

Strategic Planning Committee (SPC)

Terms of Reference

Version 1.5 – 21 May 2019

1 DEFINITION

- a) The SPC is a Select Committee of Council, under s.142 of the Community Charter, and members are appointed by Council;
- b) The SPC is comprised of community representatives, along with Council and key RMOW staff – each bringing a unique perspective in determining key considerations relative to community planning and management of future land uses and activities within the Resort Municipality of Whistler;
- c) The SPC is to act in an advisory capacity, to support Council in its decision making related to community and land use planning and growth management;
- d) Guided by Whistler’s community vision and Official Community Plan (OCP) policies the Committee seeks to leverage a collaborative process toward the following primary goals:
 - i. Establish guiding metrics and targets to effectively balance Whistler’s resort and community capacity while protecting Whistler’s unique sense of place and meeting the community’s long term needs;
 - ii. Provide input to long term strategy development for community and land use planning activities within the municipal boundaries;
 - iii. Provide strategic input for potential amendments to the OCP and major development projects being considered in the RMOW.

2 PURPOSE OF THE STRATEGIC PLANNING COMMITTEE

The following outline the purpose of the Strategic Planning Committee:

- a) Understand and seek to collaboratively implement Whistler’s Vision and Official Community Plan (OCP), as may be amended from time to time;
- b) Assist in the proactive development of strategies to manage the resort’s activities within established targets and in alignment with the OCP;
- c) Participate in an ongoing process designed to identify and consider strategic land use issues and opportunities, and provide advice to Council specifically on the following:
 - i. Management of RMOW owned lands taking into consideration community values, carrying capacity and preservation needs;
 - ii. The extent to which Whistler’s long term housing needs may be met, consistent with growth management policies, while considering the financial implications, associated risks and other factors;
 - iii. Institutional facility and services needs assessment to support longer term community needs such as schools, medical and health, childcare and recreation;
 - iv. Evaluation of existing and approved future development potential;

- v. Potential major amendments of the OCP or major development applications. It is noted that any SPC advice to Council on any major development application requires the applicant to be given the opportunity to make representations to the Committee – as per s461 (8) of the Local Government Act.
- d) Ensure consideration, and seek to integrate the work, of other relevant committees including the Economic Partnership Initiative Committee, Transportation Advisory Group and others;
- e) Consider other additional items, as relevant, in line with 2 a) – e) above;
- f) Meet regularly to consider the implications of the above, and to develop strategic advice to Council or other relevant organizations, to best leverage the community’s collective resources toward achieving goals outlined within the OCP.

3 DATA & RESEARCH AS BASIS TO INFORM COMMITTEE

The Committee will require a breadth of relevant information to establish a deep understanding of the current state of, as well as possible future demands on, community infrastructure, services and other resources. To ensure the Committee’s considerations and recommendations are founded on facts, they will:

- a) Establish a base set of metrics that articulate the current capacity and state of built environment across the municipality, and capture the inherent characterization of Whistler’s unique sense of place and mountain culture, to develop a common understanding of performance towards the community’s vision and goals (e.g. average daily population, visitation and occupancy trends, sector capacity and associated employment needs, labour supply, traffic congestion, infrastructure and services capacity, and others);
- b) Review scenario planning for potential eventualities relating to capacity thresholds to proactively manage the resort experience for residents and visitors, considering business cycles and influence of external factors that are outside the resort’s direct control;
- c) Determine appropriate long term targets for the metrics established in ii) above, that will inform future decision making by Council and support the achievement of long term goals as identified in the OCP;
- d) Identify any other additional data needs and make recommendations to Council, relevant SPC members or other appropriate organizations, as to key studies, research and reporting that may be required to collectively inform the SPC, Council and the public, and upon which may form the basis for Council to make key decisions;
- e) Review key current and anticipated land characteristics, capacity and utilization, when evaluating needs, challenges and opportunities for the resort community of Whistler.

4 GUIDING PRINCIPLES

Guiding Principles to be followed throughout the SPC process:

- a) Encourage progressive long-term thinking for the benefit of the resort community as a whole, in line with Whistler’s Community Vision and OCP;
- b) Inform community planning and land use management to achieve the goals of the Community Vision and OCP;
- c) Consider risks and effective adaptation to changing and potential future external conditions;
- d) Include resort community stakeholders and the community at large in community planning;

- e) Effective and collaborative partnerships strategically support resort community goals;
- f) Ensure balanced and effective use of limited financial, social and natural resources;
- g) Acknowledge the limitations and scarcity of the community's natural areas and resources, and benefits of retaining land for future generations, while also recognizing the multiple demands being placed on public lands;
- h) Big ideas are researched, analyzed and considered;
- i) All strategic input and recommendations are based on analysis of best available information to support evidence based decision making.

5 COMPOSITION OF THE SPC

- a) The composition of the SPC is as follows:
 - i. Mayor of Whistler Council
 - ii. Two representatives from Whistler Council
 - iii. Five Member(s)-at-Large with skills and/or experiences in the following areas:
 - a. Community Planning and Development in multiple progressive jurisdictions;
 - b. Extensive community involvement;
 - c. Other - to be determined from time to time (dependent on SPC focus during the upcoming term);
 - iv. RMOW Chief Administrative Officer
 - v. RMOW General Manager, Resort Experience
 - vi. RMOW Planning Director
- b) Chair of the SPC will be the Mayor of Whistler Council or designate
- c) Committee facilitation / lead will be RMOW Manager, Economic Development
- d) Secretary of the SPC will be RMOW Economic Development department
- e) Members are appointed by Council and any changes to the participation on the SPC will be approved by Council

6 TERM

6.1 Committee Member

- a) Member-at-large roles will be appointed for a term of two years, with the option for reappointment for a further term at Council discretion.

7 MEETING PROCEDURES

7.1 Strategic Planning Committee

- a) The proceedings of the Committee will follow the Community Charter and will be of a working session format based on the agreed upon meeting agenda, with minutes circulated to SPC members following each meeting and adopted at the subsequent SPC meeting.

8 MEETINGS

8.1 Strategic Planning Committee

- a) The SPC will meet:
 - i. On a schedule determined at the first formal meeting of the SPC
 - ii. By providing at least seven days' notice to each member (notice of meeting may be waived by the consent of the majority of the SPC)

9 QUORUM

- a) Six members of the Committee shall constitute quorum
- b) Recommendations of the SPC shall be made by consensus of members in attendance at a meeting, provided a quorum is present at the meeting

10 REPORTING

- a) The SPC will provide regular updates to Council and the public to ensure a high level of community support and engagement with both the SPC process as well as key products (reports/draft plans etc.) produced by the SPC.
- b) Make recommendations to RMOW and Council with respect to OCP planning and management and other related strategic land use initiatives as defined by 2 above.

11 CONFLICT OF INTEREST

- a) SPC participants are expected to adhere to standard conflict of interest policies
- b) Council members must adhere to the RMOW's conflict of interest policies consistent with Council Policy A-21.

12 CODE OF CONDUCT

- a) Each participant of the SPC must at all times fully comply with applicable federal, provincial and municipal laws and should avoid any situation, which could be perceived as improper or unethical.
- b) All participants are expected to be sufficiently familiar with any legislation and bylaws that apply to their position on the SPC.
- c) All participants will ensure that the confidentiality of confidential information is maintained.

- d) All participants must not engage in any financial transactions, contracts, or private arrangements for personal profit, which accrue from or are based upon confidential or non-public information, which the member gains by reason of his/her position as a participant on the SPC.
- e) Confidential information that members receive through their position on the SPC must not be divulged to anyone other than persons who are authorized by Council to receive the information. A member of the SPC must not use information that is gained due to his or her position or authority, which is not available to the general public, in order to further the participant's private interest. Participants must not offer such information to spouses, associates, immediate family, related persons, friends, or persons with whom the member is connected by frequent or close association.

13 ADMINISTRATIVE DUTIES AND RESPONSIBILITIES

The RMOW will be primarily responsible to provide administrative support to the SPC including:

- a) Prepare the agenda for each meeting
- b) Keep the minutes of all meetings and proceedings. Minutes will list meeting attendees, a general summary of discussions, resolutions of the Committee and next steps
- c) Provide each participant with notice of meetings and the agenda for the meeting
- d) Provide each participant with a copy of the minutes
- e) On behalf of the SPC, receive all correspondence, write all letters and communiques, and carry out duties typically performed by a secretary