



**RESORT MUNICIPALITY OF WHISTLER**

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## TERMS OF REFERENCE

### SELECT COMMITTEE OF COUNCIL:

## SMART TOURISM

**Council Adoption: April 9, 2024**

**File No. 0540-01**

### CONTEXT

The Resort Municipality of Whistler (RMOW) is guided by the Official Community Plan (OCP) and Community Vision: "A place where our community thrives, nature is protected, and guests are inspired." Each term, Council establishes priorities to steward the community towards this vision. For the 2022-2026 term, Council identified Smart Tourism as a priority. To help advance on this priority, a Smart Tourism Select Committee of Council (STC or Committee) is being introduced.

The primary aims of Committees of Council are to:

- focus on high-level policy and strategy
- advance Council priorities
- provide advice and recommendations to Council
- help solve complex problems through collaboration
- engage subject-matter experts, and
- collect community perspective

The STC is a Select Committee of Council, created under the authority of section 142 of the *Community Charter*. The Committee acts in an advisory capacity by providing advice and recommendations to Council and staff on current policy and strategic initiatives.

### WORKING DEFINITION OF SMART TOURISM

Smart Tourism is a unified and collaborative approach to destination management. Destination management through the lens of Smart Tourism will ensure that Whistler's community, environment, and culture continue to be enhanced and supported by tourism. In our exploration of Smart Tourism, we will be questioning what it is for Whistler to be a global leader. We will also be finding productive ways to challenge our community to consider how they can contribute to a sustainable and equitable future and shape a destination of which they are proud.

### MANDATE

The Committee provides strategic advice to RMOW staff and Council. Guided by Whistler's Community Vision, "Whistler: A place where our community thrives, nature is protected, and guests are inspired," and OCP policies the Committee seeks to leverage:

- a collaborative process towards developing an aligned vision for the future of tourism in Whistler that achieves long-term economic resiliency;
- support the resort community to develop and evolve Whistler's tourism product in line with the Smart Tourism vision and leading regenerative practices; and

- lead a collaborative approach to destination management in Whistler that builds sustainability and resiliency into our economy and community.

Specifically, the Committee supports and advises on the following:

- Identify, share and consider key current and anticipated tourism practices and economic trends to ensure a resilient tourism strategy that ensures/maintains our competitive advantage;
- Review and provide feedback on new strategies and policies as it pertains to Smart Tourism;
- Provide guidance for related resort-wide policy, initiatives and expenditures;
- Achieve alignment and collaboration with resort partners towards a shared vision of Smart Tourism;
- Plan and share resort-wide research, including indicator and target tracking related to Smart Tourism;
- Define roles and responsibilities of various agencies as it pertains to destination management and destination stewardship;
- Review and provide feedback on the development of the three-year Resort Development Strategy;
- Review and provide feedback on Festivals, Events and Animation strategic plan and vision;
- Provide input and recommendations on the ongoing strategic use and prioritization of hotel tax revenues; and
- Provide input and recommendation on the ongoing use of parks and recreation infrastructure.

## **GUIDING PRINCIPLES**

The STC will be guided by the ten principles of the World Economic Forum's (WEF) *Global Future Council on Sustainable Tourism*. The WEF has developed these principles to guide businesses, governments, destinations, travelers, and resident communities to better design and manage tourism destinations and practices for many years to come.

The ten guiding principles are:

- Certify and monitor scientifically;
- Cultivate the workforce;
- Prioritize communities;
- Align visitors;
- Protect heritage;
- Protect nature;
- Produce and consume responsibly;
- Calibrate infrastructure;
- Govern effectively; and
- Embed resilience.

## COMPOSITION

The Committee includes 16 voting members as follows:

- Mayor
- Two members of Council
- RMOW Chief Administrative Officer
- RMOW General Manager of Corporate Services and Public Safety
- Tourism Whistler, President
- Whistler Blackcomb, Chief Operating Officer
- Whistler Chamber of Commerce, Executive Director
- Squamish Lílwat Cultural Centre, Executive Director
- Hotel Association of Whistler Representative
- Restaurant Association of Whistler Representative
- Arts Whistler Representative
- Four Members-at-Large each with expertise in at least one of the following areas:
  - strategic thinking and policy analysis
  - sustainable development
  - destination stewardship
  - environmental science and conservation
  - innovative technology
  - regenerative tourism
  - economics
  - involvement in local community services with a deep understanding of community issues
  - involvement in local community sport and/or recreation

The Committee includes three non-voting members as follows:

- RMOW Corporate Coordinator, Recording Secretary
- RMOW Manager of Resort Parks Planning
- RMOW Economic Development Officer, Staff Liaison

Committee members and Chairs are appointed by Council [section 142 CC] at a Regular Council Meeting. Chairs and Vice-Chairs will be members of Council.

### Invited Guests

Invited guests are RMOW staff, organizational representatives, or individuals who are formally invited to attend a committee meeting to contribute to certain topics or discussions without being a permanent part of the Committee or voting members. Invited guests are invited to committee meetings by the Recording Secretary at the request of the Chair. Committee members can recommend invited guests to the Chair for their consideration.

### TERM APPOINTMENTS

Committee members shall serve staggered two-year terms to ensure continuity and institutional memory within the Committee. Initially, approximately half of the members shall be appointed for a one-year term, and the remaining members shall be appointed for two-year terms. Following the initial term, members shall be appointed for subsequent two-year terms to maintain staggered rotation. Vacancies occurring before a term's expiration shall be filled for the remainder of the unexpired term. No member, including members of Council, shall serve more than three consecutive terms. There are no minimum or maximum time periods for staff members serving the Committee from the RMOW or Committee members representing community organizations (e.g. Tourism Whistler).

## **COUNCIL PROCEDURE BYLAW AND ROBERT'S RULES OF ORDER**

The provisions of "[Council Procedure Bylaw No. 2207, 2018](#)" (as amended) (Procedure Bylaw) govern the proceedings of the Committee. The most recent edition of Robert's Rules of Order applies to all Committee proceedings where the Procedure Bylaw is silent.

### **MEETING QUORUM AND VOTING**

The meeting quorum shall consist of 50% of the voting members of the Committee. Motions must be supported by a simple majority vote. In a tie vote, the motion is defeated.

### **REMUNERATION**

Committee members shall serve without financial remuneration or reimbursement of expenses unless required by legislation.

### **REPORTING OUT**

#### **Committee Meeting Minutes**

Committee Meeting minutes serve as an official record of actions taken at a meeting. The minutes document the Committee's adherence to proper procedures and allow people not at the meeting to follow the decisions made. Committee Meeting minutes are taken by the Recording Secretary, approved by the Committee, included in the agenda package at a Council Meeting, and received by Council.

#### **Annual Report Out to Council**

Each January, one Committee of the Whole (COTW) meeting will be dedicated to Committee updates. At this meeting, the Staff Liaison, on behalf of the Committee, will present an update to Council that may include:

- the mandate and membership as per the TOR;
- highlights of the Committee's accomplishments in the previous year;
- the Committee's priorities for the upcoming year;
- potential opportunities for collaboration with other committees; and
- any information, trends or issues of concern of which the Committee thinks that Council should be aware.

### **MINUTES AND AGENDAS**

Meeting agendas and minutes will be administered in accordance with the Procedure Bylaw.

### **COMMITTEE ADVICE AND RECOMMENDATIONS**

The Committee may provide information, advice, and recommendations to Council on current policy and strategic initiatives.

#### **Information and Advice**

The Committee can provide information and advice to Council by including their insights in the Meeting minutes; these minutes are received by Council. Council may be informed by the information and advice in the minutes; but cannot formally endorse or act upon recommendations by simply receiving the minutes.

#### **Recommendations**

As part of their role, the Committee will review, and provide recommendations on, policies, strategies, and projects (initiatives) that relate to their mandate. Initiatives are brought to the Committee by RMOW staff that lead the work. Once the Committee has reviewed the initiative, the Committee can consider a motion to put their recommendations forward to Council for their consideration. The recommendations will be included in the Analysis section of the council report by the staff member leading the work. Council will consider the Committee recommendations as part of Council's deliberation of the initiative. Committee recommendations are advisory unless specific decision-making authority has been delegated to the Committee by bylaw [section 154 (1) CC].

## **OPEN AND CLOSED MEETINGS**

Except where the provisions of section 90 of the *Community Charter* apply, all Committee Meetings will be open to the public.

## **COMMITTEE PRIORITIES**

Committee priorities and associated meeting agendas are determined and drafted by the Chair and Staff Liaison, with input from all committee members. Committees can adjust their priorities as needed to respond to new priorities or opportunities.

It is important to note that Committees do not direct staff work plans. The Committee should not instruct municipal staff assigned to the Committee on what tasks are to be completed or how tasks should be completed.

## **MEETING SCHEDULE**

The meeting schedule for the Committee shall be determined in October for the following year to provide sufficient notice to members. Invites for the following calendar year will be sent to all members in October.

Meeting cadence will be determined by the Committee, with a minimum cadence of quarterly. This cadence will be flexible and contingent to having content and agenda items. Meetings may be added if there are time sensitive or significant items to review or canceled if there are few or no agenda items. The decision to schedule an additional meeting or cancel a meeting will be made by the Chair and Staff Liaison with as much advance notice as possible.

## **MEETING FORMAT**

Committee meetings will be held in-person at Municipal Hall. An electronic link will be made available for members that cannot attend in-person. All meetings will be open to the public except where the provisions of section 90 of the *Community Charter* apply.

## **MEETING ATTENDANCE**

Committee members are expected to attend at least 75% of Committee meetings. If extenuating circumstances exist, the Committee member must advise the Chair. Members that do not meet the attendance requirement will not be permitted to re-apply to the Committee to serve as a member for an additional term.

## **REMOVAL OF MEMBERS**

Council may rescind a Committee members' appointment at any time in accordance with section 144 of the *Community Charter*.

## **CODE OF CONDUCT**

Committee members are required to comply with the RMOW Code of Conduct Bylaw (as amended). If Council concludes that a Committee member has breached the Code of Conduct, Council may rescind the Committee member's appointment in accordance with section 144 of the *Community Charter*.

## **RESPONSIBILITIES OF COMMITTEE MEMBERS**

### **All Committee Members**

Each Committee member has the following responsibilities:

- Attend orientation and training as required;
- Share insights and expertise gained from professional and lived experience;
- At the request of the Chair and Staff Liaison, provide input into Committee priorities, and meeting agendas;
- Commit time to:
  - a quarterly meeting schedule (minimum),
  - review of meeting materials distributed before the meeting,
  - complete any tasks assigned by the Committee,
  - Attending 75% of meetings;
- Adhere to Committee working agreements as determined collaboratively by the Committee at the first meeting;
- Notify the Chair and Recording Secretary in advance if unable to attend a meeting; and
- Adhere to the Code of Conduct Bylaw.

### **Committee Chair**

Committee Chairs have the following additional responsibilities:

- Act as the official representative of the Committee;
- Provide overall leadership for the Committee including, chairing meetings, facilitating discussion, and ensuring meetings achieve their objectives;
- Connect with the Staff Liaison in advance of each Committee meeting to:
  - Confirm need for the meeting (i.e. if a meeting will go ahead as scheduled, if an additional meeting is needed, or a meeting is not needed and will be canceled),
  - Confirm meeting objectives,
  - Provide input into the meeting agenda and materials (using the Committee priorities as guidance),
  - Other items as relevant;
- Notify the Vice-Chair when unable to attend a meeting and ask that they assume the role of Chair; advise the Staff Liaison and Recording Secretary of the change; and
- Act as a bridge/liaison between the Committee and Council to:
  - provide the Committee with Council's perspective on matters coming before the Committee, where a perspective has been expressed by Council; and
  - share topics that cross the Council table that are relevant to the Committee mandate with the Committee.

### **Vice-Chair**

The Vice-Chair has the following responsibilities:

- perform the responsibilities of the Chair as stated above, if the Chair is unavailable.

### **Staff Liaison**

Staff Liaison has the following responsibilities:

- Act as the official staff representative of the Committee;
- Provide support and subject matter expertise to the Committee;
- Ensure any financial needs of the Committee are allocated in the municipal budget including:
  - Room and equipment bookings,
  - Food and beverage,
  - Facilitation expenses, as needed;
- Serve as a bridge between the Committee and RMOW departments and staff; and
- Connect with the Chair in advance of each meeting to:
  - Confirm need for the meeting (i.e. if a meeting will go ahead as scheduled, if an additional meeting is needed, or a meeting is not needed and will be canceled),
  - Confirm meeting objectives,
  - Provide a draft meeting agenda and proposed materials (using the Committee priorities as guidance), and
  - Other items as relevant

### **Recording Secretary**

The Recording Secretary has the following responsibilities:

- With input from the Chair and Staff Liaison, prepare agenda packages and meeting materials and distribute to members ahead of each meeting;
- Organize and support the logistical aspects of meetings including:
  - Meeting invitations including invited guests,
  - Logistical aspects of meetings (i.e. meeting room bookings, electronic links, etc.), and
  - Advise and manage any changes to the meeting schedule and dates;
- Act as point of contact for Committee members; and
- Prepare meeting minutes.

### **COMMITTEE SELF-EVALUATION**

In support of continuous improvement, Committee members will participate in a biennial self-evaluation process to reflect on their collective performance, identify areas for improvement, and take proactive steps to enhance the Committee's effectiveness and impact.

### **REVIEW OF TERMS OF REFERENCE**

The STC purpose is aligned with Council's current priorities for the term. As such, the Committee may be retired at the end of the Council term, or sooner if Council priorities change. The Committee purpose and TOR will be reviewed by the Council every four years following the municipal election, or sooner if Council priorities change. Amendments to the TOR will be approved by Council.