

## **DURHAM TOURISM: TERMS OF REFERENCE FOR LEADERSHIP TEAM**

### **Subject:**

Creation of a 'Durham Tourism Leadership Team'

### **Recommendation:**

That the report of the Commissioner of Economic Development & Tourism, outlining the profile and function of a 'Durham Tourism Leadership Team' be received and that council endorses the creation of this Leadership Team and the profile outlined below, that will oversee, support and champion the 'Strategy to Develop the Tourism Industry of Durham Region' and the new tourism brand, resulting from the Premier-ranked Tourist Destination Project.

### **Report:**

#### **Background**

Durham Tourism has recently completed the implementation of the Premier-ranked Tourist Destination Framework. This project provided the mechanism to gather detailed information about Durham's tourism product. Through continuous consultations with the tourism industry, this information was used to develop 'A Strategy to Develop the Tourism Industry in Durham Region' and a new tourism brand.

An important next step, as outlined in the strategy, was the creation of an 'implementation team' to further shape, define and champion initiatives. In January, Steering and Industry committee members completed a survey and attended a meeting to devise the profile of a tourism implementation / advisory committee. With direction from Steering Committee members, the profile outlined below was created. The committee will be referred to as 'Durham Tourism Leadership Team (DTLT).'

## **DURHAM TOURISM LEADERSHIP TEAM – PROFILE AND 'TERMS OF REFERENCE'**

### **Introduction**

The Premier-ranked Tourist Destination Framework (PrTDF) recently completed in Durham Region identified the need to convene a 'Tourism Industry Implementation Team' to oversee, support and champion the resulting *Strategy to Develop the Tourism Industry in Durham Region*. The profile and 'terms of reference' for the re-named Durham Tourism Leadership Team (DTLT) outlined below have been developed with input from the tourism industry stakeholders who were actively involved in the PrTDF process and municipal and Regional staff.

### **Mandate**

This industry-led implementation team will play an important role in helping to direct and guide tourism activities in Durham Region by ensuring that the conversation with the broader tourism industry continues as the Strategy is implemented. It is a group of committed individuals, knowledgeable in tourism, that assist full time Regional tourism

staff by contributing their own operational and market perspective. More specifically, the Tourism Leadership Team will:

- assist in setting overall direction and in determining priorities within the strategic direction
- assist Durham Tourism to serve the tourism industry in providing a sounding board to react to, confirm and refine emerging ideas and programs as presented by Durham Tourism staff
- offer suggestions for new programs or initiatives that support the overall strategic direction
- offer 'reality checks' on implementation of recommendations and initiatives
- share emerging front-line market intelligence, and
- act as champions and advocates on an as needed basis with their peers in the tourism industry and at Council meetings if required

### **Membership Profile**

The following membership profile for the DLTL is a guideline only with the primary objective to have informed and engaged individuals, knowledgeable about tourism who can adopt a Regional perspective. A maximum of 10 members is the target, to ensure a good working group with balanced representation by sector of the tourism industry, individual operators, organizations and municipal staff.

Accommodation	2 (1 B&B and 1 hotel/motel/inn)
Food & Beverage / Retail	2
Attraction/Festival or event	2
Municipal Representation	2 (staff or politician)
Other	2 (recreation, transportation, Chamber, BIA, etc.)

- Other factors that will be considered as the Team is formed include scale or size of operation and / or community, a mix by geographic location within the Region and skills / knowledge base (marketing, product development, etc.)
- Where appropriate, sector or initiative-specific sub groups or task forces will be formed to provide leadership or to participate in programs or projects
- A chair and vice-chair will be elected from within the group annually.

### **Inaugural Team**

The inaugural Tourism Leadership Team will be build from those who were active in the PrTDF as a Steering Committee or Industry Committee member in order to provide continuity and momentum for the strategic directions identified. Invitations will first be sent to PrTDF Steering and Industry Committee members to determine their interest. The guideline for membership profile, as noted on the previous page, will then be applied to the group that have expressed interest to arrive at the appropriate number and mix of members for the inaugural TLT.

### **Membership Terms**

Members will serve 2 year terms with a maximum of 2 consecutive terms or 4 years.

- To provide continuity, the first year will be set up with half of the members on a one year term and half on a 2 year term. Those members on a one year term can serve a maximum of 3 years. After that time, a normal 2 year rotation will be in place for all members.

**Meetings Profile**

Four face-to-face meetings annually or one every three months with other meetings by conference call as required / if needed. Average meeting length will be 1.5 hours. Meetings will typically be held at Regional Headquarters.

**Administrative Support**

Working with the Chair, Durham Region staff will support the DTLT by providing administrative support by calling meetings, circulating agendas, meeting material, minutes, etc. They will also book and pay for meeting locations.

**Link to Council and Municipal Staff**

- Reports on discussions and activities of the TLT will be provided to Councils on a regular basis to keep them informed on regional tourism initiatives.
- When appropriate, more formal presentations by TLT members or Regional staff as appropriate at Regional and / or Municipal Council will take place.
- Progress and plans for tourism will be provided to Municipal Staff through Liaison Group to continue to build understanding and support for tourism.

**Budget Implications**

Committee meeting costs and tourism program costs incurred are included in the Tourism Strategy account.