



**TOURISM BURLINGTON**  
**BOARD OF DIRECTOR PACKAGE 2015**

## **INTRODUCTION**

Tourism Burlington originated as a Visitor Information Centre in the 1970's developed into a Visitor & Convention Centre through the Chamber of Commerce and has evolved into a not-for-profit incorporated business governed by a volunteer Board of Directors. The strategic plan developed in 2011 identified a vision and mission for Tourism Burlington as follows:

**Vision** – Exceptional visitor experiences

**Mission** – Tourism Burlington is a partnership that delivers:

- Increased visitors year-round;
- Community and partner economic benefits;
- High quality experiences and attractions.

Under the motion passed by the City of Burlington Council, and as reflected in the governing by-law for Tourism Burlington, a Board of Directors oversees the organization and members include:

- One member of Council of the City of Burlington (appointed)
- One person who is qualified as a member of a professional accounting association;
- One person who is a resident of Burlington;
- Up to seven (7) members with non-profit organization governance experience and who may be employed in or have a substantial interest in the tourism sector in Burlington or who shall be such others persons as determined by the nominating committee to be qualified to serve as a director.

This document provides information to perspective Board of Director members on expectations, roles and responsibilities, etc.

## **BOARD OF DIRECTORS 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.

- 18 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, task group, 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, including respecting the designated organization's spokesperson policy and other key governance components;
- Commitment to fulfill a minimum two year term of office as a Board of Director member; (unless otherwise stipulated ie: Council)
- Evident capacity and potential interest by some prospective Board member candidates to hold Board leadership positions in the future, ranging from executive 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;
- 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(6) to eight(8) Board meetings per year of approximately two hours duration, of which one would be an annual general meeting;
- Attendance at potentially two(2) special meetings per year of under two hours duration;
- Attendance at one(1) - two(2) , 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 one(1) – two(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.

<b>TOURISM BURLINGTON BOARD OF DIRECTORS</b>		January 2015
<b>POSITION</b>	Board of Directors	
<b>REPORTABILITY</b>	Board of Directors	
<b>TERM</b>	As per the governing by-law	
<b>BRIEF DESCRIPTION</b>	<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 establishing 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>	
<b>SPECIFIC RESPONSIBILTIES</b>	<ul style="list-style-type: none"> <li>▪ To develop, approve and monitor the achievement of the organization's strategic plan, ensuring the presence of strategic goals and priorities.</li> <li>▪ To develop, approve and monitor achievement of the organization's annual work program.</li> <li>▪ To undertake periodic assessments of the organization's operational effectiveness and efficiency related to the strategic directions, policies and accountabilities of the organization.</li> <li>▪ To regularly review the organization's financial results and assure an annual audit of the organization's financial affairs.</li> <li>▪ To request and receive input from interested stakeholders and community members relative to the development of tourism opportunities within Burlington.</li> <li>▪ To ensure the organization's reporting requirements are achieved with City Council, industry stakeholders, funding bodies, sponsors and others as appropriate.</li> <li>▪ To oversee 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.</li> <li>▪ To review, approve and monitor the operating policies of the organization within which the staff, committees and others operate on a day-to-day basis.</li> </ul>	

**TOURISM BURLINGTON BOARD OF DIRECTORS**

January 2015

- To form committees, task groups, work groups, etc., in support of approved initiatives of the organization.

- To commission and have analyzed research, trends analysis and other inputs in support of the organizations priority setting and decision-making.

- 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, national 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.

**TOURISM BURLINGTON BOARD OF DIRECTORS**

January 2015

- 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.

Date \_\_\_\_\_

Board Member Signature \_\_\_\_\_

Board Chair \_\_\_\_\_