

TOURISM BURLINGTON
BOARD OF DIRECTOR DEVELOPMENT MATERIALS
SEPTEMBER 2005

INTRODUCTION

The City of Burlington has undertaken a major initiative in 2004 and 2005 to reposition and further develop the capacity of the municipality and the community, in partnership, to develop the tourism industry capabilities and economic potentials of Burlington. The City is currently working to formulate a new Tourism Burlington entity. Initial steps have involved the incorporation of this body under the laws of the Province of Ontario and the development of a governing by-law. These activities have involved significant investigation and research of best practices, organizational models used by other municipality-oriented tourism organizations, interviews with key stakeholders and industry representatives and related initiatives.

With the organization now incorporated, and the first draft of a governing by-law under consideration, the work program for bringing Tourism Burlington to fruition now focuses on the development of the organization's Board of Directors. Under the motion passed by the City of Burlington Council, and as reflected in the proposed governing by-law for Tourism Burlington, there will be two classes of membership that need to be recruited for initially, and on an on-going basis, as follows:

Class 1:

- Two members of Council of the City of Burlington
- A representative of the Burlington Economic Development Corporation
- A representative of the Burlington Chamber of Commerce
- A representative of either the Downtown Business Development Association or the Aldershot Business Improvement Area
- One person who is qualified as a member of a professional accounting association;
- One person who is qualified to practice law in the Province of Ontario;
- One person who is a resident of Burlington.

Class 2 – seven individuals nominated by the Board's Nominating Committee who are employed in or have a substantial interest in the tourism sector in Burlington. The intent is where possible for these individuals to represent different segments of the tourism industry in Burlington, including accommodations, attractions, hospitality / food service, retail, festivals and events, etc.

This document is focused on developing a basis to establish a recruitment strategy for the organization's Board of Directors, as well as to provide information to perspective Board of Director members on expectations, roles and responsibilities, etc.

BOARD OF DIRECTORS SECTION CRITERIA

1.1 Director Profile

The following items identify the key characteristics the Nominating Committee could utilize in the identification and recruitment of perspective Board of Director members for Tourism Burlington.

- 21 years of age or older;
- A strong belief in and commitment to the enhanced development, growth and future capacity of tourism as an important economic activity in Burlington.
- Be a resident of the City of Burlington and/or have evident business or community interest in the tourism industry in Burlington.
- Be prepared to function as a Board Director member at both a strategic level and related to operational oversight of the organization;
- Willingness to operate within a policy-oriented governance model;
- Be prepared to fulfill the Director's role as a volunteer with no compensation;
- Able to contribute the time necessary to fulfill the Director's role, as well as other committee, community development and related roles that may emerge from the organization's strategic plan, annual work programs, etc.;
- Prepared to represent the organization, both within and outside the community, at various forums or broader based industry initiatives;
- Full acceptance of the governing by-law of the organization and the policies of the Board of Directors implement from time to time, including respecting the designated organization's spokesperson policy and other key governance components;
- Commitment to fulfill a minimum three year term of office as a Board of Director member; (unless otherwise stipulated ie: Council representatives)

- Evident capacity and potential interest by some prospective Board member candidates to hold Board leadership positions in the future, ranging from Committee / Task Force Chairs to Board of Director Chair;
- Ability to work in a team oriented environment that builds on consensus and represents a diverse industry and their multitude of interests and needs;
- Evidence of adequate time available to fulfill the roles and responsibilities of a Board member;
- For Class 1 Board members, the ability to fulfill the pre-requisite representation requirements as identified in the by-law;
- For Class 2 Board members, to be seen as credible representatives of the tourism industry generally and within an identifiable sector of the industry in Burlington specifically;
- Potential interest in participating in industry professional development and governance training opportunities and initiatives.

1.2 Board of Director Expectations

The following items identify the participation and activity expectations for Board of Director members of Tourism Burlington:

- Attendance at six to eight Board meetings per year of approximately two hours duration, of which one would be an annual general meeting;
- Attendance at potentially two special meetings per year of under two hours duration;
- Attendance at a minimum of one, and potentially two, planning, strategy, annual work plan, strategic planning or other sessions per year, ranging from three to six hours in duration;
- Possibility of participation in special task group or ad hoc committee
- Undertaking of adequate preparation time to read and assess meeting materials, reports, research results, etc., in preparation for all Board meetings and events;
- On-going, self-directed reading of appropriate newspaper articles, background research reports, internet scans, observations of the tourism industry in other

communities and other related items of interest that would support the individual in their Board of Director role or be of interest to Tourism Burlington.

- Participate actively and fully at Board meetings in order to advance agenda discussions, reach consensus and provide strategic direction and operational oversight to the organization.
- Possibility of attending 1-2 meetings or events per year to support Tourism Burlington, Team Burlington, City of Burlington and community initiatives.

BOARD OF DIRECTOR POSITION DESCRIPTION

The following material provides a position description for the Board and its Directors of Tourism Burlington.

TOURISM BURLINGTON BOARD OF DIRECTORS		September, 2005
POSITION	Board of Directors	
REPORTABILITY	Board of Directors	
TERM	As per the governing by-law	
BRIEF DESCRIPTION	<p>A member of the Tourism Burlington Board of Directors participates in the governing of the organization, and is accountable to the organization's stakeholders and the community. The primary areas of responsibility for a Board member are the establishing of strategic directions for the organization, overseeing the organization's operations and key accountabilities and representing the organization within and external to Burlington. The focus of the roles and responsibilities of a Board member is to plan, support and undertake initiatives that advance the development of the tourism industry in and around Burlington as a means to enhance the industry's economic benefits, capacities and sustainability in Burlington.</p>	
SPECIFIC RESPONSIBILTIES	<ul style="list-style-type: none"> ▪ To develop, approve and monitor achievement of the organization's annual work program. ▪ To undertake periodic assessments of the organization's operational effectiveness and efficiency related to the strategic directions, policies and accountabilities of the organization. ▪ To regularly review the organization's financial results and assure an annual audit of the organization's financial affairs. ▪ To request and receive input from interested stakeholders and community members relative to the development and marketing of tourism opportunities within Burlington. ▪ To ensure the organization's reporting requirements are achieved with City Council, industry stakeholders, granting bodies and others as appropriate. ▪ To develop and monitor the performance of marketing programs in support of the attraction of tourists to Burlington and the development of the tourism industry in Burlington. ▪ To develop, approve and monitor the operating policies of the organization within which the staff, committees and others operate on a day-to-day basis. ▪ To form committees, task groups, work groups, etc., in support of approved initiatives of the organization. 	

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- To commission and have analyzed research, trends analysis and other inputs in support of the organizations priority setting and decision-making.
- To develop, approve and monitor the achievement of the organization's strategic plan, ensuring the presence of strategic goals and priorities that the organization is working towards.
- To ensure the existence of, and to monitor the effectiveness of the organization's communication programs and processes with industry members, stakeholders and the community.
- To have identified and assessed opportunities to participate in regional provincial and other tourism marketing and development initiatives.
- To identify and develop partnership opportunities with related organizations in the community, and beyond, that are supportive to the development of the tourism industry and the marketing of tourism products in Burlington.
- To recruit, hire, evaluate and terminate if required, an Executive Director to run the operational affairs of the organization.
- To recruit, orient and hold accountable Board of Director members of the organization.
- To undertake other tasks necessary for the successful development, governance and sustainability of the organization.

**KEY DIRECTOR
ACCOUNTABILITIES**

- To adequately prepare for and attend meetings of the Board.
- To fully participate in Board discussions, debates, planning sessions and related activities.
- To positively promote the organization within and external to the community.
- To support the decisions made by the Board once approved.

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- To operate within a policy governance model that focuses on the staff undertaking operations and the Board members being responsible for policy and strategic direction setting and performance monitoring.
- To only speak on behalf of the Board or the organization with approval of the Chair and / or Board.
- To always act in good faith, with integrity and in a manner that advances the mission and mandate of Tourism Burlington.
- To operate as a Board member within team-based principles with a priority on consensus-based decision-making within a policy governance model.