

The logo features a stylized red and white clock tower with a green roof, set against a background of blue and green wavy lines representing water or hills. Below the graphic, the word "DUNCAN" is written in a large, bold, black serif font.

**DUNCAN**  
**TOURISM ADVISORY COMMITTEE**  
**TERMS OF REFERENCE**

## **ESTABLISHMENT AND AUTHORITY**

Select Committees of Council are established under the authority of Section 142 of the *Community Charter*. Membership must include at least one individual from Council. It is the general purpose of select committees to inquire into any matter and to report its findings and recommendations to the Council for determination. Select Committee terms are typically finite, and their purposes focused and task oriented.

## **MANDATE**

The Tourism Committee exists to:

- Work cooperatively in developing Duncan as the vibrant and welcoming tourism heart of Cowichan, where small town charm and ‘warm-land’ experiences meet;
- 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.
- Oversee the development of tourism locally by helping to strengthen the overall ‘visitor experience’ through marketing and product development.
- Provide recommendations to Council for the implementation of the Duncan Tourism Action Plan.
- Annual Operating Budget to be approved by Council based on recommendation from the TAC.
- Approve Totem image use applications as well as use of all City of Duncan logos and images.

## **ROLES AND FUNCTIONS**

To report on an annual basis regarding the activities and results of the Tourism Advisory Committee and general tourism performance in Duncan, as benchmarked against other municipalities in the Southern Vancouver Island Area, where possible.

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.

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.

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.

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.

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 Duncan Business Improvement Area Society (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.

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.

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.

## **DUTIES AND RESPONSIBILITIES OF THE CHAIR**

The Chair of the Committee shall be appointed by the Mayor. An Alternate chair will be selected by the members of the committee in the event of an absence.

The Chair shall preside at all meetings of the committee, preserve order and decide all points of order.

## **TERM**

The term of the Committee shall commence upon approval of the Terms of Reference document and terminate upon the sooner of:

- December 31, 2018
- A resolution of the City of Duncan

## **MEMBERSHIP**

The membership of the TAC should attempt to consolidate existing activities of various stakeholders by exhibiting a partnership-based approach to tourism development and include representatives from a wide range of stakeholders appointed by Council as follows:

- Three Council members;
- One representative from the Municipality of North Cowichan;
- One representative from the Duncan-Cowichan Chamber of Commerce;
- One representative representing the Restaurant Association;
- One representative from Tourism Cowichan;
- One representative from the Duncan Business Improvement Area Society; and
- One representative representing the 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.

Committee members, including any replacement members, must be appointed by Council.

Committee members shall be familiar with the tourism/hospitality industry and these Terms of Reference.

Each member of TAC is an independent representative to the Council and does not represent the concerns of one particular interest group.

Members shall work together to develop a common approach that is reasonable and practical.

All TAC members shall be voting members.

The Corporate Services Coordinator shall be appointed as the staff liaison and recording secretary to the Committee.

## **REMUNERATION**

Advisory Committee members serve as volunteers and shall serve without remuneration. Committee meeting expenses shall be undertaken by the City of Duncan, as deemed acceptable.

## **ACCOUNTABILITY**

Advisory Committee members are expected to attend meetings regularly. If a member is continuously absent from committee meetings for a period of three consecutive regularly scheduled meetings, unless the absence is because of illness, the member is deemed removed and Council may proceed to replace that member. If an Advisory Committee member finds it necessary to resign from the Committee, a letter to that effect should be sent to the Chair of the Advisory Committee and copied to the Recording Secretary.

City Council shall have the power to remove any member of the Committee from office at any time.

## **CONFLICT OF INTEREST GUIDELINES**

Advisory Committee members shall absent themselves from discussions or decision-making at Committee meetings if there is a potential conflict of interest, and this shall be recorded in the Minutes of Committee meetings.

Advisory Committee members shall not knowingly take advantage of, or benefit from, information that is obtained through their Committee duties and responsibilities and which is not generally available to the public.

Any member whose personal or financial interest could conflict with the subject matter discussed should immediately disclose this information.

As soon as a potential conflict of interest arises, the member will declare it for discussion and recording, after which the member will vacate the meeting for the discussion and vote.

## **SUB COMMITTEES**

Sub-committees may only be formed with Council approval and must have a terms of reference developed to define its purpose.

## **WORKING GROUPS**

There may be merit in establishing smaller working groups with a very specific mandate to work on special projects if the need arises. If this approach is adopted, then the Committee, via resolution, would identify select members of the Committee to work on the Committee's directive and report back its findings or work to the Tourism Committee.

The difference between a Sub Committee vs. a Working Group is in the focused nature of the group's directive and its temporary status.

## **CONFIDENTIALITY**

Advisory Committee members may be privy to confidential material and as such are expected to sign a "Conflict of Interest/Confidentiality Form."

Should a closed meeting be held by the Committee, members must keep in confidence, any information considered in any part of said meeting until such time as the information is released to the public as lawfully authorized or required.

Should the City suffer loss or damage due to contravention of confidentiality, the City may recover damages from the person(s) for the loss or damage.

## **MEETING PROCEDURES:**

The Tourism Committee will meet every second month (February, April, June, September and November) excluding August and December. Additional meetings may be held at the call of the Chair.

The location of meetings will be at the City of Duncan Committee Room.

All Committee meetings will be conducted in an orderly and business-like manner abiding consistent with the City of Duncan Procedure Bylaw, as amended or replaced from time to time.

Meetings are open to the public unless otherwise posted as a closed meeting per S 90 of the *Community Charter*.

Quorum shall consist of (5) members

All Committee meetings shall commence at the stated time.

The conduct of meetings shall enable members of the committee to consider information presented, weigh evidence related thereto, and make informed decisions in a democratic, consensually driven environment. Each member shall have one vote and will respect the following rules of meeting conduct:

- Group discussion is important; everyone participates;
- Provide honest, open opinions;
- Agree to disagree; consensus may not always be achieved;
- Promise to stay on track and on topic, and
- Promise of anonymity; names are not associated with comments.

Discussions/deliberations related to any matter requiring a decision by the committee must not be discussed via email. The information must be submitted to the Chair and staff liaison for inclusion on the agenda.

Informal information exchanges between Committee members via email is permitted.

### **AGENDAS**

The Chairperson in collaboration with the staff liaison and recording secretary shall prepare an Agenda for each meeting. Agenda items, and supporting material must be submitted to the Chair with a copy to the recording secretary prior to the agenda cut-off in order to be placed on the Committee agenda, as per Council's Procedure Bylaw. Late items (after the agenda has been circulated will only be considered if the item is emergent in nature and cannot wait until the next meeting. Acceptance of late items must be approved by the majority of the Committee members. Agendas will be circulated to each Committee member via email.

### **MINUTES**

Minutes for the Advisory Committee meetings will be prepared a City of Duncan staff member in accordance with Council's Procedure Bylaw. Resolutions from the Committee will be forwarded to Council for consideration.

### **COMMUNICATIONS**

The Mayor is the official spokesperson on Council business or matters before Council. The Committee Chair may be asked by the Mayor to be the spokesperson on matters within the Committee's purview.

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 spokesperson.