TERMS OF REFERENCE

Destination British Columbia – Tourism Marketing Committee

September 2017

Destination British Columbia Mandate

Established on November 2, 2012, Destination British Columbia is a Crown corporation wholly owned by the Province of British Columbia. 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.
    - 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:

- Marketing strategies for Destination BC
- Aligning Destination BC's marketing strategies with tourism marketing programs across the province
- Assessing the performance of Destination BC's tourism marketing programming, and the performance of the tourism sector (particularly against key competitors)

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:

1. Eighteen (18) regionally based members, three from each of the six BC tourism regions. Each regional destination management organization (RDMO) may nominate one member, normally the RDMO's CEO, who may serve on the Committee indefinitely and who may be replaced at the discretion of the RDMO.
   Together with Destination BC, the regional destination management organizations (RDMOs) should agree on a common process for choosing their nominees for the other two regional positions on the Committee, so that the process is commonly understood across the province, is transparent, reflects the desired TMC member skills matrix, and is inclusive of all regional stakeholders, including city/community DMOs and/or resort municipality DMOs.

   Ideally, the 18 members as a whole would represent a healthy cross-section of the tourism industry. To ensure that there is a healthy mix of backgrounds amongst the nominees, the regions must collectively ensure that no more than two committee members are from the same sector. It is recommended that RDMOs actively engage community, city, and resort municipality DMOs in the process of choosing the committee members.

2. One (1) member nominated by the Aboriginal Tourism Association of British Columbia (AtBC). This member may serve indefinitely and may be replaced at the discretion of AtBC.

3. Up to two (2) additional members selected by the Destination BC Board of Directors, if necessary to ensure that the perspectives of all tourism sectors are represented on the Committee.

All committee nominees must be approved by Destination BC's Board of Directors. 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, except as specified above, members may serve for one-, two-, or three-year terms and may not serve for more than six years in total. Terms of the regionally based members will be staggered to ensure a smooth annual turnover of Committee members from each region. 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 of these appointees may be renewed up to a maximum of six years served on the Committee. Regional nominees may also be appointed for a term of less than three years with the approval of DBC's Board of Directors.

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.