

Backgrounder for Board Recruitment

Central Counties Tourism (CCT) – York, Durham, Hills of Headwaters

ORGANIZATION

Central Counties Tourism is an organization established to address the Ontario Ministry of Tourism, Culture and Sport's request to establish a Regional Tourism Organization in Region 6. CCT is a partnership organization that promote tourism assets and product development on behalf of the Regional Municipality of York, Durham Region and Hills of the Headwaters area.

MANDATE

Build and support competitive and sustainable tourism to help attract more visitors, generate more economic activity, and create more jobs in the Central Counties catchment area. The mandate comes from the Province and Central Counties operations must be conducted in accordance with the conditions of funding provided by the Province.

GOVERNANCE APPROACH

The board of 11 volunteers focuses on leadership, organizational governance and strategy. The primary selection criteria are governing skills and alignment with organizational values. Every effort was made to ensure geographic diversity and knowledge of all key sectors of the tourism economy on the board. The majority of the board comes from the tourism industry. All board elections and appointments are at large. Board meetings are typically held at the offices of Central Counties Tourism in Markham but are scheduled periodically throughout Central Counties areas.

There are currently two (2) Director-at-Large positions to be filled for three-year terms running from June 2018 to June 2021.

ORGANIZATIONAL PLANS

The Board has a Strategic Plan in place. Business Plans, Operational Plans and Partnership proposals must be filed with the Ministry of Tourism, Culture and Sport at specified intervals in order to secure funding.

Central Counties works in partnership with representatives from each of the tourism organization within CCT and collaboratively to research, build, enhance and promote a variety of tourism sectors, events and services in an effort to further develop the regional branding, tourist attraction initiatives and economic drivers.

KEY DATES

April 18th, 2018 – Deadline for applications. Candidates are urged to submit earlier if possible

June 20, 2018 – Annual General Meeting and ratification of nominees to the board.

Application to the Board of Directors 2018 Central Counties Tourism (CCT)

CCT Board of Directors Position Description 2018

PURPOSE

To clarify the responsibilities, expectations and qualifications applicable to all Board members of CCT.

POLICY

The CCT Board will collectively govern the organization, on behalf of residents, consumers and members, towards achieving its vision and fulfilling its mission in an ethical and legal manner.

BOARD RESPONSIBILITIES

The Board of CCT is responsible for the overall governance of the affairs of the corporation and to ensure the long-term health of the organization.

Outreach

- Engage stakeholders in the region, including tourism businesses, municipalities, destination marketing organizations and sector associations.
- Maintain up-to-date knowledge of regional issues, challenges and opportunities.
- Identify initiatives where CCT can provide leadership in growing the tourism industry of the region.
- Communicate CCT priorities, programs, skill development, partnership opportunities and events to regional stakeholders.

Set and Monitor Strategic Direction

- Develop and periodically review the Vision, Values, Mission and strategic priorities of CCT in consultation with stakeholders.
- Identify the human, financial & other resources needed for mission achievement
- Ensure the necessary human and financial resources are available to achieve the strategic priorities.
- Delegate implementation of the strategic plan to the Executive Director and CCT staff.
- Monitor progress towards achieving the strategic priorities.
- Oversee the responsible stewardship of financial resources and ensure the ongoing financial health of CCT.
- Ensure the Board is governing the corporation effectively.
- Identify risks to the corporation and ensure a plan is developed to manage the risks.

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Central Counties Tourism (CCT)

DUTIES AND EXPECTATIONS OF INDIVIDUAL DIRECTORS

Each director is responsible to act honestly, in good faith and in the best interest of CCT and, in so doing, to support the corporation in fulfilling its mission and ensure it meets all its obligations. It is recognized that it may take new directors several months to become familiar with the scope of operational details of CCT.

Duty of Care

- Directors are expected to apply their skills, knowledge and judgment that may be reasonably expected of them by the public.
- Directors are expected to always act in the best interest of CCT, exhibiting good faith, honesty and loyalty to the corporation.
- Directors will keep confidential any information, discussions and any other matters that come before the Board of the Corporation or Committees of the Board unless specifically identified as non-confidential. All directors are required to annually sign a confidentiality agreement.
- Directors will identify when they may be in a conflict of interest when the Board is dealing with specific policy matters and will not participate in any discussion or decisions relating to the issue.
- Directors will become knowledgeable on issues related to the mission of the organization and about topics relevant to governing a not-for-profit tourism organization in Ontario.

Expectations

- Attend all board and committee meetings and functions, such as planning retreats
- Attend the Annual General Meeting whenever possible, and make reports to the members if appropriate
- Actively and positively represent the organization in the community, striving to enhance its image
- Actively participate on a committee or task force as required.
- Come prepared to all meetings having reviewed the circulated meeting materials in advance.
- Actively and constructively participate in all meetings and contribute to the group decision making.
- Actively support resource generation by identifying prospective sources of funds, volunteers, members, sponsors, partners and other resources for the organization and promoting its services

The Board of Directors meets up to six times a year, including a mandatory two-day strategic retreat.

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MISSION

Our Mission is to foster the growth of tourism visitations to Central Counties, leading with strategic partnerships that strengthen market readiness and consumer awareness.

CORE PURPOSE —Describes HOW we operate as a board

We are passionate about telling the story of tourism in Central Counties and providing our industry partners with leadership and a unified direction by which to grow their business and achieve their goals.

Primary Objectives - Describes HOW our mission is implemented. CCT will focus on three primary objectives to move our Mission forward. They include:

1. Communicate the value of tourism, the role of CCT, and how CCT can facilitate stakeholders capitalizing from tourism.
2. Work with tourism organizations and stakeholders to enhance and deliver experiences to target markets... for stronger experience alignment and greater visitor spend.
3. Facilitate and contribute to tourism stakeholders sharing their stories with target audiences.

Please complete this application and email it as an attachment to chair@cct.ca

* Name: _____ * Required fields

Address: _____

Organization if applicable _____

* Phone () _____ * E-mail

GOVERNING SKILLS

With regard to the skills required to govern a non-profit organization, I have or can quickly learn the:

- Ability to exercise the degree of integrity, care, diligence and skill required of a Director of a non-profit corporation
- Ability to act with prudence and probity in decision-making and protection of organizational assets

To help ensure the board collectively has the needed governing skills, please rate yourself. Candidates are not expected to have skills in all areas shown below.

Skill Area	Very Experienced	Somewhat Experienced	Little Experience

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Governance			
Group decision-making			
Strategic planning			
Success measures/performance metrics			
Audit/financial oversight			
Legal framework for non-profits			
Communication with stakeholders			
Revenue generation			
Organizational ethics and integrity			
Community engagement			

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Skill Area	Very Experienced	Somewhat Experienced	Little Experience
Membership and/or volunteer recruitment and retention			
Internal policy development			
Advocacy re public policy development			

Additional comments

KNOWLEDGE

To help ensure a diversity of knowledge on the board, please complete all applicable portions of the table.

Knowledge Area	Clarification	How It Applies to Me (if applicable)
Familiarity with a significant part of CCT's geographic area and its tourism and economic drivers.	Which part of the geography are you familiar with?	
Familiarity with diverse aspects of the tourism industry as a participant, supplier, avid consumer or academic.	Which aspects of tourism are you familiar with (e.g., attractions, events, accommodation, food service) and in what way?	
Experience in leading non-profit organizations	Name organizations led and your role	
Financial literacy	State your role re financial statements, reports and budgets	

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Knowledge Area	Clarification	How It Applies to Me (if applicable)
Experience in dealing with elected officials and public servants on matters of public policy, funding and legal matters.	What level(s) of government and type of issue?	
Professional or work experience directly related to the development and enhancement of tourism products such as accommodations, attractions and events.	Please explain your role and type(s) of organization if not covered above	
Active membership in a tourism-related organization with a wide geographic scope	Please name	
Formal education relating to tourism, hospitality, event management or related subjects	Please name the course or program and degree/diploma/certificate attained	
Computer Literacy related to end user software skills	Please state your skill level regarding Word, Excel, Outlook/email as it would pertain to your ability to fully participate in accessing, reading and submitting documents for meeting or committee preparation.	

Additional comments

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PERSONAL ATTRIBUTES

I confirm that as a director, my conduct will reflect the following values:

- Having passion for the Vision and Mission of the organization
- Willingness to serve in a leadership role
- Willingness to make sufficient time available for Board meetings and related work/events
- Being generally respected and treating all others with respect
- Accepting full accountability
- Acting with honesty, transparency, integrity and perseverance
- Being collaborative and dealing constructively with differences
- Being mindful of sustainability and protection of the natural, cultural and heritage assets
- Having optimism and a sense of humour

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GOVERNANCE EXPERIENCE

If not outlined above, please list boards and board committees you have sat on, and in what capacity (e.g., chair, secretary, director-at-large):

If not outlined above, please note circumstances where you have been a key resource to boards, (e.g., senior staff, corporate secretary, consultant, professional advisor):

REFERENCES

Please include at least one person who can comment on your performance in leadership roles. CCT reserves the right to speak to others who have served with you in a leadership role.

Name/Position: _____ Phone: _____

Organization: _____ E-mail: _____

Name/Position: _____ Phone: _____

Organization: _____ E-mail: _____

Name/Position: _____ Phone: _____

Organization: _____ E-mail: _____

CONFIRMATION

I confirm that I have filled out the application truthfully to the best of my ability. I understand that if accepted as a candidate, I will be asked to sign a confirmation that I will abide by the Directors' Code of Conduct and Conflict of Interest Policy and comply with the Director Position Description.

Signature

Date

*Please download and complete this form, then email it as an attachment to chair@centralcounties.ca no later than **April 18, 2018**. Please attach a resume if available.*