



## EXECUTIVE COMMITTEE MEETING

Wednesday, August 28, 2024

3:30 p.m. – 5:00 p.m.

Location: Duke of Cornwall, 400 University, Toronto

<b>Attendees:</b> Brett Walker Chair, David Green Vic-Chair, Jean Hébert Executive Director	<b>Absent:</b> Richard Edwards
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## MINUTES

1. Chair opening remarks.	The Chair called the meeting at 3:30 p.m. and highlighted the important points of discussion for today's meeting, and that will be followed with our social gathering at 5 pm.	
2. Agenda approval.	The agenda was sent in advance, no addition and no changes were made. Agenda was approved as tabled.	
3. Minutes approval. (See document)	Approved unanimously.	
4. Matters arising from the last meeting	Will be discussed through today's discussions.	
5. Financial Report	Financial reports were reviewed according to the three documents sent by the Treasurer: The A/R Aging Summary; the Balance Sheet; the Profit and Loss report. No issue raised. The reports have been approved as submitted. Those three reports are included in the minutes.  One suggestion has been made for further presentation: to add a report on budget versus current.	
6. Membership Report	The Executive Director reported on the number of members in 2024: 18 tour operators and 14 supporting members. He also mentioned that many tourism boards have communicated their interest to join CATO. Discussion underway and information's have been sent.  A discussion has followed about the renewal fee for 2025. Although the sensitivity when considering fee increase, the current fees are far below of before the pandemic.  <b><u>Proposals for 2025 Membership Fee structure: Three categories of members.</u></b>	

	<ol style="list-style-type: none"> <li>1. It was proposed to add a third category of members to help in recruiting and supporting “Start Up” tour operators’ companies. This new category of members will be for the first two years of the Start Up, non-voting member, and the fee is set at \$250/per year.</li> <li>2. 2025 Tour Operators/Wholesalers Membership – the Voting Members: <ol style="list-style-type: none"> <li>a. &lt;\$10M sales = \$4000 (increased by \$1000)</li> <li>b. &gt;\$10M sales = \$1500 (increased by \$500)</li> </ol> </li> <li>3. 2025 Supporting Membership: (DMC’s, Tourist Boards &amp; Suppliers) <ol style="list-style-type: none"> <li>a. \$1,000</li> </ol> </li> </ol> <p>To provide a sense of value added for renewing, it was recommended to include with the invoice a brief overview of a 2025 activity plan and objectives for the year. Here are the recommendations that need to be confirmed in advance, as much as possible, and not limited to:</p> <ul style="list-style-type: none"> <li>• A B2B event. Exposure at this event will be contingent on the tiers of the membership.</li> <li>• An out of country meeting. A partnership and commitment need to be secured.</li> <li>• A calendar of events/activities</li> <li>• Trade and learning development</li> </ul>	
<p>7. ED’s report:</p> <ol style="list-style-type: none"> <li>a. Alentejo Symposium update - workshops</li> <li>b. Social Event</li> <li>c. New potential members</li> <li>d. Next IAC: Oct. 8</li> </ol>	<p>ED has reported on the list of attendees in Alentejo; 14 TO will be attending and all accompanied with spouse/partner for a total of 32 people. Many have still to pay their \$300 registration fee. A follow up will be done. This event has created interest for others to consider offering similar out of country gathering. ED discussed interest with Guatemala and Brazil Tourism Boards</p> <p>It was recommended to set a meeting with the speakers on sustainability, Graham Miller and Rochelle Turner, as soon as possible.</p> <p>For the second CATO workshop, the ED was asked to prepare a one pager with survey questions to members about how they value their association (current state) and get feedback and ideas in terms of improvements, services, fair play in our industry, a code of ethics, etc. (future state). This discussion will be in support of a “Strategic Planning Session” that has been asked by the ED, to help setting a plan for next year, even for years ahead.</p> <p>The Chair highlighted the following: “What does CATO mean to you?” and “What would you like to see more/less of from CATO (future state)?</p> <ul style="list-style-type: none"> <li>-vision / mission - our passion / our why?</li> <li>-reimagine our brand and positioning</li> </ul>	

	<p>-from this an elevator pitch or purpose statement including clear position statement and messaging for any advocacy we are doing.</p> <p>ED reported on confirmation of the 15 attendees at our social event. Most of the members have responded, however many declined being on vacations or on business trip. Is it the best time of year for a social gathering?</p> <p>ED also informed of the next TICO Industry Advisory Council being held on October 8. He asked for ideas, issues that can be raised at that next meeting. It was suggested that a one-on-one conversation might be more efficient for the ED to get feedback from members.</p> <p>It was suggested to consider the situation and issues about consumer protection and to pursue our representation for a consumer contribution model and, also, bring this issue at the federal level.</p>	
8. Revision of the corporate By-Law # One	<p>The discussion was essentially on the section related to membership, and the decision is included under Item 6 of today's Minutes.</p> <p>The ED was asked to prepare a revised version and submit soon for approval by the board, and then by the members. The by-law needs to be updated before the membership renewal, considering the changes approved at today's meeting regarding membership.</p>	
9. Sustainability: Collaboration / Partnership with USTOA / Tourism Care?	A brief discussion, without any decision, about how we can best take benefit of our partnership with USTOA and Tourism Care to provide learning opportunities to our members. Apprehensions are made about any fee for CATO to join any of those organization at this point of time. Further discussions are needed.	
10. September Newsletter	A request is made by the ED for content or ideas for the next newsletter.	
11. Strategic Planning Session: TBD	It was recommended to set a date for a one-day session in December with the Directors, in Ottawa. If possible, a facilitator would benefit the results of a such meeting, at least for a portion of the day.	
12. Others	The topic about CATO's "promotional material" availability has been raised to better provide visibility of our brand, especially in events like the social event later today. ED was asked to develop a card or poster easy to use anywhere.	
13. Next meeting	TBC.	