

# **Teton County Destination Stewardship Council**

## **Terms of Reference, 2023**

### **1. Purpose**

The Teton County Destination Stewardship Council (DSC) will serve as the interim coordinating body to the Jackson Hole Travel & Tourism Board (JHTTB) for implementation of the Sustainable Destination Management Plan (SDMP). The DSC will be composed of a network of individuals and organizations that are critical to implementation of the SDMP's strategic initiatives, and the network will help maintain momentum and foster shared responsibility for SDMP implementation.

### **2. Background**

Establishing a permanent organizational structure for destination management will take time. While that work proceeds, the interim network can maintain momentum created by the SDMP participatory planning process as well as communicate with and engage key stakeholder groups. A destination stewardship council will serve as the bridge to a permanent destination management and marketing organization.

### **3. Council Composition**

A critical consideration in determining the ideal slate of DSC participants and optimal size of this network is that all key organizations needed for implementation of SDMP year one priority actions should participate in the DSC. The DSC participants may change from year to year based on evolving SDMP implementation requirements. Term limits for DSC participants will be reviewed on an annual basis by the Core Team composed of action team leaders who are intimately involved in implementation of priority actions and strategic initiatives. The Core Team will make recommendations to the JHTTB.

The DSC will start out as a Core Team, composed of key destination partners. The Core Team will be responsible for building out the full DSC group of approximately 18 members as the first task. There are advantages to this approach. The Core Team has a broad spectrum of community-specific expertise and members have a good understanding of the issues, which can make it easier for them to agree, act, and establish implementation methods and boundaries. Furthermore, the Core Team is composed largely of individuals and organizations that participated in the SDMP process as members of the Steering Committee. Their unique knowledge of this process and their organization's role in the community makes them uniquely qualified to form the foundation of this working group.

The DSC will consist of participants from the tourism industry as well as representatives from community stakeholder groups—such as additional subject matter experts, community leaders and organizational leaders who can guide implementation.

DSC participants will organize into action teams to assist with implementation on key SDMP focus areas. These smaller action teams are designed to work efficiently through action items identified by the DSC as target areas of quick wins for the community.

DSC participants may nominate an alternate from their own agency/organization as their representatives on the DSC, or as permanent replacements, subject to the approval of the Core Team. Representatives at meetings should be appropriately briefed and able to act as authoritative representatives of their respective organizations.

DSC participants may make a request to the Chairperson that guests—both within and external to the tourism industry, community, and public sector—be invited into meetings on an *ad hoc* basis to provide specific input/advice. This is especially helpful for those subject-matter areas for which the DSC has limited in-depth knowledge.

This interim nature of the DSC offers the JHTTB and the community an opportunity to identify areas of concern before creating a longer-term governance structure for destination management. The key job of the interim network will be to develop a plan to establish the long-term destination management governance structure and to clearly communicate that plan and its benefits to tourism stakeholders and the wider community.

The value of the DSC may extend beyond the establishment of the permanent destination management and marketing organization contingent on its initial success. For instance, the DSC can provide guidance and recommendations to the JHTTB and others in the formation of a permanent destination management and marketing organization. A final decision about the ideal time horizon of this network will need to be made by the JHTTB, DSC participants and other key stakeholders.

#### **4. Network Development & Design**

The Destination Stewardship Council will initiate through the invitation to the Core Team organizations selected by the JHTTB as key stakeholders in tourism and destination management. The Core Team organizations will designate a representative and those representatives will develop a list of organizations to invite to be Council participants. Each organization must designate a representative and/or an alternative in case of absence.

The key design elements of the DSC are outlined below.

- **The DSC** will be convened and chaired by the **JHTTB**. A co-chair (individual or organization) can be selected. The JHTTB will convene and facilitate all DSC meetings and manage all communications with DSC participants through a Destination Management Coordinator. The DSC will provide the JHTTB with monthly updates via the Destination Management Coordinator and can provide the Board with recommendations for SDMP implementation. Decisions affecting the JHTTB or requiring JHTTB oversight or direction will need to be approved by the JHTTB. Decisions or recommendations made outside of the scope of the JHTTB will be presented to the appropriate

decision-makers outside of the JHTTB.

- **The Destination Management Coordinator** will be contracted to manage and coordinate the DSC. This entity will be in consistent communication with DSC participants and between the DSC and the community and stakeholders. The role will also support the Core Team, network participants and the action teams in carrying out the purpose of the network. The Destination Management Coordinator will help the DSC convene, connect, communicate, coordinate, and collaborate around its shared purpose. The primary goal will be to coordinate communications, build trust among participants and ensure an efficient working group environment.
- **The Core Team** will be a committee composed of seven to ten DSC participants, including the JHTTB and the main leaders of the action teams, who will meet monthly and additionally as needed. The Core Team will establish and maintain the DSC membership. The Core Team will work closely with the Destination Management Coordinator and JHTTB to expedite decision-making, manage the network, and provide fiscal recommendations for SDMP implementation.
- **The Full DSC Team** will come together regularly to share information, coordinate, and collaborate across SDMP focus areas. The frequency of meetings will be defined based on feedback from DSC participants. Network participants will contribute significant investments of time through action teams to support the quick-win priority actions and initiatives.
- **Action Teams** composed of network participants will be formed based on agreed upon quick-win priority actions and initiatives. Action teams will meet as frequently as needed. At times, participants may be asked to join more than one action team to work through concurrent projects.
- **Ex-Officio Participants** will include strategic partners from the State and Regional areas, including but not limited to the Wyoming Office of Tourism, Wyoming legislators, and other governmental and non-governmental entities.

## **5. Roles and Responsibilities**

The primary role of the DSC will be to guide implementation and monitoring of the SDMP in the near-term. It will establish annual priorities based on SDMP recommendations. The SDMP includes a detailed implementation plan for the first three years which can be used by the DSC to define annual priorities.

The DSC will select and prioritize quick-win SDMP action items and identify a functional role, when applicable, for the JHTTB for those action items. This approach will demonstrate tangible and measurable results within the first year. These quick wins will be key to building support for more complex initiatives. Specific suggestions for Year 1 quick-win priority actions are outlined in the SDMP.

In addition to the quick win priority actions, the DSC will provide input and guidance to the JHTTB and partners for the establishment of a permanent structure for destination management and SDMP implementation.

The DSC will foster trust and ensure transparency through frequent communications with tourism stakeholders and the wider community about progress and challenges.

The DSC will ideally have the key organizations needed for implementation of the agreed-to priority actions and DSC participants will recruit missing organizations and encourage them to engage with and participate in the network. This will ensure adequate involvement and representation of key stakeholder groups.

The DSC participants will support knowledge sharing and learning among network participants in order to build trust and strengthen relationships among network participants. All council members will be active, working members of the volunteer council and will share an equal workload. Members that are routinely not able to attend, or not able to effectively contribute to the council, will be removed from the council in order to ensure equal workload among all participants.

Finally, the JHTTB and DSC will remain accountable for SDMP implementation. The DSC will review its progress on a semi-annual basis and provide feedback to the JHTTB to ensure steady progress toward agreed upon quick win priority actions and initiatives. Furthermore, it will provide guidance on emerging issues and agree on possible countermeasures and responses to specific issues and risks.

## **6. Meetings**

Initially meetings will be convened monthly or as needed, with appropriate notice. Agenda documents and other materials relevant to the meeting will be circulated to network participants at least five days prior to the scheduled meeting date, when possible. Resolutions associated with the implementation of priority actions and strategic initiatives may be passed by DSC participants on a consensus basis. When this is not possible, a vote may take place with the Chairperson having both a deliberative and deciding vote in instances of a tie. In the absence of a clear consensus, the Chairperson may determine that an action item requires more input and consideration before moving ahead. Council members will be asked to evaluate action items as they relate to the greatest benefit to the community, while also providing insights according to their scope of expertise.

## **7. Key Performance Indicators**

Potential DSC Key Performance Indicators are outlined below.

- **Leadership:** confidence that DSC leadership (Core Team and Destination Management Coordinator) has the capacity to garner the commitment of all needed stakeholders and help to secure required funding to work toward SDMP goals; speed of response to requests and complaints made by DSC participants; mechanism for evaluating DSC participant satisfaction and level of DSC participant satisfaction.
- **Participation:** representation and involvement by all key stakeholder groups; shared understanding of the DSC structure and participants' roles and responsibilities; contributions made by each DSC participant; participation of public and private sector in funding DSC priority actions; DSC

includes minorities and marginalized groups; equal workload is shared among Core Team and DSC participants in the form of working action teams, all members of the DSC similarly engaged.

- **Effectiveness:** total number of priority actions implemented in a year and quality of results; achievement of or progress toward objectives and results planned for each action; total funding and diversity of funding sources secured for quick-win priority actions; projects implemented by DSC are aligned to SDMP strategic initiatives; DSC projects are implemented as per work plans established by the DSC.
- **Value Creation:** DSC has a mechanism for evaluating the results and impacts of its projects on an annual basis; degree to which DSC projects are achieving tangible and measurable results (see KPIs for strategic initiatives in SDMP); degree to which DSC projects are positively impacting network participants and the destination.
- **Accountability:** existence of basic systems for managing the network including but not limited to supporting implementation of priority action projects and holding action teams accountable for implementation of agreed to projects; guidelines for ensuring ongoing communications, cooperation and collaboration among DSC participants.
- **Transparency:** DSC participants have accurate, relevant and timely information about the network's projects and resources; periodic public reporting about DSC projects, resources, results and impact.