

Terms of Reference for the Yukon Tourism Development Strategy

Governance Task Force

TABLE OF CONTENTS

1.0	Introduction	2
2.0	Context.....	2
3.0	Mandate	3
3.1	Criteria	3
4.0	Guiding Principles.....	4
5.0	Task Force Structure	5
5.1	Task Force Membership.....	5
5.2	Task Force Chair	5
5.3	Selection of Replacement of member	6
5.4	Term	6
6.0	Task Force Process.....	7
6.1	Deliverables	7
6.2	Task Force Activities	7
6.3	Process.....	8
6.4	Work Plan.....	8
6.5	Confidentiality	9
6.6	Declaration of Interests	9
6.7	Resources	9
7.0	Funding and Administrative Support.....	11
8.0	Access to information and protection of privacy	11

1.0 INTRODUCTION

Arising out of the Yukon Tourism Development Strategy, the Government of Yukon is establishing a Task Force to explore tourism governance models for Yukon.

2.0 CONTEXT

Yukon's last vision for tourism was developed in 2000. Since then, the tourism sector in Yukon has significantly grown and shifted. Driven by the Government of Yukon's vision and priorities, the Department of Tourism and Culture welcomed the opportunity to lead the development of a tourism development strategy in 2017.

To guide the development of the strategy, a 15-member Steering Committee made up of organizations that represent the tourism industry, Yukon First Nations, municipalities, the arts and culture community and Yukon government was brought together to guide the initiative forward and create a strategy for Yukon.

The Steering Committee completed this work, and officially endorsed and recommended the *Yukon Tourism Development Strategy 2018-2028: Sustainable Tourism. Our Path. Our Future.* to the Government of Yukon in November 2018. In February 2019, the Government of Yukon endorsed the recommended strategy and the implementation of its seven priority actions.

One such action was to establish a Task Force to explore options and recommend an improved governance model for tourism. The current model is not "broken"; however, it is recognized that improving governance has the potential to align the efforts of government and industry in a manner that maximizes efficiency of destination management and supports tourism industry growth.

3.0 MANDATE

The mandate of the Task Force is to:

- assess tourism destination governance models against a set of criteria;
- rank these models based on their ability to achieve the vision, goals and values of the Yukon Tourism Development Strategy, and
- recommend a ranked list of models for consideration by government.

In formulating its recommendation, the Task Force will be guided by research and best practices from leading tourism destination management models, and meaningfully consider the thoughts of the Yukon Tourism Development Strategy Steering Committee and key stakeholders.

3.1 CRITERIA

The Task Force will assess tourism destination governance models against:

- the vision, goals and values of the Yukon Tourism Development Strategy;
- accountability to the diversity of interests within the Yukon tourism sector and the Yukon public;
- revenue generation capabilities;
- performance pay funding models;
- flexibility and agility to respond to market conditions;
- competitiveness;
- stakeholder involvement in decision making;
- fit for Yukon, and
- other criteria as deemed appropriate by the Task Force.

4.0 GUIDING PRINCIPLES

- Recommendations to the Government of Yukon will be practical and feasible, with the aim to better align the efforts of government and industry in a manner that maximizes efficiency and effectiveness of destination management and supports sustainable tourism industry growth.
- Recommendations shall not include governance models that will lead to ongoing increases in operations and maintenance costs to the Government of Yukon nor include any layoffs of permanent staff and any reorganization must be in compliance with the Yukon Employees Union Collective Agreement.
- Individuals on the Task Force will be expected to work together in a respectful manner with a willingness to listen to all perspectives/opinions brought to bear on how to address relevant issues.
- Decisions will be made based on consensus among Task Force members. Where consensus cannot be reached, the majority view and minority views of dissenting members will be presented to the Government of Yukon for consideration.
- Face to face meetings will be planned as far in advance as possible to accommodate schedules and to ensure maximum participation. Online technologies, teleconferencing and videoconferencing will be used when possible to facilitate participation and to decrease travel.
- The terms of reference lay out the structure and mandate of the Task Force, however they are flexible and may be altered to ensure the Task Force is able to deliver upon their mandate.
- Any proposed amendments to the terms of reference are to be provided to the Minister of Tourism and Culture for consideration and approval.

5.0 TASK FORCE STRUCTURE

5.1 TASK FORCE MEMBERSHIP

The Task Force will be made up of a maximum of seven individuals including one (1) independent Chair, two (2) members providing a tourism industry perspective, two (2) members providing a First Nations perspective and two (2) Government of Yukon representatives. Members will be appointed by the Minister of Tourism and Culture, to be confirmed based on the following criteria:

- Expertise and knowledge of tourism in the Yukon context and/or expertise and knowledge of organizational structures and governance models;
- Perceived to be balanced in their views and approach to issues; and
- Has an understanding and appreciation for a diversity of perspectives of other constituencies.

The Minister may also appoint advisors to the Task Force.

5.2 TASK FORCE CHAIR

The Task Force will be chaired by Vicki Hancock. The Task Force may choose one of its members to serve as Alternate Chair should the Chair not be available for a meeting.

5.3 SELECTION OF REPLACEMENT OF MEMBER

If a member of the Task Force steps down, the Minister will be responsible for selecting a replacement based on the following criteria:

- Expertise and knowledge of tourism in the Yukon context and/or expertise and knowledge of organizational structures and governance models;
- Perceived to be balanced in their views and approach to issues; and
- Has an understanding and appreciation for a diversity of perspectives of other constituencies.

5.4 TERM

- The Task Force will be established in April 2019.
- Once the Task Force has submitted its final report to the Government of Yukon it will be disbanded.
- The Government of Yukon reserves the right to terminate the panel at any time and for any reason.

6.0 TASK FORCE PROCESS

6.1 DELIVERABLES

- The Task Force will submit a draft report to the Government of Yukon by July 1, 2019. The report will contain advice and options as per the Task Force's mandate.
- The Task Force will submit a final report, no later than September 1, 2019.
- The Task Force report will be available to the public once the government has received the report and has had time to review and analyze the recommendation.

6.2 TASK FORCE ACTIVITIES

In order to advance its work, the Task Force should undertake the following activities:

- *In camera* discussions to exchange perspectives, establish a shared understanding of issues, identify key themes, and develop advice.
- Gather and review local, national and international research to support its work.
- Regular meetings with the Minister of Tourism and Culture at key milestones to receive feedback and exchange views on key topics for further exploration.
- Meetings with the Yukon Tourism Development Strategy Steering Committee to explore issues and facilitate dynamic engagement with a mix of experts.
- Invite guests with experience and expertise in key areas and issues to make presentations to and engage in dialogue with the Task Force.
- Prepare interim reports to the Minister of Tourism and Culture on emerging findings and/or specific themes, as well as a final report with conclusions and advice in accordance with its mandate.

6.3 PROCESS

- Task Force reviews initial research
- Task Force reviews additional tourism destination governance models
- Task Force engages with the Yukon Tourism Development Strategy Steering Committee
- Task Force reviews written submissions
- Task Force develops draft report
- Task Force shares draft report with the Minister of Tourism and Culture
- Task Force revises draft report as needed
- Task Force recommends final report to the Minister of Tourism and Culture
- Government of Yukon conducts an internal analysis of top ranked models
- Cabinet and Management Board reviews recommended submission

6.4 WORK PLAN

Work Plan

- The Task Force will be responsible for developing a work plan that will enable it to present a final report to the Minister by September 1, 2019.

Budget

- The budget for this project shall not exceed \$50,000.

6.5 CONFIDENTIALITY

Task Force meeting conversations are confidential. Conversations may be repeated with permission from the Task Force and the author of the comment. Task Force member views and comments will not be attributed in meeting reports or minutes and this will clearly be noted on each report.

All members are expected to protect and maintain as confidential any privileged information divulged during the work of the Task Force. Members must not discuss this information with persons not on the Task Force, or divulge information obtained from the work of the Task Force, including presentations made to it, until such time as this information has been officially released for public distribution.

6.6 DECLARATION OF INTERESTS

The Chair will ask members to make a verbal statement of their relevant affiliations and interests. The level of participation of a member in conflict is determined by the Chair in consultation with the other members of the Task Force. Each individual Task Force member has the responsibility to declare a conflict of interest as it arises.

6.7 RESOURCES

The Yukon government will provide the panel with the following documents to inform its activities:

- Yukon Jurisdictional Scan, Phase 2 Report
- Tourism budgets, 2018/19, 2019/20

- Destination Canada Funding Model research
- Previous discussion papers on governance models for tourism Yukon
- Auditor General Report on Crown Corporation and Structure
- Other documents as identified or requested by the Task Force.

The Task Force will be supported by additional research and expert advice on organizational structures for tourism Destination Management Organizations, including:

- Yukon's current governance model, which comprises direct service delivery (the current Department of Tourism and Culture and its Tourism Branch – marketing, product development and research, visitor services) as well as external service delivery through the funding of NGOs;
- Yukon's current governance model with a legislated strategic advisory committee reporting to the Minister of Tourism and Culture;
- Crown corporation structure;
- Special operating agency structure;
- Private Sector contract model (Northwest Territories); and
- Other models/hybrids as identified or requested by the Task Force

7.0 FUNDING AND ADMINISTRATIVE SUPPORT

The Department of Tourism and Culture, Government of Yukon, will provide all funding, administrative and secretariat support to the Task Force to meet the requirements of this Terms of Reference. Specifically, this will include:

- Honoraria and per diems for the Task Force members;
- Travel and meeting space arrangements;
- Secretariat services;
- Presentation materials, if requested, and hand-outs;
- Task Force meeting organization;
- Design and production of the Task Force's final report; and
- Other administrative support as requested.

8.0 ACCESS TO INFORMATION AND PROTECTION OF PRIVACY

The Task Force will be subject to and agree to abide by any relevant provisions of the *Access to Information and Protection of Privacy Act*.