic selves, fostering connections that positively impact municipal work projects and policymaking;
- tawâw builds connection through three layers: Self, Community, and Greater Community;
- relationships formed during tawâw break silos, foster collaboration, and create lasting employee motivation;
- most, if not all, professional relationships of tawâw participants were positively impacted;
- from the mainstream perspective, this is simply a worker eating a bowl of soup, but from the Indigenous Worldview even at the individual participant level this is a relationship that begins with a bowl of soup; and
- future research could explore additional factors influencing participation and commitment, as well as the long-term impacts of tawâw on organizational success.

MOVED and SECONDED

THAT Jessica Tailfeathers' thesis paper titled "The impacts of tawâw on public administration and policy in the City of New Westminster; Indigenous Ways of Knowing are dismantling silos and transforming policy in a Canadian Municipality" be received for information.

CARRIED

The meeting recessed at 6:50 p.m.

The meeting reconvened at 6:55 p.m. with all members of Council present, except Cllr. Fontaine.

b. Tourism New Westminster

With the aid of a PowerPoint presentation, Gerardo Corro, Executive Director, Tourism New Westminster, provided an update of the organization’s activities and achievements, highlighting the following:

- in March 2024, Tourism New Westminster received the Innovation Award at the BC Tourism Industry Awards in recognition of the creative and highly successful Search for Phillip campaign;
- the organization supports more than 20 community events annually, providing marketing support, branded tents, and a visitor booth at up to 14 City events;
- on April 15, 2025, Tourism New Westminster hosted its 2025 Marketing Strategy Presentation, unveiling its strategic vision for positioning New Westminster as a premier travel destination;
- between June and August 2025, the City welcomed 3,805 visitors — a 38% increase over the same period in 2024;
- a new visitor map is available and features “Top Things to Do in New Westminster” and “Know Before You Go” sections;
- the organization completed a full website overhaul, including a redesigned homepage, updated events calendar, reorganized navigation menu, enhanced staff and board pages, a dedicated New West Pass landing page, integrated Instagram feed, new volunteer and career opportunities pages, updated brand guidelines, and refreshed business listings;
- over the course of a year, the organization runs approximately 20 giveaways across multiple platforms to reach new audiences and grow its social media following and newsletter subscriptions;
- in 2024/2025, Tourism New Westminster expanded its digital presence by growing its TikTok, Threads, and YouTube channels, integrating more video content to drive engagement and achieve steady growth across all platforms;
- the New West Pass app encourages residents and visitors to explore the city, check-in at various locations, collect points, and win prizes;
- a new marketing campaign, “The Next Station is New Westminster,” will soon be launched to promote the city as a destination; and
- the New West Experience (NWX) is a contest designed to engage entrepreneurs, students, creatives, and community members in developing new and innovative visitor experiences in New Westminster.

In accordance with Section 100 of the *Community Charter*, Cllr. Minhas declared to be in a potential conflict of interest as he resides in proximity to site subject to Item 4.1 and left the meeting (7:31 p.m.).

4. UNFINISHED BUSINESS

4.1 Rezoning and Special Development Permit Applications: 801 Columbia Street [Item Referred from October 20, 2025 Regular Council Meeting]

In response to a query from Council, Jackie Teed, Director, Planning and Development, noted that the proposal for a public elevator connecting Eighth Street to the Shops at New West concourse and SkyTrain Station was included in staff's supplemental recommendation as per Council's previous comments.

MOVED and SECONDED

1. *THAT staff process the applications generally as outlined in the report titled "Rezoning and Special Development Permit Applications: 801 Columbia Street" dated October 20, 2025 from the Director of Planning and Development.*
2. *THAT the applicant for 801 Columbia Street be advised that they should submit to the City a revised proposal for development of that property, consistent with the following:*
 - a. *The applicant adjust the proposal to reduce the building height to be approximately 20 storeys; or retain the 42 storey building and provide an enhanced amenity package proportionate to the increase in height and density, including consideration of public-serving, community-related uses within the development.*
 - b. *The proposal continue to be made up of Secured Market Rental Housing with active at-grade uses.*
 - c. *The applicant explore including affordable rental units owned and operated by a non-profit housing provider, and include in the revised proposal updates to include such units, or detailed analysis and reasoning on their exclusion.*
 - d. *The proposal include a public elevator connecting Eighth Street to the Shops at New West concourse and Skytrain Station, owned and maintained by the building owner(s).*
 - e. *The applicant explore including a publicly accessible washroom, owned and maintained by the building owner(s), and include in the revised proposal updates to include this facility, or detailed analysis and reasoning on its exclusion.*
 - f. *The proposal continue to include, and further refine, the ground-level design elements to enhance pedestrian animation, support retail continuity, and reinforce the relationship between the building, adjacent streets, and the street-level Skytrain entrance.*

- g. The applicant provide a comprehensive access strategy, clearly demonstrating how loading, accessible and visitor parking, will be effectively addressed.*
- h. The applicant propose an enhanced package of Transportation Demand Management measures, which may include Skytrain Station improvements, to mitigate the lack of residential parking provided on site.*
- i. The applicant prepare and provide prior to Council consideration of First Reading, a detailed construction management and traffic staging plan identifying how construction activity would minimize disruption to pedestrian movement, Skytrain operations, neighboring businesses and adjacent streets.*

CARRIED

Cllr. Minhas returned to the meeting (7:38 p.m.).

5. CONSENT AGENDA

MOVED and SECONDED

THAT Items No. 5.1 through No. 5.10 be adopted by general consent, with the removal of Items No. 5.8 and 5.10.

CARRIED

5.1 Minutes – Community Heritage Commission

THAT the Minutes of the Community Heritage Commission meeting held on October 1, 2025 be received for information.

ADOPTED ON CONSENT

5.2 Minutes – Joint New Westminster Schools and City of New Westminster Working Group

THAT the Minutes of the Joint New Westminster Schools and City of New Westminster Working Group meeting held on October 7, 2025 be received for information.

ADOPTED ON CONSENT

5.3 Minutes – Arts, Culture and Economic Development Advisory Committee

THAT the Minutes of the Arts, Culture and Economic Development Advisory Committee meeting held on October 9, 2025 be received for information.

ADOPTED ON CONSENT

5.4 Minutes – Regular Council

THAT the Minutes of the Regular Council meeting held on October 20, 2025 be adopted as circulated.

ADOPTED ON CONSENT

5.5 Amenity Cost Charges and Other Reserve Funds Establishment Bylaws and Development Cost Charges Reserve Funds Amendment Bylaw

1. *THAT Protective Services Development Cost Charges Reserve Fund Establishment Bylaw No. 8559, 2025 be introduced and given first, second and third readings.*
2. *THAT Amenity Cost Charges Reserve Fund Establishment Bylaw No. 8560, 2025 be introduced and given first, second and third readings.*
3. *THAT Parkland Acquisition and Development Cost Charges Reserve Fund Establishment Bylaw No. 8561, 2025 be introduced and given first, second and third readings.*
4. *THAT Development Cost Charges Reserve Funds Establishment Bylaw No. 7172, 2007, Amendment Bylaw No. 8562, 2025 be introduced and given first, second and third readings.*

ADOPTED ON CONSENT

5.6 Application Review Framework for Instream Development Applications

THAT staff process instream rezoning applications that include strata residential housing in buildings with six or more storeys, excluding Heritage Revitalization Agreements, as outlined in the Instream Development Application Review Process section of the report titled “Application Review Framework for Instream Development Applications” dated November 3, 2025 from the Director, Planning and Development.

ADOPTED ON CONSENT

5.7 Development Approvals Procedures Bylaw No. 5658, 1987 Amendment Bylaw No. 8512, 2025 for Consideration of Three Readings

THAT Development Approvals Procedures Bylaw No. 5658, 1987 Amendment Bylaw No. 8512, 2025 be introduced and given first, second and third readings.

ADOPTED ON CONSENT

5.8 Proposed 2026 Council Meeting Schedule & Appointment of Acting Mayors

See Page 7 for action on this matter.

5.9 Response to Council Motion Regarding the Riverfront Vision Update

THAT staff prepare a phased Status Report on the Riverfront Vision, as outlined in the report titled “Response to Council Motion Regarding the Riverfront Vision Update,” from the Chief Administrative Officer, dated November 3, 2025 by:

- 1. Providing a focused assessment and recommendation on the Pattullo Bridge temporary piers by end of 2025; and*
- 2. Providing a Comprehensive Status Report on the Riverfront Vision within 18 weeks.*

ADOPTED ON CONSENT

5.10 Short-Term Approach for Closing Priority Gaps in the Pedestrian Network in Queensborough

See Page 8 for action on this matter.

6. CONSIDERATION OF ITEMS REMOVED FROM THE CONSENT AGENDA

5.8 Proposed 2026 Council Meeting Schedule & Appointment of Acting Mayors

Discussion took place on rescheduling the March 23, 2026 Regular Council meeting to the week following. As a result, the following motion was introduced:

MOVED and SECONDED

- 1. THAT the 2026 Schedule of Council Meetings, included as Attachment 1 to the staff report titled “Proposed 2026 Schedule of Council Meetings and Appointment of Acting Mayor,” dated November 3, 2025 from the Corporate Officer, be approved.*
- 2. THAT the April 13, 2026 and September 21, 2026 Regular Council meetings be held at the Queensborough Community Centre.*
- 3. THAT the following Acting Mayors be designated until November 2, 2026:*
 - a. November 2025 to December 2025 – Councillor Campbell*
 - b. January 2026 to February 2026 – Councillor McEvoy*
 - c. March 2026 to April 2026 – Councillor Henderson*
 - d. May 2026 to June 2026 – Councillor Nakagawa*
 - e. July 2026 to August 2026 – Councillor Minhas*
 - f. September 2026 to October 2026 – Councillor Fontaine.*
- 4. THAT the March 23, 2026 Regular Council meeting be rescheduled to March 30, 2026.*

The question on the motion was not called, as in response to a query from Council, Hanieh Berg, Corporate Officer, advised that Attachment 2 of the report proposes an earlier start time for Council Workshop, with the Closed Workshop scheduled to begin at 10:00 a.m. and the Open Workshop scheduled to begin at 1:00 p.m.

Discussion took place on provisions and best practices surrounding the appointment of acting mayor during the year when general local elections are held. As a result of the discussion, the following amendment was introduced:

MOVED and SECONDED

THAT a Part 5 be added to read as follows:

“5. THAT staff report back on acting mayor schedules during an election year.

CARRIED

Opposed: Cllr. Minhas

In reply to a further query from Council, H. Berg noted that changes to the Acting Mayor schedule must be made by resolution once it has been approved, and in the event the Acting Mayor is unavailable during their appointed period, the next Councillor designated on the schedule will act in place of the Mayor.

Discussion then took place on scheduling Workshop meetings earlier in the day. As a result, the following amendment was introduced:

MOVED and SECONDED

THAT Part 1 of the motion be amended by striking out “Attachment 1” and replacing it with “Attachment 2.”

The question on the amendment was not called as discussion took place regarding referring the report to the next Regular meeting to allow additional time to review the proposed schedule change for Workshop meetings.

As a result, the following referral motion was introduced:

MOVED and SECONDED

THAT the report titled “Proposed 2026 Council Meeting Schedule & Appointment of Acting Mayors” dated November 3, 2025 be referred back to staff.

CARRIED

Opposed: Cllrs. Campbell
Nakagawa

5.10 Short-Term Approach for Closing Priority Gaps in the Pedestrian Network in Queensborough

In response to queries from Council, Kathryn Holm, Acting Director, Engineering, noted that (i) the list of improvements in the report were identified through the Queensborough Transportation Plan, (ii) some projects will be coordinated with future capital work, while others may not be feasible at this time, (iii) funding was approved as part of the 2025 multi-year budget, (iv) coordination with TransLink and School District No. 40 is anticipated to take place at the detailed design phase, and (v) the proposed improvements will provide continuous mobility opportunities for those using mobility aids.

MOVED and SECONDED

1. *THAT the Engagement Summary for the Queensborough Quick-build Transportation Project, included as Attachment 1 to the report titled “Short-Term Approach for Closing Priority Gaps in the Pedestrian Network in Queensborough” dated November 3, 2025 from the Director, Engineering and Deputy Chief Administrative Officer, be received for information.*
2. *THAT the Next Steps to close priority gaps in the pedestrian network in Queensborough, as described in the report titled “Short-Term Approach for Closing Priority Gaps in the Pedestrian Network in Queensborough” dated November 3, 2025 from the Director, Engineering and Deputy Chief Administrative Officer, be endorsed.*

CARRIED

7. COMMUNITY HERITAGE COMMISSION

Councillor Jaime McEvoy, Chair

7.1 Addition of Massey Victory Heights Streetlights to Heritage Register

Discussion took place on referring the matter to staff for additional information and as a result, the following referral was introduced:

MOVED and SECONDED

THAT the following motion be referred to staff for further analysis and report back:

“THAT the Commission request that the streetlights and their associated historic heritage values as described in the “Massey Victory Heights Streetlight Heritage Values Assessment” completed by Schueck Heritage Consulting be added to the Heritage Register.”

CARRIED

7.2 Community Heritage Commission Mandate and Scope of Authority

One piece of correspondence was provided on table (attached to and forming part of these Minutes as Schedule 2).

Discussion took place on referring the motion to staff for further analysis, and as a result, the following referral was introduced:

MOVED and SECONDED

THAT the following motion be referred to staff for consultation with the Chair of the Community Heritage Commission and a subsequent report back to Council:

- “1. *THAT the Community Heritage Commission (CHC) provide recommendations to Council regarding its mandate and scope of authority;*
2. *THAT the CHC discuss an updated mandate and scope of authority which would incorporate the following:*
 - a. *Any matter involving a Heritage Revitalization Agreement (HRA);*
 - b. *Any matter covered within the scope of the Heritage Conservation Area*

(HCA);

- c. Any commercial heritage building subjected to exterior alterations;
- d. Any proposed changes to City streetscapes;
- e. Any demolition of a building constructed prior to 1960; and

3. THAT the CHC's mandate shall also include:

- a. Ensuring all relevant matters are forwarded to the CHC at the beginning of the application process, with drawings and heritage assessments provided for review;
- b. Advising Council on the maintenance of a Heritage Register (as defined in the Local Government Act), including identification of heritage features and properties;
- c. Advising Council on the designation, by by-law, of a feature or property, in whole or in part, interior or exterior, as a City heritage site, including related terms and conditions;
- d. Advising Council on expenditures related to financial assistance or compensation to property owners for maintenance or preservation of designated heritage features;
- e. Advising Council on recognition of significant heritage features or properties through markers, plaques, or cairns;
- f. Advising Council on recognition of individual or corporate achievements in heritage preservation through City awards and other forms of acknowledgment;
- g. Reviewing and commenting on information and recommendations prepared by City staff regarding proposed heritage preservation for properties;
- h. Reviewing and commenting on City staff recommendations regarding Heritage Conservation Covenants, Heritage Conservation Areas, and Heritage Revitalization Agreements (as defined in the Local Government Act);
- i. Advising Council on all matters relating to heritage conservation referred to the CHC by Council;
- j. Providing comments on the heritage aspects of development applications; and
- k. Providing recommendation to Council regarding an annual proclamation declaring "Heritage Preservation and Restoration Day" in New Westminster."

CARRIED

8. JOINT NEW WESTMINSTER SCHOOLS AND CITY OF NEW WESTMINSTER WORKING GROUP

Councillor Nadine Nakagawa, Chair

8.1 Input from School District No. 40 on New Development Applications

MOVED and SECONDED

THAT the relevant City Directors provide process refinements that enable the School District to provide input regarding school implications within new developments and City initiatives.

CARRIED

9. MOTIONS FOR DISCUSSION AND DECISION

9.1 Public Post Service

MOVED and SECONDED

THAT Council authorize the Mayor to write the Minister of Government Transformation, Public Works and Procurement, Joël Lightbound, and Member of Parliament Jake Sawatsky requesting that the federal government:

- a. immediately halt planned service cuts, and to look instead for ways to increase services and revenues in other areas, such as those noted above;*
- b. suspend any mandate review until Canada Post returns to stabilized operations, and;*
- c. that any review of Canada Post and the Canadian Postal Service Charter must be done through a full and thorough transparent public review, including public hearings, with all key stakeholders, in every region of Canada.*

CARRIED

Opposed: Cllr. Minhas

9.2 Progress Reports on Truth and Reconciliation

MOVED and SECONDED

THAT staff report to Council on a bi-annual basis on progress towards achieving the municipal actions outlined in the United Nations Declaration on the Rights of Indigenous Peoples, the Truth and Reconciliation Commission Calls to Action, and Claiming Power and Place: The Final Report of the National Inquiry into Missing and Murdered Indigenous Women and Girls reports.

The question on the motion was not called as the following amendment motion was introduced:

MOVED and SECONDED

THAT the words “on a bi-annual basis” be stricken and replaced with “as part of the City’s Annual Report.”

The question on the amendment was not called as discussion ensued regarding consideration of staff time to report on the matter and the importance of a stand-alone report to ensure proper discussion and attention.

The question on the amendment was then called and it was **DEFEATED** with Mayor Johnstone, Cllrs. Campbell, Henderson, McEvoy and Nakagawa opposed.

The question on the main motion was then called and it was **CARRIED** with Cllr. Minhas opposed.

10. BYLAWS FOR ADOPTION

10.1 Business Licence Bylaw No. 8473, 2024, Amendment Bylaw No. 8537, 2025

MOVED and SECONDED

THAT the Business Licence Bylaw No. 8473, 2024, Amendment Bylaw No. 8537, 2025 be adopted.

CARRIED

10.2 Mobile Food Vending Licence Bylaw No. 7850, 2016, Amendment Bylaw No. 8538, 2025

MOVED and SECONDED

THAT the Mobile Food Vending Licence Bylaw No. 7850, 2016, Amendment Bylaw No. 8538, 2025 be adopted.

CARRIED

11. NEW BUSINESS

None.

12. PUBLIC ANNOUNCEMENTS

Mayor Johnstone announced the following appointments to the New Westminster Public Library Board of Trustees for a two-year term ending December 31, 2027:

- Stephanie Lau;
- Deborah Thomas;
- Amina Yasin;
- Rachel Chong; and
- Karen New.

Mayor Johnstone also announced that Councillor Nadine Nakagawa was appointed to the New Westminster Public Library Board of Trustees for a one-year term ending November 2, 2026.

13. ADJOURNMENT

MOVED and SECONDED
THAT the meeting adjourn (8:36 p.m.).

CARRIED

Certified a true and correct copy of the Minutes of the Regular meeting of Council of the City of New Westminster held on November 3, 2025.

Patrick Johnstone
MAYOR

Hanieh Berg
CORPORATE OFFICER

Witnessing the impacts of
tawâw on public
administration and policy
in the City of New
Westminster

**Indigenous Ways of Knowing are
dismantling silos and
transforming service delivery
and policy in a Canadian
Municipality**

Presented by: Jessica Tailfeathers





Presentation overview

- Brief definition of tawâw
- Research question
- Methodology and approach to the research
- Groups and Participants
- Findings
- Sub-themes
- Answering the research question
- Conclusion
- Thanks & questions

Brief definition of tawâw

- tawâw, borrowed from Chef Chartrand.
- tawâw is an Indigenous-aligned program held weekly and in-person at New Westminster's City Hall (at times other locations), it encourages City staff to gather for soup and Bannock with an Elder.
- Elder William told Christina: "Oh, I'll bring some Bannock" and Christina said, "Oh, I'll bring some soup."
- Not an accident.



Research question

What relationships and policies has tawâw impacted and how at the City of New Westminster?



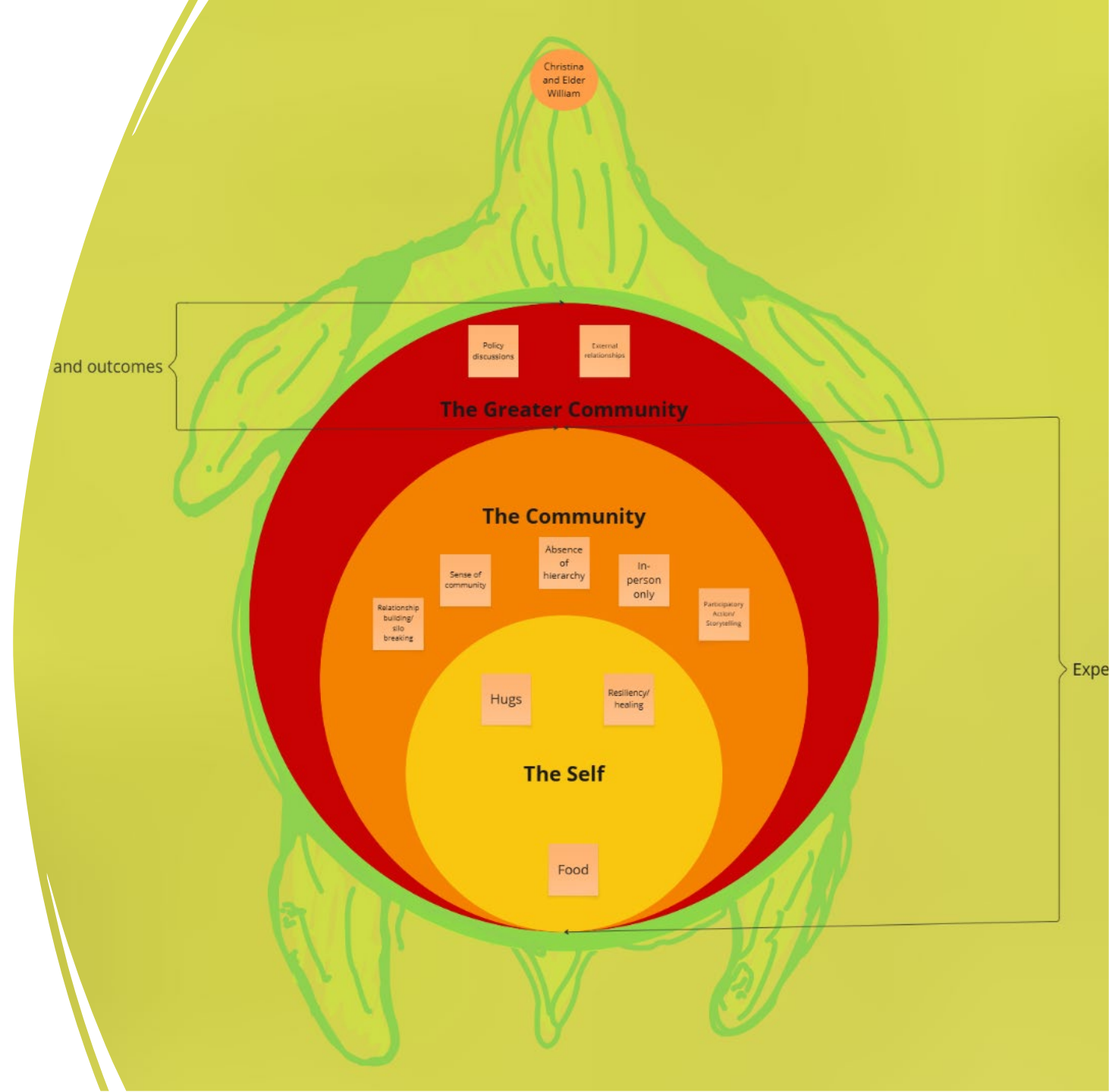
Groups and participants



Many participants for Groups 2 and 3 were pulled from Group 1, making the final number of unique participants 74

Findings

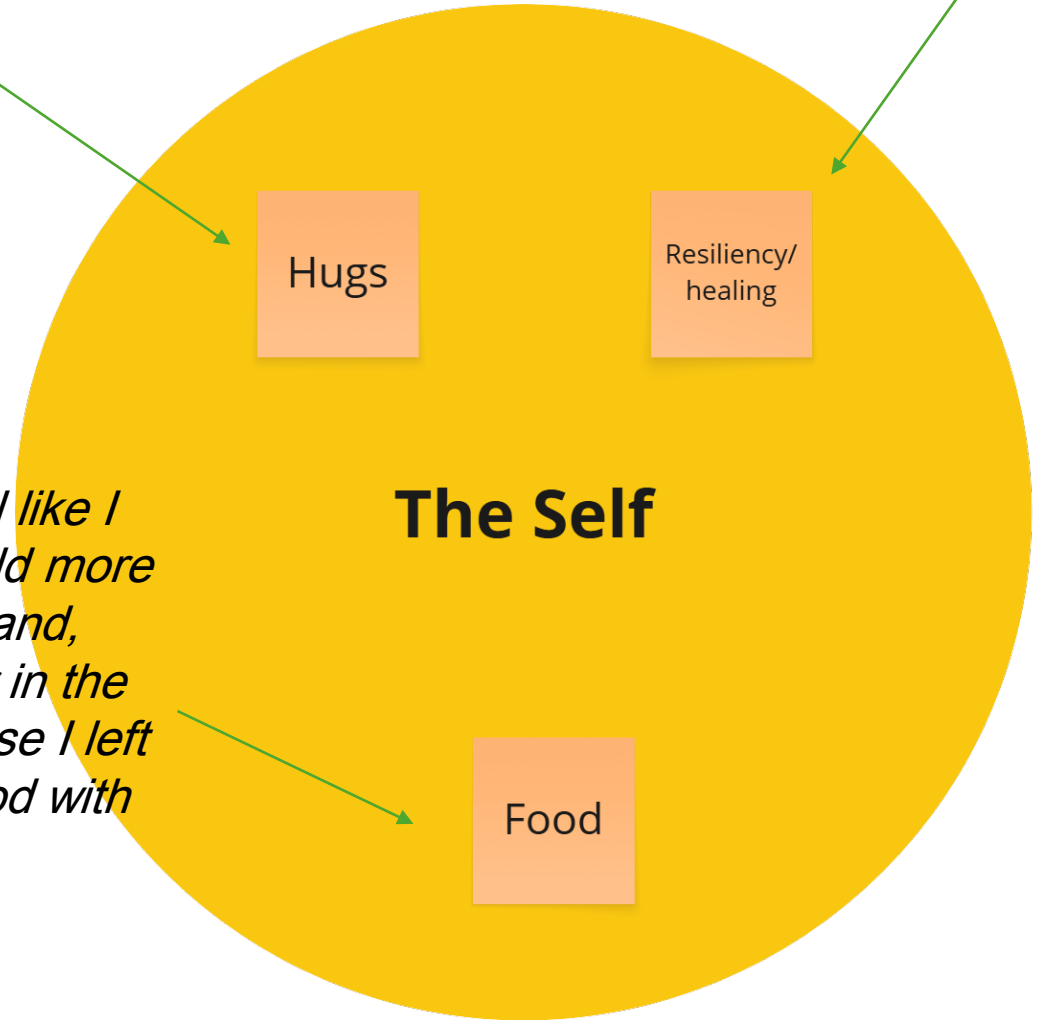
- 11 themes and 21 subthemes
- Christina and Elder William
- Tawâw builds connection through three layers: Self, Community, and Greater Community. Food draws people in; hugs, healing, and storytelling keep them coming back. Relationships formed here break silos, foster collaboration, and create lasting employee motivation.



“Sometimes I just come for a hug”

“I come here to heal myself”

“Just makes me feel like I can change the world more in this organization and, and, just be happier in the organization, because I left my desk and ate food with great humans.”



Experiences and Motivations

Findings

“If I was to go eat in the cafeteria, I would probably look for someone who I know to sit down with but I feel like with tawâw when I get my soup I just find the first like the closest empty seat.”

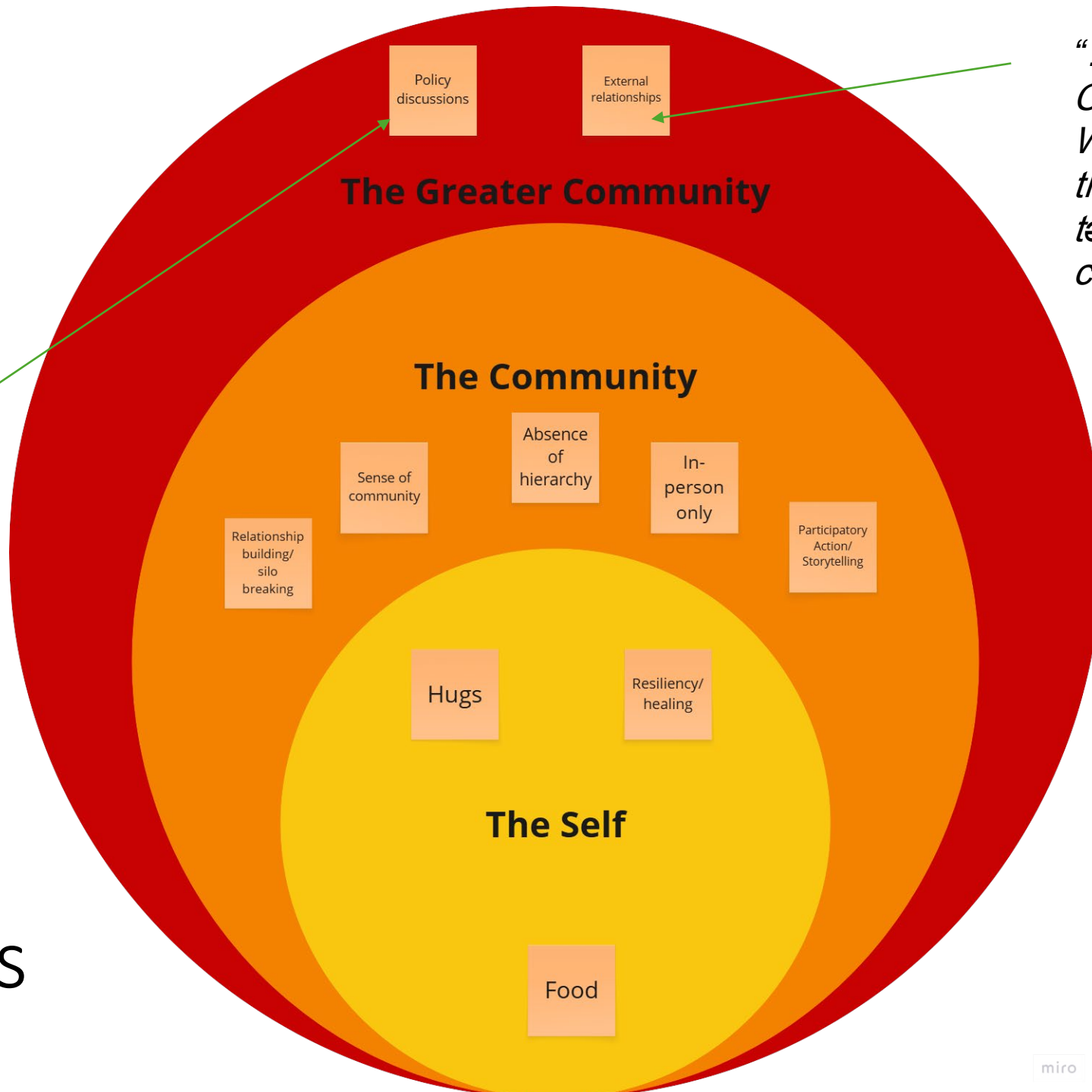


“It feels like people are being informed and educated, but not in a formal classroom setting way. It's in a way that we can all grow and learn together. It's changed or begun to, certainly in my functional areas, my awareness of things that I didn't necessarily know before tawâw”

Findings

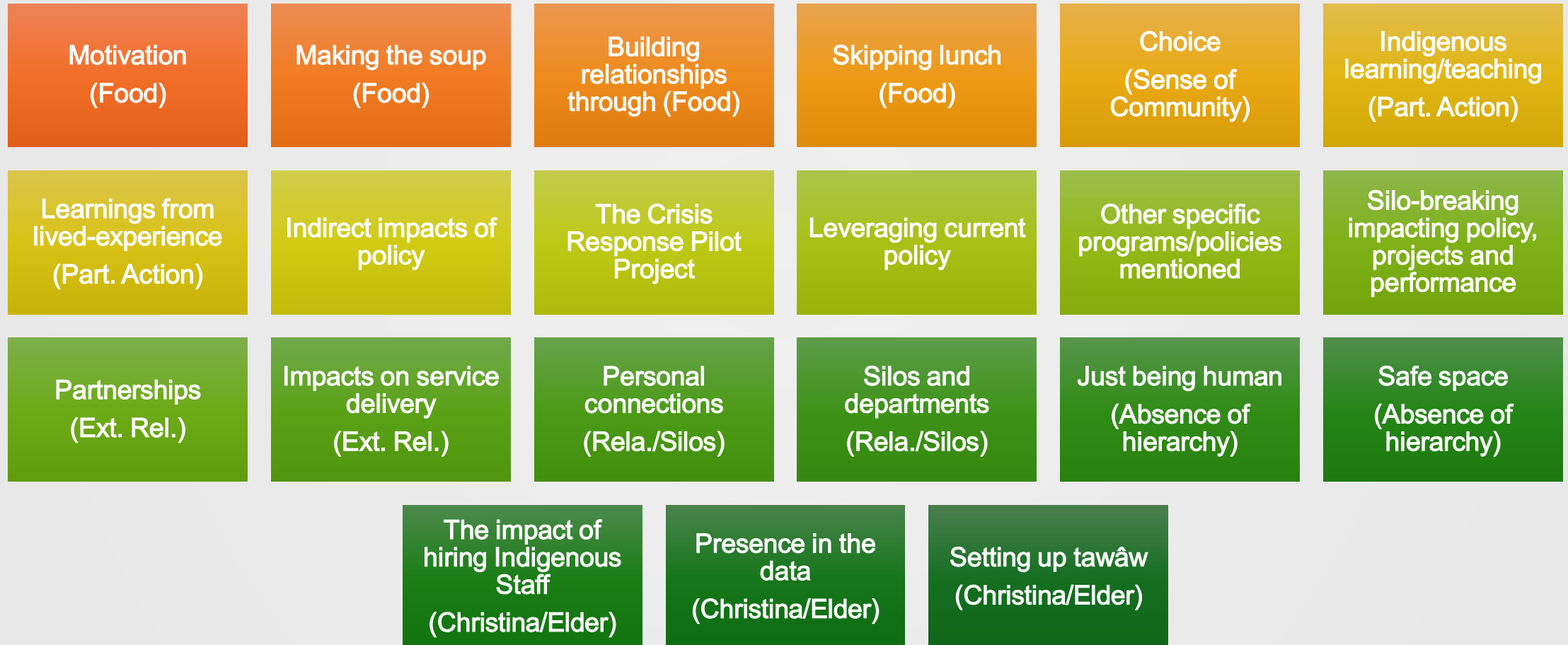
Findings

“Has tawâw impacted policy? More than policy. Just how we do things.”



“...it started with kind of just Christina and, and [Elder William]... but now...I think they had soup and Bannock at təməsewtx^w or Dan's Diner came in and joined it.”

Sub-themes





Answering the Research question

What relationships and policies has tawâw impacted and how at the City of New Westminster?

What policies were impacted by tawâw ?

- Missing Persons Unit for the NWPD.
- Service delivery impact on the language used by the Crisis Response Pilot Project, the Second Responders Program and documents containing the word rightsholder over the word stakeholder.
- There is also a direct policy impact by tawâw on the Crisis Response Pilot Project for incorporating Indigenous voices into the project team.
- There was a direct impact on the use of Honorariums due to tawâw.
- External policy influence by tawâw to Metro Vancouver in bringing new information for their policy development on the use of small gas-powered equipment.

What relationships were impacted?

Most, if not all, professional relationships of tawâw participants have been positively impacted.



Conclusion

From the mainstream perspective this is simply a worker eating a bowl of soup, but from the Indigenous Worldview even at the individual participant level this is a relationship that begins with a bowl of soup.



Any Questions?



Appendix (question period, not part of presentation)

- More information on the findings
- More information on answering the research question
- Future opportunities for research
- Recommendations

Findings

tawâw provides a non-hierarchical, safe space where participants can be their authentic selves, fostering connections that positively impact municipal work projects and policymaking. Removing barriers to progress on municipal work projects can expedite completion and save taxpayer money, positively impacting The Greater Community through improved service delivery.

Answering the research question

A Workplace community, such as the one present at tawâw, can boost participation, commitment, and a positive workplace culture. Implementing a Community of Practice that is Indigenous-aligned can be particularly beneficial, as Indigenous Worldviews are inherently cyclical and relational. This interconnected approach can positively impact organizational performance by fostering a supportive and collaborative environment. This study identified key motivations for participation, under The Self and The Community. Of most importance were the key drivers of: Food/communing, learning/storytelling, and relationship-building in a non-hierarchical safe space. Additional key drivers were Christina Coolidge initially, and Elder William continually, as well as tawâw being in-person only. Organizations can learn from programming like tawâw and leverage these motivations and key drivers to enhance their own workplace communities, so they can in turn, increase employee relationships and commitment, which can impact job satisfaction and performance.

Future research opportunities

Future research could explore additional factors influencing participation and commitment, as well as the long-term impacts of *tawâw* on organizational success. Additionally, the incorporation of Indigenous Voice and Lens into formal policies and documents.

Recommendations

- Supplement funding to the Indigenous Relations Team to extend the Elder-in-Residence program and add additional team members to support tawâw and internal Indigenous Staff.
- Conduct a holistic evaluation of Truth & Reconciliation work done by the City of New Westminster.
- Fully implement the change of the stakeholder/rightsholder language use.
- Once fully realized, research the impacts of the Crisis Response Pilot Project, the Second Responders Program, and The Missing Persons Unit within the NWPD.
- Bolster external engagement opportunities for tawâw, similar to the opening of təməsewtx^w.

Schedule 2 to the
Minutes of the Regular
Council Meeting held
on November 3, 2025

ON TABLE
Regular Council Meeting
November 3, 2025
Re: Item 7.2

From: [Brad Cavanagh Mayor](#)
To: [and Councillors](#)
Subject: [EXTERNAL] Comments re: Community Heritage Commission mandate
Date: Monday, November 3, 2025 9:25:12 AM

CAUTION: This email originated from outside of the City of New Westminster's network. Do not click links or open attachments unless you recognize the sender and know the content is safe.

Hello!

My name is Brad Cavanagh and I am a resident of New Westminster.

I was looking at the agenda for today's Council Meeting and saw section 7.2, the recommendation from the Community Heritage Commission to consider modifications to its mandate and scope of authority.

These modifications are a huge change to the scope, and would have wide-ranging and negative impacts on any sort of changes to New Westminster. It's a huge overreach from a commission formed largely of unelected community members, and adopting their recommendations would cause a huge slowdown, if not halt, to changes in New Westminster.

Let's take point 4 in the updated mandate and scope of authority section, which reads "any proposed changes to City streetscapes". Merriam-Webster defines "streetscape" as "the appearance or view of a street". Will the CHC be required to be consulted on any change to the appearance or view of any City street? Does this include planting trees? Painting houses? Adding bike lanes? Fixing sidewalks? All of these involve changes to the appearance or view of a City street. And none of this has anything to do with heritage conservation, and it should definitely not fall within the CHC's scope of authority.

The proposed items to add to the CHC's mandate would also serve to slow or halt development, as the CHC would inject themselves into any process that involves practically any change in the city, and in only having two meetings a year they would not process any of this information in a prompt and timely fashion. An extra layer of bureaucracy for no appreciable gain is no way to run a city. Adding extra red tape, adding extra time and effort, adding extra costs, these are all things that we should avoid, and proposing that we add this extra red tape is folly.

I trust that council will act rationally and reject the proposed over-reach from the Community Heritage Commission.

Thanks,
Brad Cavanagh
822(1) Personal Inf
Ash Street
New Westminster, BC V3M 3M5