



RESORT MUNICIPALITY OF WHISTLER

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STAFF REPORT TO COUNCIL

PRESENTED: April 8, 2025 **REPORT:** 25-018
FROM: Legislative Services **FILE:** 0540-20
SUBJECT: TERMS OF REFERENCE UPDATES FOR THE ADVISORY DESIGN PANEL,
THE ACCESSIBILITY AND INCLUSION AND EMERGENCY PLANNING
SELECT COMMITTEES, AND THE AUDIT AND FINANCE, GOVERNANCE
AND ETHICS AND HUMAN RESOURCES STANDING COMMITTEES; AND
COUNCIL POLICY A-21: COUNCIL GOVERNANCE MANUAL AMENDMENT

RECOMMENDATION FROM THE CHIEF ADMINISTRATIVE OFFICER

That the recommendation of the General Manager of Corporate Services and Public Safety be endorsed.

RECOMMENDATIONS

That Council approve the Accessibility and Inclusion Select Committee Terms of Reference (TOR), attached as Appendix A to Administrative Report No. 25-018; and

That Council approve the Advisory Design Panel TOR, attached as Appendix B to Administrative Report No. 25-018; and

That Council approve the Audit and Finance Standing Committee TOR, attached as Appendix C to Administrative Report No. 25-018; and

That Council approve the Emergency Planning Committee Select Committee TOR, attached as Appendix D to Administrative Report No. 25-018; and

That Council approve the Governance and Ethics Standing Committee TOR, attached as Appendix E to Administrative Report No. 25-018; and

That Council approve the Human Resources Standing Committee TOR, attached as Appendix F to Administrative Report No. 25-018; and further

That Council adopt *Council Policy A-21: Council Governance Manual* as amended and attached as Appendix G to Administrative Report No. 25-018.

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PURPOSE OF REPORT

The purpose of this report is to seek Council's approval for the updated terms of reference (TOR) for the following Committees of Council, as outlined in Appendices A through F: Accessibility and Inclusion Select Committee (AIC), Advisory Design Panel (ADP), Audit and Finance Standing Committee (AFC), Emergency Planning Select Committee (EPC), Governance and Ethics Standing Committee (GAESC), and Human Resources Standing Committee (HR). Staff also seek that Council adopt *Council Policy A-21: Council Governance Manual* (Policy A-21) as amended and attached as Appendix G.

The updates to the TORs align with the recommendations from the Committee of Council Review Project Key Findings and Recommendations Report, approved by Council on September 26, 2023 ([Administrative Report No. 23-100](#)). The report found that the Committee of Council program lacked consistency, which challenged standardized governance and operations. To address this, the report recommended developing a standardized TOR template, providing flexibility while promoting greater alignment in committee administration and processes. This report facilitates the transition to that new template.

Additionally, the TORs for the AFC, GAESC, and HR Standing Committees—previously embedded within the Council Governance Manual—will now be standalone documents. This change aligns their format with other committee TORs and simplifies future updates, as revisions can be made without requiring amendments to the full Council Governance Manual. As a result of these updates, staff propose an amendment to Policy A-21 to remove the AFC and HR TORs as appendices and update any references to Committee of Council TORs.

Approving the TOR and Policy A-21 updates will support a more structured, consistent, and efficient approach to committee governance.

Information Report

Administrative Report (Decision or Direction)

DISCUSSION

Background

In 2023, in consultation with the GAESC, staff initiated a review of the Committee of Council Program (Program). The objectives of the review were to ensure that:

- the Program has a clear purpose;
- the Program is efficient, effective, and coordinated;
- that committee topics are relevant and aligned with current municipal priorities that serve our community, and
- that input of committee members is captured and considered in the municipality's work and that they feel their time given to committees is valued.

Following a thorough review of the Program, which included collecting insights and feedback from committee members, Council endorsed the [Council Review Project Key Findings and Recommendations](#). The report included over 20 recommendations for meeting the objectives of the review and improving the Program. At that time, Council directed staff to begin implementing the recommendations. Among the key findings relevant to this report were two specific concerns: first, that the Program was inefficient, with each committee operating independently and often duplicating efforts

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or “reinventing the wheel”; and second, that the TOR documents lacked consistency, with each committee following its own format, structure, and administrative processes. To address this, it was recommended that staff develop a flexible but standardized TOR template to promote greater consistency in how committees operate and transition all committees to this new format.

Analysis

There are two TOR templates—one for Standing Committees and one for Select Committees—reflecting the distinctions set out in the *Community Charter* (CC). Standing Committees are established by the Mayor and must include a majority of council members. Select Committees are created by Council resolution and must include at least one council member, with more flexibility to include non-council members. The authority to dissolve or remove members lies with the body that established the committee. Aside from these differences, the templates are aligned as much as possible, with built-in flexibility to reflect the unique needs of each committee.

The TOR templates have been drafted to promote greater consistency in how committees operate and to implement key recommendations from the Program review, including:

- adopting a clear purpose statement for the program, to guide committee work moving forward
- defining the roles and responsibilities of committee members;
- clarifying how committee workplans and agendas are developed and by whom;
- ensuring all committee members contribute to the development of workplans;
- confirming the process for committees to bring recommendations to Council;
- strengthening reporting processes so committees can share priorities, learnings, and accomplishments with Council;
- dedicating one or two Committee of the Whole meetings each year to committee updates; and
- establishing a regular process for the Staff Liaison and Chair to connect prior to each meeting.

POLICY CONSIDERATIONS

Relevant Council Authority/Previous Decisions

The legal framework for Committees of Council is outlined in sections 141 to 145 of the CC, which cover the establishment of Standing and Select Committees, membership requirements, and procedural authority. Council has already approved the transition of three Select Committees to the new TOR template. The TOR for the Climate Action and Environment, Housing and Strategy, and Smart Tourism were adopted in 2024.

2023-2026 Strategic Plan

The 2023-2026 Strategic Plan outlines the high-level direction of the RMOW to help shape community progress during this term of Council. The Strategic Plan contains four priority areas with various associated initiatives that support them. This section identifies how this report links to the Strategic Plan.

While the TOR in this report are not directly tied to one of Council's four key Strategic Priorities, Committees ultimately support Council's work and contribute to advancing the municipality as a whole. Committee topics and workplans are developed with current municipal priorities in mind, ensuring that member input is meaningful, valued, and aligned with the direction set by Council.

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Strategic Priorities

- Housing

Expedite the delivery of and longer-term planning for employee housing

- Climate Action

Mobilize municipal resources toward the implementation of the Big Moves Climate Action Plan

- Community Engagement

Strive to connect locals to each other and to the RMOW

- Smart Tourism

Preserve and protect Whistler's unique culture, natural assets and infrastructure

- Not Applicable

Aligns with core municipal work that falls outside the strategic priorities but improves, maintains, updates and/or protects existing and essential community infrastructure or programs

Community Vision and Official Community Plan

The Official Community Plan (OCP) is the RMOW's most important guiding document that sets the community vision and long-term community direction. This section identifies how this report applies to the OCP.

The RMOW is guided by the OCP and community vision: "A place where our community thrives, nature is protected, and guests are inspired."

When developing the new TOR template, Council emphasized the importance of keeping the community vision front and centre as committees carry out their work. As a result, the new template—and all updated TORs—begin with this statement prominently at the top.

BUDGET CONSIDERATIONS

The Committee Project is allocated budget in the 2025 budget.

LÍLWAT NATION & SQUAMISH NATION CONSIDERATIONS

The RMOW is committed to working with the Lílwat People, known in their language as *L'il'wat7úl* and the Squamish People, known in their language as the *Skwxwú7mesh Úxwumixw* to: create an enduring relationship; establish collaborative processes for planning on unceded territories, as currently managed by the provincial government; achieve mutual objectives and enable participation in Whistler's resort economy.

The Program includes consultation and participation from the Lílwat Nation and the Squamish Nation in several different committees.

COMMUNITY ENGAGEMENT

Level of community engagement commitment for this project:

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Inform Consult Involve Collaborate Empower

The Committee Review engaged committee members, including community and external organization representatives, as well as Council and staff. The resulting Recommendations Report was based on feedback gathered through surveys and interviews, with 75 committee members contributing over 200 pages of input. Staff developed the new TOR template in close collaboration with the GAESC. Each committee receiving a TOR update in this report reviewed and approved a draft TOR, with a recommendation to bring it forward to Council for adoption.

REFERENCES

Appendix A – Accessibility and Inclusion Select Committee Terms of Reference
Appendix B – Advisory Design Panel Terms of Reference
Appendix C – Audit and Finance Standing Committee Terms of Reference
Appendix D – Emergency Planning Select Committee Terms of Reference
Appendix E – Governance and Ethics Standing Committee Terms of Reference
Appendix F – Human Resources Standing Committee Terms of Reference
Appendix G – *Council Policy A-21: Council Governance Manual*, as amended (tracked changes)

SUMMARY

This report seeks Council’s approval of updated TORs for six Committees of Council—three Standing and three Select—transitioning them to new standardized templates: one for Standing Committees and one for Select Committees. The updates align with recommendations from the 2023 Committee Program Review, which identified inefficiencies and inconsistent governance practices due to varied TOR formats. The new templates, developed in collaboration with the GAESC, reflect the distinctions outlined in the CC and are intended to promote greater consistency between committees. Each committee reviewed and endorsed its updated TOR before bringing it forward to Council.

This report also seeks that Council adopt Policy A-21, as amended to remove the AFC TOR and HR TOR appendices and references as both TORs will now be stand-alone documents.

SIGN-OFFS

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