

## Cultural Tourism Working Group

### TERMS OF REFERENCE

Approved on June 11, 2024



### 1. Group Name

The name of the group will be the Cultural Tourism Working Group.

### 2. Authority

Established by the Town of Lunenburg, the Cultural Tourism Working Group will report to the Town of Lunenburg's Municipal Council.

### 3. Definitions

- *Cultural Resources*: physical and non-physical cultural elements, such as historical landmarks, traditional crafts, live performances, local cuisine, festivals, and events.
- *Cultural Tourism*: a form of travel driven by the desire to explore, understand, and engage with a destination's cultural heritage.
- *Culture*: a community's spiritual, material, and intellectual characteristics. Culture includes art and literature, everyday living habits, ways of interacting, values, traditions, and beliefs. Culture includes physical items such as artefacts, art, sites, and products and intangible expressions like performance, folklore, music, and events.
- *Sustainability*: the responsible management of resources, including cultural resources, to meet current needs while ensuring that future generations can meet their needs. Sustainability involves balancing economic growth, environmental protection, and social well-being,

### 4. Background

Council voted to develop Terms of Reference for a Cultural Tourism Working Group on April 9, 2024. This group is tasked with completing the Cultural Tourism Economic Impact Study and Sustainable Cultural Tourism Plan as part of the Strategic Tourism Expansion Program. The initiative recognizes three fundamental components of sustainability: the economic dimensions of tourism, encompassing revenues, yield, and profits; the imperative to preserve our cultural and natural heritage, which directly impacts our livelihoods; and the necessity for community leadership, input, and support. Old Town Lunenburg, recognized as a World Heritage Site, embodies a holistic appreciation of culture, encompassing both tangible and intangible heritage. Its designation underscores its historical significance, architectural integrity, and cultural legacy, serving as a vibrant testament to Nova Scotia and Canada's maritime heritage.

## 5. Mandate

The Cultural Tourism Working Group is mandated to enable, facilitate and develop Lunenburg as a sustainable tourism destination by exploring, recommending, and undertaking actions promoting resilience, health, and prosperity for the broader community.

## 6. Working Group Objectives

- **Economic Metrics and Fiscal Goals:** Recommend economic metrics and fiscal goals for Lunenburg's cultural tourism sector.
- **Achievable Cross-Sectoral Plan:** Develop, evaluate and promote a three to five-year actionable plan for sustainable cultural tourism in Lunenburg reflective of community goals.
- **Governance Model:** Recommend a governance model for local and regional tourism development and indicate the Working Group's role over time.
- **Experiential Tourism Products:** Identify, enable, facilitate and develop experiential tourism products tailored to Lunenburg's cultural landscape that support long-term sustainability per the Sustainable Cultural Tourism Plan.
- **Digital Marketing Enhancement:** Recommend enhancements for digital and online marketing to promote sustainable cultural tourism per the Sustainable Cultural Tourism Plan.
- **Community Engagement:** Establish a public consultation and community communications approach to uncover the community's vision for sustainable cultural tourism development.
- **Capacity Building Sessions:** Identify and secure necessary Capacity Building Sessions to support sustainable cultural tourism initiatives recommended under the Sustainable Cultural Tourism Plan.
- **Informed Decision Making:** Assist policymakers in integrating economic, social, and environmental considerations for sustainable and inclusive cultural tourism in Lunenburg.
- **Investment and Funding:** Provide recommendations on leveraging investment and funding opportunities to support cultural tourism projects that contribute to long-term sustainability and achieve the goals and actions recommended in the Sustainable Cultural Tourism Plan to protect and promote sound investment in Lunenburg's tourism sector.

- Tourism Trend Analysis: Analyze global, national, provincial, and regional tourism trends to propose strategies for resilience in cultural tourism.
- Consumer Expectations: Provide specific insights into emerging consumer expectations related to cultural tourism experiences.
- Tourism Asset Inventory: Conduct a Tourism Asset Inventory to identify and document cultural resources in Lunenburg.

## **7. Working Group Composition**

The Cultural Tourism Working Group shall be comprised of:

- 2 Representatives from Lunenburg's Public or Non-Profit Culture Sector
  - 2 Representatives from Lunenburg's Private or For-Profit Tourism Sector
  - 2 Members of the Lunenburg Board of Trade
  - 2 Representatives of Lunenburg's Maritime Heritage and/or Waterfront Industries
  - 2 Town of Lunenburg residents
  - 2 Councillors
- Working Group members serve at the pleasure of the Town of Lunenburg's Municipal Council.
  - The Town's Chief Administrative Officer or their delegate will serve as a non-voting ex-officio member.
  - Town-hired consultants or their delegates will serve as non-voting ex-officio members.
  - The desired composition of the working group should include members with senior leadership experience in areas of cultural tourism.
  - Members do not need to be residents of the Town of Lunenburg to serve on the Committee but should have demonstrable ties to Lunenburg, such as operating a business registered to a Town of Lunenburg address or represent a non-profit or public cultural tourism group registered to a Town of Lunenburg address.
  - The working group will be no larger than 12 members, excluding ex-officio members.
  - The working group may occasionally invite individuals or groups to present. Individuals who are not members of the working group may, with permission of the working group, attend for the purpose of providing information or submitting feedback. These individuals will be allowed to speak on a matter if permission from the Chair has been granted but will not be involved in any decision-making.

## **8. Executive Committee**

At their first meeting, the Working Committee will appoint a Chair and Vice-Chair, who, along with the Town's Chief Administrative Officer or their delegate, will form an Executive Committee.

## **9. Term of Office**

This is an ad hoc working group. Once the work is completed, the term of office expires. The term of the work is anticipated to be completed by the summer of 2026.

## **10. Meetings**

- Every attempt will be made to schedule meetings at least 7 days in advance.
- Meetings shall be as required.
- Meetings will be held in person, with virtual participation available if needed.
- If a member plans to attend virtually, they must notify the Chair and the Chief Administrative Officer or their delegate 24 hours in advance to allow for necessary technical setup.

A meeting can be cancelled by the Chair if:

- Many people, especially key decision-makers, are unavailable for the meeting.
- Bad weather or other unforeseen circumstances.

## **11. Meeting Administration**

Meetings will be open to the public and advertised on the Town's website but will not be livestreamed or video-recorded.

Agendas and minutes will be available for public review.

As a Working Group, no public input sections will be included in the agenda.

## **12. Setting Meeting Agendas**

Each meeting agenda will include a standing item called "Agenda Items for Next Meeting," allowing committee members to discuss and propose topics for the next meeting.

In between meetings, the Executive Committee may request and add agenda items for inclusion in an upcoming meeting agenda.

Draft agendas will then be prepared by Staff and shared with the Chair for review. The Chair will provide feedback or approve the draft within 48 hours. The draft agenda will be considered approved if no response is received within this timeframe.

Agenda items may be added at the start of a meeting, provided the working group consents to the additional items.

### **13. Attendance at Meetings**

If the working group members are unable to attend, they must notify the Chair and the Chief Administrative Officer or their delegate.

A member of the working group who, without leave from the Chair, is absent from three consecutive regular meetings of the working group may be requested by the working group to vacate their position.

### **14. Quorum**

A quorum shall be 50 percent of voting members plus one.

### **15. Role of Working Group Chair**

Once appointed by the working group, the Chair will be expected to:

- Ensure that the work of the Cultural Tourism Working Group is in keeping with the mandate as outlined in the Terms of Reference;
- Chair Cultural Tourism Working Group meetings;
- Set the agenda for Cultural Tourism Working Group meetings;
- Assign and delegate work to Cultural Tourism Working Group members;
- Ensure that all members at meetings have an opportunity to participate in discussions; and
- Respect and support working group actions once the Cultural Tourism Working Group has made a decision.

### **16. Role of Working Group Vice-Chair**

The Vice-Chair will be expected to fulfill any and all Chair roles should the Chair be unable to do so. The Vice-Chair may delegate any of their roles to the Vice-Chair by notifying all Cultural Working Group members.

### **17. Role of the Executive Committee**

The Executive Committee will meet as needed to ensure continuity and momentum towards the Cultural Tourism Working Group's mandate and objectives as outlined in the Terms of Reference. These meetings will be an opportunity for Town Staff and the Executive Committee to discuss and disseminate information sharing with the wider Working Group and prepare meeting agendas.

Town-hired consultants can join Executive Committee meetings if invited by the Executive Committee.

The Executive Committee cannot make decisions apart from setting Working Group meeting dates and draft agendas. All decisions must be made by the Working Group as a whole.

## **18. Role of Working Group Members**

Once appointed, Cultural Tourism Working Group members will be expected to:

- Regularly attend meetings;
- Regularly attend working group events, such as public consultations;
- Stay informed about working group matters, be prepared for all meetings and review minutes, agenda and supporting materials;
- Actively participate in a respectful and engaged manner;
- Be committed to the work and mandate of the Cultural Tourism Working Group;
- Volunteer for and willingly accept assignments and complete them thoroughly and on time; and
- Respect and support Cultural Tourism Working Group actions through a unified voice, once the Cultural Tourism Working Group has made any decisions.

## **19. Role of Town Staff**

- Be open to frequent and honest communication with the Working Committee, establishing a mutually trusting working relationship;
- Provide professional expertise and capacity-building resources;
- Report findings and recommendations to the Town of Lunenburg's Municipal Council and the community at large;
- Prepare agendas for Chair consideration;
- Keep minutes for Committee approval;

## **20. Role of Consultants**

- Be open to frequent and honest communication with the Working Committee, establishing a mutually trusting working relationship;
- Provide professional expertise and capacity-building resources;
- Pen the Cultural Tourism Economic Impact Study;
- Pen the Sustainable Cultural Tourism Plan;
- Guide the Cultural Tourism Working Group through the STEP program; and
- Any other services contracted by the Town of Lunenburg.

## **21. Decision Making**

The members of the Cultural Tourism Working Group shall make every effort to come to consensus during the decision-making process. The working group will use consensus decision-making to facilitate better decisions through:

- including the input of all members;
- including and respecting all parties, and generating as much agreement as possible;
- setting the stage for greater cooperation in implementing the resulting decisions; and
- promoting an atmosphere that fosters group cohesion and interpersonal connection.

When the working group members cannot reach an agreement, the Cultural Tourism Working Group may have a motion put forth which requires a vote to be taken. Motions pass when over 50 percent of voting members at a meeting vote in favour of a motion.

## **22. Other Meeting Procedures**

Any meeting procedure not outlined in this Terms of Reference will follow the Town of Lunenburg's established policies governing Council and Committee meetings and procedures.

## **23. Pecuniary Interest**

Members must promptly disclose any direct pecuniary interest in a matter under consideration by the Committee. This disclosure must occur as soon as possible at the commencement of the meeting where the matter is discussed.

If a member has any pecuniary interest, direct or indirect, they must recuse themselves from the discussion and decision-making process for that particular matter. They must also avoid attempting to influence any recommendation on the matter, both during and outside the meeting.

Every disclosure of interest and its general nature must be recorded in the minutes of the meeting.

## **24. Amendments**

The Cultural Tourism Working Group Terms of Reference may be amended by Council.