

**Terms of Reference
City of Duncan
Tourism Advisory Committee**



Establishment and Authority

The Community Charter provides that a Council may establish and appoint a select committee to consider or inquire into any matter and to report its findings and opinion to the Council. Persons who are not Council members may be appointed to a select committee but at least one member of a select committee must be a Council member.

The TAC is an Advisory Committee that refers its recommendations to Council for ratification.

Committee Purpose

1. The primary purpose of the Tourism Advisory Committee (TAC) is to work cooperatively in developing Duncan as the vibrant and welcoming tourism heart of Cowichan, where small town charm and ‘warm-land’ experiences meet.
2. The Committee shall also provide City Council with advice and recommendations on tourism issues directly affecting the Duncan area and through working with Tourism Cowichan assist in creating an integrated perspective on such issues.
3. The Committee is also intended to oversee the development of tourism locally by helping to strengthen the overall ‘visitor experience’ through marketing and product development.
4. The Committee is to provide recommendations to Council for the implementation of the Duncan Tourism Development Plan 2009 – 2014.

Committee Membership

5. The TAC shall be comprised of Members of Council and others, as determined by the Council from time to time.
6. The membership of the TAC should attempt to consolidate existing activities of various stakeholders by exhibiting a partnership-based approach to tourism development. To do so, the Committee should include representatives from a range of stakeholders, including:
 - City of Duncan;

- Municipality of North Cowichan;
- Cowichan Tribes;
- Duncan-Cowichan Chamber of Commerce;
- Restaurant Association;
- A member from Tourism Cowichan;
- Duncan Business Improvement Area Society; and
- Tourism operators and businesses.

In each case it is recommended that representatives are appointed on the basis of their ability to facilitate action on behalf of their organization for the mutual benefit of the tourism industry and their own organization or sector.

7. TAC members will be appointed by City Council.
8. TAC vacancies should be publicly advertised.
9. TAC members will be appointed for a two year term,
10. TAC members shall be familiar with the tourism/hospitality industry and these Terms of Reference.
11. Each member of TAC is an independent representative to the Council and does not represent the concerns of one particular interest group.
12. Members shall work together to develop a common approach that is reasonable and practical.
13. Members shall declare any situation that is, or has the potential to be, a conflict of interest.
14. TAC members shall maintain a high level of commitment. Members may be asked to resign if they have been absent for three consecutive meetings without good cause.
15. Resignations from the TAC shall be tendered in writing to the Chair of the TAC, who will advise Council through City staff. Council shall approve a replacement member, who will serve the remainder of the term.

Chairman / Deputy Chairman

16. The Chairman and Deputy Chairman shall be elected by the TAC members.

Voting Members

17. All TAC members shall be voting members.

Non-Voting Members

18. Sub-committees may be formed that consist of volunteers from the area and one or more TAC members. Members of the sub-committees are not voting members, unless they are also appointed TAC members.

Quorum

19. A quorum shall consist of not less than 50% of the membership of the Committee.

Committee Responsibilities

20. To report on an annual basis regarding the activities and results of the Duncan Tourism Advisory Committee and general tourism performance in Duncan, as benchmarked against other municipalities in the Southern Vancouver Island Area, where possible.
21. The Committee is responsible for facilitating the development of the local tourism economy through identifying strategic priorities, securing partnership funding, and ensuring that there is an alignment between the tourism related objectives and activities of the various local partners and between local and regional initiatives.
22. The Committee will review matters, establish priorities and oversee the implementation of initiatives relating to:
 - the ongoing development and promotion of Downtown as a tourism product;
 - the development and promotion of other local product areas including arts and culture, sport tourism, and the integration of neighbouring visitor experiences;
 - the marketing of Duncan as a vital component of Cowichan.
23. The Committee shall play a vital role in seeking out and securing funding from relevant sources and shall ensure that the local priorities are understood at the regional level and are integrated with regional strategies.
24. The Committee shall assume responsibility for reviewing issues associated with developing Downtown as a primary visitor destination within Cowichan and for encouraging appropriate action from key partners. In undertaking this task, the main role of the Committee is to ensure that the activities of the various partners and organizations involved in the Downtown area are integrated and consistent with the objectives of this Tourism Plan. The Committee will assist with prioritizing existing recommendations and will work with partners in identifying and developing new initiatives.

25. Currently there is potential for overlap in various programs such as the ambassadorial programs and promotion activities of both the Chamber of Commerce and the DBIAS. Through regular discussions and open channels of communications between all partners, it will be possible to be more consistent in terms of positioning, branding, marketing and the provision of visitor services.
26. Ultimately, consideration should be given to developing a Downtown Business Plan that would embrace a holistic perspective on growing the Downtown economy and invigorating the overall visitor/resident experience of this neighbourhood.
27. Other responsibilities of the Committee are:
- (a) Advise on the management of the internet messaging;
 - (b) Identify additional tactics to strengthen the various product sectors and positioning of Duncan as an over-night destination;
 - (c) Build new understanding of visitor needs and expectations and identify annual trends and opportunities for stimulating increased market demand;
 - (d) Address issues related to seasonality;
 - (e) Develop a strategy to build a heightened awareness for Duncan as an integral element of the Cowichan Valley;
 - (f) Create an enhanced awareness and appreciation for the local and regional benefits of tourism within the wider community and ensure that appropriate mechanisms for measuring and communicating the value of tourism are developed; and
 - (g) Develop a comprehensive wayfinding plan for Duncan and recommendations for implementation.

Timeframes, Reporting and Deadlines

28. The TAC meets on an average of once a month or at the call of the Chair. Projects of the committee may vary from month to month, depending on the time of year and what the Committee views as urgent or important work.

Staff Support

29. Office clerical staff to assist preparing Agendas, take Minutes and perform some minor areas of research.
30. In carrying out its responsibilities, the Committee may provide advice, guidance, or direction to staff as to the scope and priority of the Committee's work to be carried out, including new tasks to be undertaken. However, where such direction represents a change in the previously approved

departmental work program, or an expenditure of funds, or runs contrary to the advice of professional staff, the Committee shall refer the matter to the Council, with appropriate recommendations, for decision by the Council.

31. City staff may attend meetings on an as needed basis to discuss specific items and then leave. City staff may assist in an advisory capacity only and are not intended to act in a monitoring capacity.

Other Resources

32. Meeting space provided by City of Duncan.
33. Annual Operating Budget to be approved by Council based on recommendation from the TAC.

Items Requiring Referral to City Council

34. Committee members are reminded that a Select Committee of Council cannot direct staff to take any action contrary to existing budgets, work programs, schedules, Bylaws, or Council policies and directives. Additionally, Select Committees of Council cannot establish legislative policies for the City without referral to City Council for consideration and ratification. The City Administrator, can advise the Committee members regarding existing City Bylaws, policies, directives, budgets, work programs, or schedules, and the need to refer matters to Council prior to taking any action.

Communications

35. The Committee Chair, or in the absence of the Committee Chair, the Committee Vice-Chair will usually be the chief spokesperson on matters of public interest within the Committee's purview. Some issues may be of such public profile that it will be appropriate for the Mayor or Deputy Mayor to be the chief spokesperson; on technical matters, or where the status is still at the staff proposal level, the Chief Administrative Officer or senior staff may be the appropriate chief spokesperson. Where necessary and practical, the Mayor, the Committee Chair and the Chief Administrative Officer will confer to determine the most appropriate course of action.

36. Communications with Council shall be through the Chair.

Specific Areas of Responsibility for the Chair

37. Develop the Agenda usually in conjunction with the City staff, or ensure it is prepared and circulated with written background information in advance.
38. Ensure the people responsible for Agenda items know their role.

39. Chair the meeting.
40. Evaluate the meeting: get the input of Committee members on what went well and what needs improvement, and use this to alter procedures, change the method of Chairing and plan future board meetings.
41. Follow-up with people assigned to do tasks.
42. Report to Council.
43. Review attendance and participation.

Approval/Review Date

44. Prior to September each year the TAC will review the established Terms of Reference and forward recommended amendments to Council for approval.

Working Groups

45. Given the array of tourism interests, there may be merit in establishing working groups with a very specific mandate, if the need arises. If this approach is adopted, then select members of this Working Group would be asked to represent the interests of the Group in the more general tourism discussions of the wider Committee.
46. Similarly, advancing the expectations of the arts and culture sector within the Duncan area may be fast-tracked through creating a working group that has responsibility for focusing on arts and culture issues, identifying best practices from elsewhere, and recommending tactics that can then be integrated with the tourism priorities for the local tourism industry as a whole. While this occurs to a certain extent through activities of organizations such as the Cowichan Valley Arts Council, the difference in this recommendation is in the focused nature of the group's directive and its temporary status as a 'thinktank'.