



Update on Tourism Toronto Governance

Date: September 30, 2019

To: Economic and Community Development Committee

From: General Manager, Economic Development and Culture

Wards: All

SUMMARY

The City of Toronto's long relationship with Tourism Toronto is characterized by close collaboration to ensure that Toronto is promoted as an attractive destination for visitors. Tourism Toronto is not an agency of the City of Toronto. It is an independent not-for-profit organization that reports its own Board of Directors. The fiscal and governance relationship between Tourism Toronto and the City has evolved and changed over the years.

This report describes Tourism Toronto and its relationship with the City. The report responds to City Council direction to report back on the relationship, including governance and Board structure, in response to changing funding relationships and increased financial reliance by Tourism Toronto on the City of Toronto. The report recommends that Tourism Toronto be requested to designate two voting members on the organization's Board of Directors to the City of Toronto.

RECOMMENDATIONS

The General Manager, Economic Development and Culture recommends that:

1. City Council request Tourism Toronto to designate two voting members on its Board of Directors to the City of Toronto: one seat for the Mayor or designate and the other for the General Manager of Economic Development and Culture or designate.

FINANCIAL IMPACT

There are no financial implications resulting from the adoption of this report.

The Chief Financial Officer and Treasurer has reviewed this report and agrees with the financial impact information.

DECISION HISTORY

On January 31, 2018, City Council adopted the Implementation of Municipal Accommodation Tax (Hotel and Short-Term Rental Tax) report and directed the following related to Tourism Toronto:

9. City Council direct the General Manager, Economic Development and Culture to report back by the second quarter of 2019 on a review of the geographical boundary for Regional Tourism Organization 5 (RTO5) respecting municipal contributions to Tourism Toronto.

13. City Council direct the General Manager, Economic Development and Culture to include, in the General Manager's report in the second quarter of 2019, the opportunities for the City of Toronto to have a position or positions on the Board at Tourism Toronto and to include recommendations on what that composition would be.

14. City Council direct the City Manager to review and report to the Executive Committee before the end of the Council term, with recommendations for governance changes to ensure the City's interests are represented and financial contributions are utilized effectively at Tourism Toronto.

<http://app.toronto.ca/tmmis/viewAgendaItemHistory.do?item=2018.EX30.4>

COMMENTS

Toronto is the leading tourism destination in Canada, attracting 44.5 million Canadian, U.S. and international visitors in 2018 who spent \$9.4 billion in the city and surrounding region.¹ Toronto serves as a gateway for visitors, creating positive economic spin-offs for the surrounding region and rest of the province.

History of Relationship with Tourism Toronto

Tourism Toronto (formally the Toronto Convention and Visitors Association) is the official destination marketing organization (DMO) for Toronto's tourism industry. Tourism Toronto focuses on promoting and selling the greater Toronto region as a remarkable destination for tourists, convention delegates and business travellers. Officially operating as an independent not-for-profit agency, Tourism Toronto has over 750 member businesses and is a partnership of public and private sectors.

Tourism Toronto is not an agency of the City of Toronto. It reports to an independent Board of Directors. Its history as an industry-led marketing organization dates back to 1926 (as the Toronto Convention and Visitors Association). Its relationship with the municipality has changed over the years. Before amalgamation in 1998, the relationship was with the Metropolitan Corporation. Metro Toronto councillors participated on the Board of Directors and the corporation contributed a significant share of Tourism

¹ Tourism Toronto 2018 Annual Report <http://partners.seetorontonow.com/resources/annual-report/>

Toronto's annual operating funds. After amalgamation the relationship was formalized with a Partnership Agreement which defined the City's expectations in terms of service delivery, performance measures and accountability with respect to its annual grant.

In 2003, the Greater Toronto Hotel and Motel Association's members agreed to introduce a voluntary destination marketing fee to increase the resources available for marketing Toronto as a tourism and convention destination. In January 2004, participating hotels began to charge their guests a 3% fee on their room rates and provided the funds generated to Tourism Toronto. This became the main source of funding for Tourism Toronto between the years 2004 and 2009.

In 2004-2005, the City of Toronto and Tourism Toronto undertook a governance review resulting in terms for a new Agreement which were adopted by Council at its meeting on December 5, 6 and 7, 2005. This established the roles and responsibilities of the City of Toronto and Tourism Toronto in developing and maintaining the infrastructure Toronto needs to be a strong tourist destination. The City of Toronto's role was defined as primarily to include physical infrastructure as well as supportive policies, facilitation of tourism investment, visitor information services, and festivals and attractions. Tourism Toronto's role was primarily defined as marketing Toronto to the world. At the same time, the City stopped funding Tourism Toronto and, in fact, Tourism Toronto began contributing funding to some of the City's tourism activities such as visitor services and major events such as Nuit Blanche.

Tourism Toronto's governance structure and funding model underwent another fundamental change in 2010 when the Province introduced the Harmonized Sales Tax (HST) by merging the Provincial Sales Tax (PST) with the federal Goods and Services Tax (GST). Alongside the introduction of the HST in Ontario, the Province changed its funding and governance model for tourism development and marketing activities across Ontario. The Province established 13 Regional Tourism Organizations (RTOs) that each received provincial operating grants generated by a province-wide increase to the sales tax levied on room charges. Tourism Toronto became RTO 5 for an area that included the City of Toronto, Mississauga and Brampton. Since the RTOs are intended by the Province to be industry-led, Tourism Toronto changed its by-laws in 2011, modifying the composition of its Board and eliminating seats for municipal councillors and municipal staff. However, the General Manager of Economic Development and Culture continues to be invited to, and actively involved in, Board meetings as an ex- officio member. Staff in both organizations work closely and collaboratively together.

Current Situation

Tourism Toronto and the City of Toronto continued to renew their partnership agreements up until the implementation of the Municipal Accommodation Tax (MAT) on April 1, 2018 under the authority of the *City of Toronto Act, 2006* (COTA), with Provincial regulation [O. Reg. 436/17](#) enacted in 2017 to enable the tax. The City implemented the MAT in April 2018 as a sales tax paid by the guests of transient accommodation and charged at 4% of the purchase price of transient accommodation within the City of Toronto. As described below, the regulation requires that the City share a prescribed portion of its tax revenue (about \$28 million annually) with Tourism Toronto. This is equivalent to the amount that Tourism Toronto had been receiving

through its voluntary Destination Marketing Program (DMP). The MAT (currently generating about \$50 million annually) replaced the voluntary program of hotel membership contributions through the Greater Toronto Hotel Association. Subsequently the government of Ontario announced the phase-out of its RTO funding (approximately \$9.5 million per annum), so that Toronto's MAT contribution is now the dominate source of funding for Tourism Toronto.

In January 2018, when City Council directed staff to implement the tax, Council also directed staff to report back on governance changes, the Regional Tourism Organization's geographic boundaries and City representatives on the Board of Tourism Toronto.

Governance

According to provincial regulation ([O. Reg. 436/17](#)), the City is required to share a portion of the MAT proceeds with Tourism Toronto based on a prescribed formula tied to the discontinued DMP, and the two are required to enter into an agreement "respecting reasonable financial accountability matters in order to ensure that amounts paid to Tourism Toronto are used for the exclusive purpose of promoting tourism, and the agreement may provide for other matters." An interim funding agreement was executed to allow Tourism Toronto to continue to receive monthly cash flow from the City's MAT proceeds while the final agreement was being negotiated. As of September 2019, the funding agreement is in the final stages of negotiations. The agreement will define the following:

- term of agreement;
- revenue sharing payment plan;
- indemnity and insurance requirements;
- use of funds to promote tourism;
- submission of budget plans and reports;
- requirements around confidentiality and conflict of interest; and
- communication to Council.

Board of Directors

The current Tourism Toronto by-law (2016) directs the organization to have a Board made up of no more than 18 members with voting powers plus the President and CEO of Tourism Toronto who is a non-voting member. The voting Directors are elected for a three-year term. In addition to the voting Directors, a limited number of non-voting Directors may be appointed to such position from time-to-time at the discretion of the Board of Directors. The by-law indicates that the Board of Directors of Tourism Toronto must:

- have representation from across the Region with an appropriate mix of tourism industry/sectors;
- be as broadly representative and inclusive, of the various occupations, activities, interests, experience and capabilities of the membership; and
- have one "Director at Large" who is not involved in the tourism industry but does have experience being on the Board of an organization

Currently the Greater Toronto Hotel Association (GTHA) holds five voting seats on the Board: one for its President and four that are elected by the Board of the GTHA. The

Metropolitan Toronto Convention Centre (MTCC) holds one voting seat on the Board under the by-law.

These Directors are elected by members at the Annual General Meeting (AGM). The next AGM is scheduled for November 2019.

Funding

The base amount of the MAT to be transferred by the City to Tourism Toronto was determined, via an audit of 2017 collections and payments (under the voluntary Destination Marketing Program (DMP)) to Tourism Toronto, to be about \$28 million. As required by the regulation ([O. Reg. 436/17](#)), the transfer to Tourism Toronto will be escalated annually by the 10-year average increase in Ontario tourism receipts published by the Ministry of Tourism, Culture and Sport.

Between 2006 and 2017, Tourism Toronto provided funding (totaling \$8.4M) to the City for the purpose of tourism-related activities provided by the Economic Development and Culture division. The funding varied every year, but stayed at approximately \$700K per year in the last 3 years that the division received the funds. Tourism Toronto cancelled the funding arrangement with the City effective January 2018 in anticipation of the implementation of the MAT.

Regional Tourism Organization

As mentioned above, Tourism Toronto began receiving annual funding from the Province through the Ministry of Tourism, Culture and Sport following the introduction of HST in 2010 and under the Regional Tourism Organization (RTO) agreement in 2013 when Tourism Toronto became the RTO for an area that included the City of Toronto, Mississauga and Brampton (RTO 5). Tourism Toronto was informed in April 2019 that the funding the organization received under the RTO program would be reduced in 2019 and 2020 and eventually eliminated in 2021. Also, given the elimination of the funding to the broader RTO, the area that Tourism Toronto represents will likely be the same as the city's municipal boundaries since the City of Toronto will be the primary funder.

It should be noted that the Ontario Ministry of Tourism, Culture and Sport is expected to issue an updated provincial tourism strategy in late 2019 (exact timing is unknown). It is unknown if the strategy will include further changes to the regional tourism approach or changes to the current MAT regulation.

Jurisdictional Review

Staff reviewed the structure of the Boards of other RTOs in the province and the Board structures of a number of destination marketing organizations (DMO) that represent destinations from across Canada and the USA. Staff also reviewed the Board structures of a number of organizations within the city that operate primarily on funds provided by the City.

Ontario Regional Tourism Organizations (RTO)

In Ontario there are currently 13 RTOs receiving funding from the Province.² RTOs lead tourism growth in the regions by coordinating the development and delivery of tourism strategies in partnership with key tourism partners. RTOs are responsible for working with industry partners to grow tourism through activities such as strategic planning, research, product development, workforce development, investment attraction, marketing and partnerships. RTOs are required to have an appropriate governance structure in place as a condition of receiving of funding. A review of the Board structure of RTOs found that there are varying structures of Boards and that 10 of 13 Boards have either elected officials or municipal employees on the Boards. The exceptions are Toronto, Ottawa and Muskoka.

Destination Marketing Organizations

- **Tourisme Montréal**

An organization with a 100-year history, Tourisme Montréal plays a unifying role by bringing together the industry's key players with the aim of enhancing the tourism products of Montréal and the Province of Québec. With the introduction of the accommodation tax in 1997, the organization has received considerable resources to intensify promotional efforts on the international stage. It promotes Montréal as an ideal year-round urban destination featuring unique and festive experiences. Montréal is now North America's second-biggest destination in the international conventions market.

While there are no elected officials or city staff on the 15 member Board of Directors, there is a Strategic Forum that provides advice to the Board with elected (provincial) officials as members. The organization is funded primarily through provincial room tax revenues.³

- **Metro Vancouver Convention and Visitors Bureau - Tourism Vancouver**

Tourism Vancouver is a destination marketing organization and business association representing approximately 1,000 members in tourism and related industries/activities. The purpose of the organization is to effectively market Metro Vancouver as a destination for leisure, meeting and event travelers. No elected officials or city staff sit on the 15 member Board of Directors.

The organization is funded primarily through a room tax. Room tax revenue consists of proceeds from the Municipal Regional District Tax ("MRDT") levied by the Province of British Columbia since 1987.⁴ In 2018, affordable housing was added as a permissible use of the funds generated by the tax.

- **Tourism Calgary**

Tourism Calgary is the official destination marketing and development organization for Calgary's tourism industry. For more than 50 years, the organization's primary purpose has been to promote Calgary and area as the destination of choice for leisure travellers.

² Tourism Toronto's RTO funding will be eliminated by 2021. Ottawa Tourism's (RTO) funding has been eliminated. Funding to the remaining 11 RTOs has been cut by 20% in 2019.

³ <https://apropos.mtl.org/en/organization/history-tourisme-montreal>

⁴ <https://www.tourismvancouver.com/>

No elected officials or city staff sit on the 12 member Board of Directors.

The organization is funded through a voluntary destination marketing fee and an operating grant from the City of Calgary.⁵

- **Discover Halifax**

Discover Halifax is the regional destination marketing organization responsible for overseeing the growth of the visitation economy in Halifax, Nova Scotia. It is a non-profit, membership-based marketing and sales organization in partnership with the Halifax regional government, the Hotel Association of Nova Scotia and participating industry members.

The Board of Directors for Discover Halifax is composed of 15 members: eight members from the general membership; two prescribed by Bylaw 5.05 and five appointed Directors including:

- The Mayor of Halifax Regional Municipality or a designate;
- An individual appointed by the Council of the Halifax Regional Municipality;
- The Chief Administrative Officer of the Halifax Regional Municipality, or a designate;
- The President of the Hotel Association of Nova Scotia, or a designate; and
- The Chief Executive Officer of the Nova Scotia Tourism Agency or a designate

The organization is funded primarily through funds generated by a hotel levy made mandatory through a municipal by-law.⁶

- **New York City – NYC and Company**

NYC and Company is the official destination marketing organization and convention and visitors bureau (CVB) for the five boroughs of New York City. The organization's mission is to maximize travel and tourism opportunities throughout the city, build economic prosperity and spread the dynamic image of New York City around the world.

NYC and Company is a private corporation that represents the interests of nearly 2,000 member organizations across the spectrum of businesses and organizations in the City.

The organization is overseen by an Executive Committee (33 members) consisting of city staff, elected officials, industry association senior leaders and representatives of private business. NYC and Company's Board of Directors is made up of 46 members from the tourism industry and 23 ex-officio members that include city staff.

The organization is funded through the city's accommodation tax, sponsorships and member dues.⁷

- **Choose Chicago**

Choose Chicago is the official destination marketing organization for Chicago, Illinois. The DMO's mission is to bring regional, national, and international business and leisure

⁵ <https://www.visitcalgary.com/>

⁶ <https://discoverhalifaxns.com/about/>

⁷ <https://business.nycgo.com/about-us/who-we-are/>

visitors to Chicago for the economic benefit of the city, the community, and its membership. Choose Chicago comprises 10 departments that work together to achieve these goals.

The organization's Board of Directors is made up of 31 members, including city staff. There are also eight ex-officio members including one elected official, city staff and industry members. The organization is funded through state and city taxes on accommodation and transportation.⁸

- **Greater Miami Convention and Visitors Bureau**

The Greater Miami Convention and Visitors Bureau is a sales and marketing organization. Its mission is to attract, encourage and induce all persons and organizations to visit Greater Miami and its Beaches for conventions, business and pleasure.

The organization's Board of Directors is made up of 14 members, including elected officials and city staff. An Executive Committee is made up of the Mayors of the different municipalities it represents along with City Manager staff and industry leaders. The organization is funded through a variety of state, county and municipal taxes on accommodation, resorts and food and beverage.⁹

- **Philadelphia Convention and Visitors Bureau**

The Philadelphia Convention and Visitors Bureau (PHLCVB), a private, non-profit membership corporation, is the official Tourism Promotion Agency for the City of Philadelphia globally and the primary sales and marketing agency for the Pennsylvania Convention Center.

The organization's Board of Directors is made up of six officers and 54 members. Included in the members are elected officials and city staff (ex-officio). The organization is primarily funded through hotel tax revenue.¹⁰

- **San Diego Tourism Authority**

The San Diego Tourism Authority's (SDTA) mission is to drive visitor demand to economically benefit the San Diego region. The San Diego Tourism Authority is a private, non-profit, mutual benefit corporation composed of approximately 1,000 member organizations, businesses, local governments, and individuals seeking a better community through the visitor industry.

The SDTA Board of Directors is comprised of San Diego tourism industry professionals and community stakeholders. Currently there are 13 members of the Board. There are no government representatives on the Board of Directors.¹¹

The majority of funding received by the San Diego Tourism Authority is derived from San Diego Tourism Marketing District Assessment Funds and the Transient Occupancy

⁸https://cdn.choosechicago.com/uploads/2019/06/Choose_Chicago_2018_Annual_Report_416_5cbf4289-4213-44e4-b622-174500953a00.pdf

⁹<https://www.miamiandbeaches.com/about-gmcbv>

¹⁰<https://www.discoverphl.com/facts-and-research/annual-report/>

¹¹<https://www.sandiego.org/>

Tax. Lodging businesses with 70 rooms or more located in the City of San Diego are assessed a 2 percent fee on each room night.¹²

- **Visit Salt Lake**

Visit Salt Lake (VSL) is a private, non-profit corporation responsible for the promotion of Salt Lake as a convention and travel destination. In partnership with Salt Lake County, Visit Salt Lake improves the area's economy by attracting and providing support to conventions, leisure travelers and visitors. In 2018, VSL revised its governance structure. It now has a 21 member Board made up of tourism industry representatives as well as members from the Salt Lake County Council and the Salt Lake County. In addition, it has 13 ex-officio members including the Mayor of Salt Lake City and the President and CEO of the Economic Development Corporation of Utah.

Salt Lake County provides approximately half of Visit Salt Lake's (VSL) total revenues through a Visitor and Promotion Management Agreement to promote conventions and tourism. Funds are generated through a County levy on room rentals in Salt Lake County.¹³

- **Visit Denver**

Visit Denver is a private, non-profit trade association that is responsible for marketing metro Denver as a convention and leisure destination. The Bureau is contracted by the City and County of Denver to act as the official marketing agency for Denver. Visit Denver is funded from both private (membership, advertising, and sponsorship) and public sources (voter-approved lodging tax).

Visit Denver currently has a 30 member Board of Directors drawn from industry, arts organizations and academia. It also has 16 Community Board Members representing a number of different agencies, including the Metro Denver Economic Development Corporation, the Colorado Convention Center, the Denver International Airport, the Hispanic Chamber of Commerce, the Colorado Black Chamber of Commerce and the Deputy Chief of Staff from the Office of the Mayor. In addition, it has seven Lifetime Board Members and two Honorary Board Members – the Colorado Governor and the Mayor of Denver. The organization is primarily funded through City and County hotel tax revenues.¹⁴

Summary of Destination Marketing Organizations

The table below provides a summary of the 11 destination marketing organizations in Canada and the USA included in the review. All organizations are funded by legislated or voluntary taxes on accommodations. About half of the DMOs have city staff on the Board of Directors (voting members or ex-officio) and four DMOs included elected officials on the Boards.

¹² https://www.sdtmd.org/wp-content/uploads/2019/02/SDTMD_FY2018-Annual-Report-FINAL-02202019.pdf

¹³ <https://www.visitsaltlake.com/>

¹⁴ <https://www.denver.org/about-visit-denver/>

Organization	Board of Directors Membership		Primary Funding Source
	Elected Officials	City Staff	
Tourisme Montréal	No	No	Provincial accommodation tax
Tourism Vancouver	No	No	Provincial accommodation tax
Tourism Calgary	No	No	Voluntary DMF and city funding
Discover Halifax	Yes	Yes	Municipal accommodation tax
NYC and Company	No	No	Various state and city taxes on accommodation
Choose Chicago	No	Yes	Various state and city taxes on accommodation
Greater Miami Convention and Visitors Bureau	Yes	Yes	Various state and city taxes on accommodation
Philadelphia Convention and Visitors Bureau	Yes	Ex-officio	Various state and city taxes on accommodation
San Diego Tourism Authority	No	No	City taxes on accommodation and Tourism Marketing District Assessment
Visit Salt Lake	Yes	Yes	County tax on accommodation
Visit Denver	No	No	City and County taxes on accommodation

City Organizations and Agencies

In preparing this report staff also reviewed the Board and funding structures of some Toronto organizations. The organizations were chosen because of the funding relationship with the City of Toronto.

- **Toronto Pan Am Sports Centre Inc.**

A legacy of the 2015 Toronto Pan Am and Parapan Am Games, the Toronto Pan Am Sports Centre (TPASC) is co-owned by the City of Toronto and the University of Toronto. The TPASC Board of Directors consists of 10 members composed of 5 Directors appointed by the Governing Council of the University of Toronto and 5 Directors appointed by City Council. The current City appointees are staff and community members.

Based on proportional usage of the facility, the City will fund not less than 31% and the University will fund not less than 17% of the operating expenses of TPASC on an annual basis, as established in previous agreements. The remaining amount is

expected to come from third party users including high performance sport organizations.¹⁵

- **Lakeshore Arena**

In 2011, City Council approved the establishment of the Lakeshore Arena Corporation (a city services corporation) with the City of Toronto as its sole shareholder. The facility, which has a 50 year land lease from the Toronto District School Board opened in September 2009.

Lakeshore Arena Corporation is governed by a Board of Directors (Lakeshore Arena Board) that supervises the management of the Corporation's business and affairs. A Council-approved Shareholder Declaration sets out the responsibilities of the Corporation and requirements for the Board. The board consists of 6 members and is composed of three city staff, a representative of the tenants of the corporation (approved by the shareholder) and two members of the public.¹⁶

Lakeshore Arena Corporation's capital maintenance needs are addressed through the City's Parks, Forestry and Recreation's Capital Budget.

- **Toronto Global**

Toronto Global is a pan-regional foreign direct investment attraction organization that represents Halton, Mississauga, Brampton, Toronto, York and Durham. All regions provide annual funding based proportionally by population along with provincial and federal government support. The governance model for Toronto Global is outlined in the organization's by-laws and the Municipal Funding Agreement. The governance model is as follows:

- An independent Board of Directors - members are from the private sector (two of which must reside in the City of Toronto). City Council does not appoint members to the Board.
- An overarching Mayors and Chairs Strategic Council - the Mayors and Chairs of the six funding municipalities (or their designates) which nominate Board members, approve annual business plans, strategies and the designation of new Municipal and Private Sector Funding Parties to the Funding Agreement.
- An Economic Development Officers (EDO) Management Council - senior EDOs (or their designates) from each of the funding municipalities ensure collaboration among the funding municipalities as well as provide information and advice to the Mayors and Chairs Strategy Council and Toronto Global's management team.¹⁷

City Council approved a contribution amount in 2019 of \$890,412, with annual increases of 2 percent beginning in 2020, but only if the same proportional increases are agreed to by the partner municipalities as part of the Funding Agreement.

- **Toronto Arts Council**

Toronto Arts Council (TAC) is a non-profit organization under contract to the City. TAC is run by a volunteer board with volunteer committees and a complement of professional

¹⁵ <https://www.tpasc.ca/>

¹⁶ <https://www.lakeshorearena.ca/>

¹⁷ <https://torontoglobal.ca/about-us>

staff. TAC's volunteer board and committees are made up of artists, other arts professionals and arts supporters. To guarantee accountability, City Council appoints two of its members to the Toronto Arts Council's 26 member Board of Directors.

Toronto Arts Council programs are funded through an annual appropriation from the City of Toronto. The terms of its Grant Agreement outline the ways in which TAC is accessible and accountable to City Council and the community at large. TAC reports to City Council through the City's Economic and Community Development Committee.¹⁸

The City's 2019 funding allocation for TAC is \$20,444,600 and is included within Economic Development and Culture's 2019 Council Approved Operating Budget.

Summary of Other Organizations

The following table provides a snapshot summary of the previous section. In the cases where the City of Toronto is a primary funder there is more representation on the Board.

Organization	Board of Directors Membership		Primary Funding Source
	Elected Officials	City Staff	
Toronto Pan Am Sports Centre	No	Yes	31% from City of Toronto
Lakeshore Arena	No	Yes	City services corporation
Toronto Global	No	No	Toronto, Province of Ontario and the federal government are the primary funders
Toronto Arts Council	Yes	No	City of Toronto

Conclusion

Tourism Toronto is not an agency of the City of Toronto. It is a not-for-profit organization that reports to an independent Board of Directors. While the City's relationship with Tourism Toronto has changed over the years, the two organizations have always worked closely to ensure the tourism industry can thrive. Some examples of initiatives that the City works on in collaboration with Tourism Toronto include:

- Distribution of Toronto's official visitor guide (and accompanying magazine)
- Printing and distribution of specialized guides on topics such as food, kids activities, style and design, Canada 150 activities
- Participation in workforce development initiatives in the hospitality and tourism industry

¹⁸ <https://torontoartscouncil.org/about-us>

In reviewing the structure of the relationship and comparing it to other DMOs from across North America and to other organizations that the City is the primary funder, there are a variety of models in operation.

With the recent funding cuts announced by the Province of Ontario, Tourism Toronto will be largely dependent on the Municipal Accommodation Tax (MAT) as its main funding source. With the elimination of provincial funding for Regional Tourism Organization 5 which includes the City of Toronto, Mississauga and Brampton, Tourism Toronto's boundaries will likely align with the boundaries of the City of Toronto.

In order to ensure that the revenues generated through the MAT are used in a way that is accountable to the residents, visitors and businesses of Toronto, this report recommends that Council direct the General Manager of Economic Development and Culture to negotiate with Tourism Toronto to secure voting members on the Tourism Toronto's Board of Directors: one seat for the Mayor or designate and the other for the General Manager of Economic Development and Culture or designate. Having representation on the Board from both the political and senior staff levels will be the most effective way for the Board to be accountable to the residents, visitors and businesses of Toronto.

CONTACT

Marguerite Pigott, Film Commissioner and Director, Entertainment Industries, Economic Development and Culture, 416-392-3376, Marguerite.Pigott@toronto.ca

SIGNATURE

Mike Williams
General Manager, Economic Development and Culture