

TERMS OF REFERENCE
Destination British Columbia – Tourism Marketing Committee
July 2015

Destination British Columbia Mandate

Established on November 2, 2012 Destination British Columbia is a Crown corporation wholly owned by the Province of BC. The corporation works collaboratively with tourism stakeholders across the province to coordinate tourism marketing at the international, provincial, regional and local levels.

Destination British Columbia has been mandated to fulfill several key marketing and leadership responsibilities critical to the long-term, sustainable growth of the provincial tourism industry. These include:

- Marketing British Columbia domestically, nationally and internationally as a tourist destination;
- Promoting the development and growth of the tourism industry in British Columbia to increase revenue and employment in, and the economic benefits generated by, the industry, including, without limitation, by:
 - Providing support for regional, sectoral and community tourism marketing;
 - Providing industry leadership in tourism marketing;
 - Promoting training and development related to tourism marketing;
 - Providing support for Visitor Centres; and
 - Conducting tourism-related market research;
- Enhancing public awareness of tourism and its economic value to British Columbia; and
- Providing advice and recommendations on tourism-related matters.

1.0 Committee Purpose

The purpose and mandate of the Tourism Marketing Committee (“the Committee”) is to provide strategic advice to the Destination BC Board, CEO and senior staff. Specifically, the committee supports and advises on the following:

- a. Marketing strategies for the organization;
- b. Ways to use Destination BC marketing strategies and programs to align tourism marketing programs across the province
- c. Performance metrics to act as the basis for transparent tracking of the success of the organization’s tourism marketing programming, and the performance of the tourism sector, particularly against key competitors); and
- d. Leveraging and cost-sharing formulae as appropriate.

2.0 Roles and Responsibilities

The Committee will:

- Provide advice, support and recommendations to the Board, CEO and staff on marketing strategies, tourism performance metrics and cost-sharing formulae;
- Support Destination BC in its efforts to protect, manage, and deliver its brands to the world using a best in class approach
- Provide a link to stakeholders and coalesce an industry voice related to tourism issues and opportunities with both a regional and provincial perspective.
- Act as a sounding board in the development of programs that align with industry business objectives, capitalize on market opportunities and leverage investments.
- Act as an ambassador and a positive force in fostering industry understanding of Destination BC’s objectives, priorities and activities.

The Marketing Committee is not responsible for determining staffing or resource allocations for the organization.

3.0 Selection Process

The Committee is comprised of up to twenty-one (21) members including:

- eighteen (18) regionally based members, three from each of the six BC tourism regions. The regional destination management organizations (RDMOs) should take the lead in developing a common process for choosing their nominees for the Committee, so that the process is commonly understood across the province, transparent and inclusive of all regional stakeholders, including DMOs, and/or Resort Municipality DMOs. Ideally the final 18 members would be not only nominated by the regions, but also represent a healthy cross-section of sectors. To ensure that there is a healthy mix of sector backgrounds amongst the nominees, each region must ensure that no two of their nominees have a background in the same sector.
- one member nominated by the Aboriginal Tourism Association of British Columbia (AtBC), and
- up to two additional members selected by the Destination BC Board in consultation with the RDMOs, if necessary to ensure that the perspectives of all tourism sectors are represented on the Committee.

It is recommended that RDMOs actively engage community, city and Resort Municipality DMOs in the process of choosing the committee members.

The selection process and Committee outputs will be jointly reviewed by the Committee and the Destination BC Board and CEO annually and updated as deemed necessary.

Destination BC's Board may, from time to time, provide additional policies or guidelines to the committee, including a Conflict of Interest Policy. It is in the best interests of the committee to be aware of, and properly manage all conflicts of interest, and perceived conflicts of interest. This will help the committee to achieve its goals through accountability and transparency. The selection process, committee activities and committee outputs will be jointly reviewed by the Committee and the Destination BC Board and CEO annually.

Member Profile:

Individuals chosen for the Tourism Marketing Committee should have the following characteristics:

- Are collaborative and prepared to work for the benefit of tourism province-wide (as opposed to the benefit of tourism in their region only).
- Are very experienced and knowledgeable about tourism marketing on global, national and provincial scales;
- Have a thorough understanding of the issues, sectors and opportunities in the region from which they are chosen, and have direct experience in one or more of: consumer marketing, partnerships, product development/enhancement, visitor services, and/or research and evaluation;
- Are willing to work collaboratively with others in a fully transparent and accountable process;
- Desire to contribute to Destination BC's objectives in a meaningful way, including prioritizing time for Committee meetings and review of materials.

The Destination BC Board encourages each RDMO to have, as one of its nominees, the CEO or Chair of the RDMO to ensure that the committee is informed by each region's objectives and plans, and to provide a better opportunity for regional tourism plans and Destination BC marketing plans to relate well to each other.

Term of Committee Membership:

The Committee must remain fresh and vibrant. As a result, members will have maximum of two, three-year terms. Terms of the regionally based members will be staggered, such that each year the term of one of the members from each region will expire. Committee members can serve no more than two consecutive terms. No substitution of members will be allowed, and Committee members who do not attend two consecutive meetings may be requested to resign. In exceptional circumstances, the Chair of the TMC, on the advice of the organization that nominated the member, may grant extended leave to a member who will miss two or more consecutive meetings for reasons beyond the member's control.

If the Destination BC Board exercises the option of appointing additional members to the Committee it can appoint the member to a one, two, or three year term. The term may be renewed up to a maximum of six years served on the Committee.

In order to support Destination BC's annual planning cycle, appointments will normally begin on January 1 and will normally end on December 31 of the third year of the term.

If a member nominated by an RDMO or AtBC leaves the TMC before completing his or her term, the organization may nominate a replacement to complete the term of the member who resigned.

If a TMC member leaves the tourism industry he or she should offer to resign from the TMC. The Chair of the TMC, in conjunction with the organization that nominated the member, will decide whether to accept the resignation or ask the member to complete his or her term.

4.0 Operations of the Committee

Destination BC staff will provide administrative support to the Committee.

The Destination BC CEO will be the Chair of the committee.

In order to strengthen the information flow between the Board and the Tourism Marketing Committee, two Directors from the Destination BC Board will also participate in Committee meetings.

The Committee will select a Vice Chair from its members.

Members of the committee will have their travel expenses reimbursed to attend committee meetings, but will not be paid a per-diem.

Experts and other resource people may be invited to participate by the Chair on an ad hoc basis as appropriate, to contribute to specific agenda items.

Committee Chair Responsibilities:

The Committee Chair will have a leadership role in providing effective governance and administration of the committee and is responsible for:

- Scheduling meetings and notifying committee members
- Inviting guests to attend meetings when required
- Guiding the meeting in accordance with the agenda, including ensuring decision items result in a decision or action
- Reviewing and approving meeting minutes and ensuring circulation to all members of the committee.

Meeting Schedule

The Committee will meet on a regular basis, on a schedule determined by the Committee and CEO, which allows it to fully achieve its purpose. The committee should meet a minimum of two times a year in person; this will normally coincide with the annual strategic planning schedule created by the Board and staff.

Orientation

Upon appointment, new committee members will receive background and training on the mandate and activities of Destination BC, the Board, and the committee.

Meeting Agendas

Meeting agendas will be approved by the Chair and distributed to all members of the Committee at least five days prior to the meeting date.

Minutes

Minutes of the meeting will be recorded by Destination BC staff. Minutes will be distributed to all committee members following review by the Chair and Vice Chair.

Recommendations

The recommendations of the Committee shall be arrived at via consensus and shall be reported back in writing to the Destination BC Chair and CEO. This should include any background information and/or reports that have been provided to the Committee.

Communications

The Committee has a communications charter to ensure the flow of information between Destination BC, the Tourism Marketing Committee and tourism stakeholders in BC and to support Committee members in their role as ambassadors for Destination BC.