

TERMS OF REFERENCE
Strategic Marketing Advisory Council
October 2016

Tourism Industry Association of Yukon Mandate

The Tourism Industry Association of Yukon (“TIAY”) is a non-governmental organization whose primary mandate is to be an advocate and voice for Yukon’s tourism industry. TIAY forges a common voice and undertakes programs and actions that influence, promote and assist the development of tourism in Yukon. TIAY works collaboratively with tourism stakeholders across the territory to promote, grow, and increase the capacity of Yukon’s tourism industry.

TIAY Tourism Marketing Role

TIAY works closely with the Yukon Government’s Department of Tourism and Culture, Tourism Branch (“Tourism Yukon”) to provide industry priorities, intelligence, insights, and leadership to guide tourism marketing undertaken by Tourism Yukon in international and domestic markets. To fulfill its mandate, TIAY has struck the Strategic Marketing Advisory Council as a committee of the Board of Directors. The SMAC will operate on the principles of Industry-Led, Market-Driven, and Research-Based.

1.0 Strategic Marketing Advisory Council Purpose

The purpose and mandate of the Strategic Marketing Advisory Council (“SMAC”) is to provide strategic advice to the TIAY Board that is in turn shared with the Minister of the Department of Tourism and Culture. Specifically, the SMAC provides industry perspectives and strategic advice on the following:

- 1.1 Tourism Yukon’s marketing strategies and level of investment in international and domestic markets;
- 1.2 Ways to deploy Tourism Yukon’s marketing strategies and programs that will maximize benefits to Yukon’s tourism industry;
- 1.3 Performance metrics to act as the basis for transparent tracking of the success of Tourism Yukon’s marketing programs; the performance of the tourism sector in terms of visitation and visitor spending; return on investment by geo-market; and the Yukon tourism sector’s contribution to GDP; and
- 1.4 Ways to leverage Tourism Yukon’s resources and investments to enhance and expand reach and impact through cooperative marketing, partnerships, and sharing intelligence.

2.0 Roles and Responsibilities

2.1 The SMAC will:

- Provide advice, support and recommendations to the TIAY Board on marketing strategies, tourism performance metrics, and leveraging resources.
- Support Tourism Yukon in its efforts to protect, manage, and deliver its brand to the world.
- Provide a link to stakeholders and provide industry perspectives related to tourism

marketing priorities, opportunities, and intelligence from regional, national, and international perspectives.

- Act as a sounding board in the development of government programs to ensure that they align with industry business objectives, capitalize on market opportunities, and leverage investments.
- Assist to foster industry understanding of Tourism Yukon's objectives, priorities, and activities.

The SMAC is not responsible for determining staffing or marketing plan allocations for the organization.

3.0 Composition and Selection Process

3.1 Composition

The SMAC is comprised of up to a maximum of twelve (12) members:

- The SMAC membership shall be: Chair, Vice-Chair, Executive Director of TIAY, and up to nine (9) other appointed members;
- Tourism Yukon's Director of Tourism and Marketing Manager are ex-officio non-voting members of the SMAC;
- Every effort shall be made to attract a balance of qualified SMAC members from all tourism sectors, aboriginal tourism, and Yukon tourism regions;
- Up to a maximum of two (2) members may be appointed from who do not live in Yukon but operate a tourism business in Yukon;
- Special guests, consultants, and Tourism Yukon's DM, ADM, staff or Agency of Record may be invited to attend and/or make a presentation at a SMAC meeting; and
- Any Board member of TIAY may attend SMAC meetings as an observer.

3.2 SMAC Member Experience and Qualifications

Individuals chosen for the SMAC should have the following experience and qualifications:

- Are collaborative and prepared to work for the benefit of tourism Yukon-wide (as opposed to the benefit of tourism in their region or for their business or sector only);
- Are experienced and knowledgeable about tourism marketing ideally on an international and domestic scale;
- Have an understanding of the issues, sectors and opportunities in the Yukon, and have direct experience in one or more of: consumer marketing, partnerships, product development/enhancement, visitor services, and/or research and evaluation;
- Are willing to work collaboratively with others in a fully transparent and accountable process; and
- Desire to contribute to TIAY and Tourism Yukon's objectives in a meaningful way, including prioritizing time for SMAC meetings and review of materials.

3.3 Term of SMAC Members

The SMAC must be composed of members who are vibrant, collaborative, and committed strategic thinkers with relevant destination marketing experience.

- In order to support Tourism Yukon's annual planning cycle and TIAY Yukon's annual meeting cycle, appointments will normally begin on January 1st and will normally end on

December 31st;

- Members are appointed to three (3) year terms;
- Members will serve a maximum of two (2), three-year terms;
- In some cases, members may be appointed to a two (2) year term to in order to stagger the expiration of member's term on alternating years in order to provide continuity on the SMAC;
- The Chair and Vice-Chair shall serve parallel terms and may be re-appointed as long as they are eligible members of SMAC;
- No substitution of members is allowed;
- SMAC members who miss two consecutive meetings may be requested to resign;
- In exceptional circumstances, the Chair of the SMAC, in consultation with the TIAY Board, may grant extended leave to a member who will miss two or more consecutive meetings for reasons beyond the member's control;
- The TIAY Board may appoint members to the SMAC for one (1), two (2), or three (3) year terms to fill vacant positions on SMAC; and
- If a SMAC member leaves the tourism industry the member should offer to resign from the SMAC. The Chair of the SMAC, in consultation with TIAY Board, will decide whether to accept the resignation or ask the member to complete his or her term.

3.4 SMAC Chair

The Chair of SMAC shall be appointed for a three (3) year term by the TIAY Board. The Chair:

- Cannot be a TIAY Board member;
 - Is an Ex-officio, non-voting member of the TIAY Board;
 - Can be appointed at any time at the sole discretion of the Board;
 - Represents a private sector tourism-related business;
 - Attends regularly scheduled TIAY Board meetings and provide a report to the Board on the activities and recommendations of SMAC;
 - Commits to attend additional meetings to frame and develop agendas for SMAC meetings;
 - In addition to meeting the Experience and Qualifications criteria for a SMAC member ideally:
 - Has served on a the SMAC or similar tourism marketing advisory committee [TMC, SMC, CTC/DC, PMO] for a period of two years or more; and
 - Has demonstrated experience/leadership in serving as an effective chair of a committee.
- The SMAC Chair assumes a leadership role in guiding the effective governance and administration of the SMAC.

The Chair shall accomplish this by working in collaboration with the Vice-Chair and the Executive Director to:

- Schedule meetings and develop meeting agendas;
- Ensure that adequate notice and advance materials are provided to SMAC members;
- Invite guests to attend meetings when required;
- Guide the meeting in accordance with the agenda, including ensuring decision items result in a decision or action;
- Ensure that meeting minutes circulated to all members of the SMAC for review and approval; and

- Ensure that regular reports are sent to the TIAY Board to be tabled at regular meetings of the Board.

3.5 SMAC Vice-Chair

The Vice-Chair shall be appointed by the TIAY board and will serve as the Chair in the event the Chair is absent or unable to fulfill his/her responsibilities.

3.6 Recruitment of SMAC Members

- The recruitment process will be coordinated and administered through the TIAY Office on behalf of the TIAY Board;
- Recruitment for the SMAC will occur through a regular intake each year in September – November;
- Filling vacant positions on the SMAC will be an on-going activity and may be undertaken at any time;
- The Chair in collaboration with the Executive Director will ensure that a clear mandate is given with respect to authority, timelines, attendance, conflict of interest, and communication expectations;
- Once a list of qualified candidates is prepared, the TIAY Board will review and subsequently appoint SMAC members; and
- Tourism Yukon will be advised of the composition of SMAC and any changes that occur over time.

3.7 Removal of SMAC Members

The Board may remove a member from the SMAC at their sole discretion for:

- Missing two consecutive meetings of the SMAC without being excused;
- Leaving the tourism industry;
- Violating the TIAY Conflict of Interest or Communications Policy;
- Failing to adhere to a professional code of conduct (i.e. disrespectful behavior during meetings, dishonesty, theft, etc.);
- Declaring Bankruptcy; or
- Being convicted of an indictable offence.

Removal of a member of SMAC requires an approved Board resolution citing cause and such decision is not subject to appeal by the member being removed.

4.0 Operations of the SMAC

4.1 Administration

- TIAY Yukon staff will provide administrative support to the SMAC;
- In order to strengthen the information flow between the Board and the SMAC, the Executive Director is a voting member of the SMAC, and Directors from TIAY have an open invitation to attend any SMAC meeting as observers;
- Members of the SMAC will have their travel expenses reimbursed to attend SMAC meetings, but will not be paid a per-diem or honorarium;
- Experts and other resource people may be invited to participate on an ad hoc basis as appropriate, to contribute to specific agenda items;
- Conflict of Interest. It is in the best interests of the SMAC to be aware of, and properly

manage all conflicts of interest, and perceived conflicts of interest; and

- The selection process, committee activities, and committee outputs will be jointly reviewed by the SMAC and the TIAY Board each year in advance of calling for applications.

4.2 Orientation

Upon appointment, new SMAC members will receive background and training on the mandate and activities of Tourism Yukon, the Board, and the SMAC.

4.3 Meeting Schedule and Agendas

The SMAC will meet on a regular basis, on a schedule determined by the SMAC and the Board.

- The SMAC will meet a minimum of four (4) times a year in person;
- Meetings will be scheduled to align with Tourism Yukon's Planning Cycle and industry needs to ensure that the Board has adequate time to consider and forward recommendations to the Minister of Tourism in time to influence the strategic plan and programs of Tourism Yukon;
- Members may attend meetings via teleconference;
- The Chair and Executive Director will attend all Board meetings in addition to SMAC meetings;
- A meeting calendar will be developed for each fiscal year no later than January 31st of each year and will be available when SMAC recruitment is launched; and
- Meeting agendas will be approved by the Chair and distributed to all members of the SMAC at least five business days prior to the meeting date.

4.4 Minutes

Minutes of the meeting will be recorded by TIAY Office staff. Minutes will be distributed to all SMAC members following review by the Chair and Vice-Chair.

4.5 Recommendations

The recommendations of the SMAC shall be arrived at via consensus and shall be reported back in writing to the TIAY Board for review and approval. This should include any background information and/or reports that have been provided to the SMAC.

The TIAY Board shall deliver the approved recommendations of the SMAC to the Minister of Tourism and Culture with a copy to the Deputy Minister and the Director of Tourism at Tourism Yukon.

4.6 Communications

The SMAC does not communicate publicly. Public communications are handled by the TIAY Board in consultation with the Chair of SMAC.