



CENTRAL COUNTIES TOURISM

Board Governance and Structure

a) Introduction:

This document outlines the governance objectives and activities that will be undertaken by the Central Counties Tourism Board of Directors, Board Committees, industry working committees, and any subsequent working and sub-committees.

b) Background:

Central Counties Tourism was incorporated in August 2010 as a not-for-profit organization under the name Zone 6 Regional Tourism Organization. A permanent Board of Directors was established in October 2010 and held the first Board meeting on November 22, 2010. Until this time, a Transition committee of industry leaders, with DMO and Ontario Tourism support, worked on four priority projects to establish Central Counties Tourism as a strategic tourism organization focused on destination development and growth. The Board of Directors was selected through an extensive nomination and interview process, and includes:

- 3 industry representatives from each of the sub-regions (York, Durham & Headwaters)
- 4 Directors-at-Large
- Ex-officio representation from the three regional DMOs

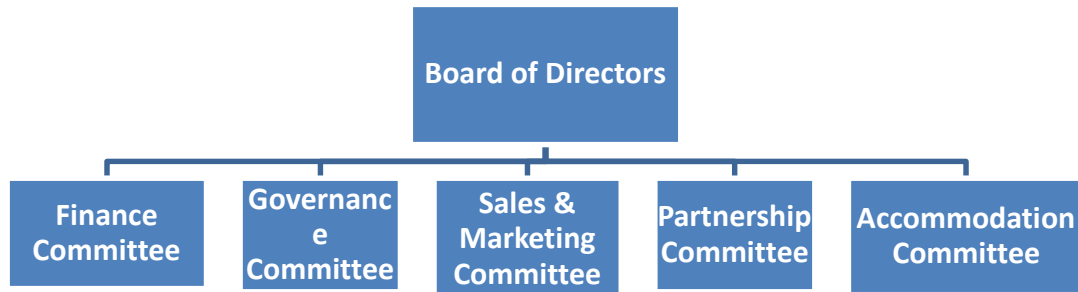
An amended and restated General By-Law No. 1 was revised and approved on August 8, 2012 to reflect a new Board structure consisting 16 voting Board members with no ex-officio/non-voting representation:

- 4 industry representatives from each of the sub-regions (York, Durham & The Hills of Headwaters), including 1 DMO representative from each of the three regional DMOs with voting rights
- 4 Directors-at-Large



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Board and Committee Structure:



Board of Directors:

The Board of Directors is responsible for the overall management and sustainability of Central Counties Tourism. The role of the Board is to oversee the affairs of the Corporation. They have powers to:

- Authorize expenditures on behalf of the Corporation, including approval of committee budgets.
- The right to employ and pay salaries to employees.
- Prepare or have prepared plans and such that support the work of the Corporation.
- Serve without remuneration and no Director shall directly or indirectly receive any profit from his or her position on the Board of Directors. A Director may be paid reasonable expenses incurred by him or her in the performance of his or her duties.

The Central Counties Board of Directors consists of 16 voting members. To ensure continuity, the Board and committees established rolling terms of office based on a three year term and each has representation from across the geographic region, with an appropriate mix of tourism industry/sectors. The Board of Directors will meet bi-monthly, at a minimum, or as required by business demands. Members of the Board of Directors are required to sign a Code of Conduct agreement and adhere to a Conflict of Interest guideline.



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Board Committees:

Permanent Committees of the Board have been established as:

- Finance Committee
- Governance Committee
- Sales & Marketing Committee
- Partnership Committee
- Accommodation Committee

Board Committee meetings take place on a regular basis to support the objectives of the Board and to provide further support for Board undertakings.

An executive director, marketing manager, manager of communications and special projects, and administrative staff are in place and a permanent office location is established.

c) Vision – (the region and the organization)

Vision for the Region:

The Region will become widely recognized as a vibrant, exciting and diverse tourism destination, providing visitors with exceptional experiences.

Vision for the Organization:

Central Counties Tourism, as a central tourism organization, will become the coordinating body of the diverse interests of the tourism industry across the region to enable the building and growth of a competitive and sustainable tourism region.

d) Founding Principle

Central Counties Tourism believes stakeholder engagement and alignment will draw businesses together to build a strong tourism focus and maximize results.

e) Core Values

Central Counties Tourism believes in:

1. Conducting business with integrity, transparency and respect.
2. Embracing diverse tourism experiences.
3. Collaborating with our partners.
4. Maintaining a sustainable business model through solid stewardship and innovation.



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f) **Mandate and Strategic Directions:**

Central Counties Tourism has set a mandate to support and grow tourism in the region. Economic growth through increased tourism is to be achieved by the provision of strategic, research-based leadership and active, effective partnerships with government and key stakeholders. Strategic planning, industry partnership, and research-based decision making are believed to be the keys to successful tourism growth and development in the Central Counties region.

In order to accomplish our mission, and move toward our vision, we will focus our resources (human & financial) on the following areas of effort:

Working Collaboratively – *Building industry capacity to deliver economic growth by:*

- Improving organizational **governance and administration**
- Increasing strategic alignment through quality industry **communications**
- Delivering, analyzing and utilizing **relevant industry data & research**
- Focusing our communications efforts to **increase awareness and recognition**

Setting Standards for Success – *Planning for success by:*

- Taking a more strategic approach to **labour market development** in collaboration with industry and government
- Supporting **superior customer service** through setting minimum quality standards

Investing Wisely – *Maximizing our investment potential by:*

- Focusing our efforts on **product development and innovation**
- Creating an environment to encourage tourism activity and **new investment attraction & retention**
- Assessing potential of existing **festivals & events** as a demand and revenue generator

Reaching Out – *Re-thinking our approach to reaching consumers by:*

- Creating **greater alignment** with local, municipal and provincial efforts
- **Focusing our efforts** on our best bet markets and selling our unique products
- Recognizing and utilizing the new and **innovative ways to reach consumers**

Business Description



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Central Counties Tourism continues to develop and refine governance policy and strategies that will focus key RTO roles and responsibilities around the four pillars of marketing, product development, workforce development, and investment attraction.

It has been determined that Central Counties Tourism will assume a lead role in the following areas:

- Tourism Growth Strategies: Setting standards for overall growth within key sectors
- Outreach: Communication to all Central Counties stakeholders
- Strategic Marketing: Targeted marketing with participation by key operators offering key quality experiences
- Experience Development: Combining existing product to reach target markets and enhancing secondary product to grow product base and create new offerings

An enabling role will be assumed in the areas of:

- Destination Development
- Market Readiness
- Workforce Development
- Investment Attraction