

# **WELCOME TO REGIONAL LEADERSHIP!**

Welcome to what you will find to be a stimulating experience. Serving as an officer, director or committee chairperson places you in the “Command Post” of the Great Lakes Bay Regional Convention & Visitors Bureau’s lean, flexible, hard-hitting, and effective hospitality industry development team.

Your ideas and your leadership will contribute to the future of Michigan’s Great Lakes Bay Region. Before you will parade several projects--some good--some not so good--some highly practical--some made strictly of “star dust.” You will be asked to evaluate them, develop support for those with merit, and discourage those with doubtful value.

## **Our Mission is:**

***To increase overnight visitation to  
Michigan’s Great Lakes Bay Region.***

As you become involved in the programs of the Great Lakes Bay Regional Convention & Visitors Bureau you will come to appreciate why we have already gained a reputation for reliability, positive direction in its actions, and honesty in its approach to the tasks assigned by you.

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## **The Great Lakes Bay Regional Convention & Visitors Bureau Idea**

### **History of Great Lakes Bay Regional effort:**

Michigan's Great Lakes Bay Regional Convention & Visitors Bureau was formed by consensus of the Convention & Visitor Bureaus of Bay City, Midland Region and Saginaw Region. After more than 20 years of working cooperatively the time came to unite efforts and collectively market Michigan's Great Lakes Bay Region under one organizational umbrella. Leaders recognized that collectively Michigan's Great Lakes Bay Region provides a world-class destination for overnight visitors. September 2009 marked the first year of single management and marketing programs. Efforts required to successfully create a single overarching organization were accomplished in 2010 and 2011 marked the first year of formal operation. Each individual community Convention & Visitors Bureau remained intact for asset oversight, economic development investments and selection of representatives to serve on the Great Lakes Bay Regional Board of Directors.

The Great Lakes Bay Regional Convention & Visitors Bureau Inc. (GLBRCVB) is a not-for-profit 501C6 organization funded by hotel assessments collected within Bay Region and Midland Region and through a room tax collected within Saginaw Region. Each Region collects 5% on the cost of the sale of overnight lodging facilities with no less than 75% of these funds directed to the Great Lakes Bay Regional marketing efforts. The mission of Great Lakes Bay Regional Convention & Visitors Bureau Inc. is to increase overnight visitation to Michigan's Great Lakes Bay Region. Our Vision: We are recognized as the premier Convention & Visitors Bureau in the State of Michigan. We provide proactive and focused marketing in the following areas: Meetings and Convention sales, Leisure Travel & General Tourism, Sports Marketing, Group Travel. We have increased overnight visitation to Great Lakes Bay Regional by utilizing technology as the foundation of all our sales efforts.

Strong alliances exist between Michigan's Great Lakes Bay Convention & Visitors Bureau and our subsidiary CVBs and the Great Lakes Bay Regional Alliance, the Chambers of Commerce organizations, the Economic Development organizations and with all the municipalities throughout the Region.

The Great Lakes Bay Regional Convention & Visitors Bureau Inc. strategic partners also include hotels, motels and bed and breakfast facilities within Great Lakes Bay Region. We understand that promotion of tourism attractions, restaurants and in Region agencies and organizations supporting the travel industry is essential for successful overnight marketing of our Region.

Michigan's Great Lakes Bay Regional Convention & Visitors Bureau Inc. is dedicated to fostering increases in sporting events, meetings, conventions, motorcoach visits, and travel and tourism to our Great Lakes Bay Region. As business conditions have evolved, Michigan's Great Lakes Bay Regional Convention & Visitors Bureau Inc. has implemented value-added programs designed to deliver solutions to meeting and convention decision-makers, sports planners, motorcoach tour planners, special event and festival planners and to the general public. The GLBRCVB provides easy to access incentives via, direct contact, through our Internet site, through social media and by way of public relations. As the world becomes smaller, the Great Lakes Bay Regional Convention & Visitors Bureau Inc. programs will continue to support the ability of local organizations to compete and win in the global economy.

Sincerely,

A handwritten signature in black ink, appearing to read "Annette M. Rummel". The signature is fluid and cursive, with a large loop at the beginning and a long horizontal stroke at the end.

Annette M. Rummel  
President/CEO

**I.**  
**THE BOARD OF DIRECTORS**

**Qualifications**

The Board of Directors is the policy body of the Great Lakes Bay Regional Convention & Visitors Bureau. Its members represent a broad cross section of the Region and must be a principal of the organization. It is a compliment to your leadership to have been selected to serve on the Great Lakes Bay Regional Convention & Visitors Bureau Board of Directors. Genuine unselfish interest in the Region, the Convention & Visitors Bureau's goal and its objectives are the first requirements for Board Members.

Other qualifications include:

1. A willingness to spend the time and effort necessary to give the proper attention to the Great Lakes Bay Regional Convention & Visitors Bureau duties.
2. Ability to work constructively and harmoniously with the staff, committee leaders and with other Board Members in accordance with policies.
3. A business and work experience that enables the application of sound judgment in considering the proposals coming before the Board as related to the overall program.
4. Courage and ability to have an objective opinion and willingness to face vital issues even though the matter may be controversial.
5. Ability to command the respect of associates and give leadership to the Great Lakes Bay Regional Convention & Visitors Bureau efforts.
6. Ability to inspire others to respond to worthwhile causes sponsored by the Great Lakes Bay Regional Convention & Visitors Bureau and to motivate others to help with Regional initiatives.

7. Demonstrated leadership ability and experience gained through other community involvements.
8. The ability to unselfishly select programs to benefit the Region above personal business interests.

As directors, officers, and committee members, the proper performance of your responsibilities is vital to the sound and efficient operations of the Great Lakes Bay Regional Convention & Visitors Bureau.

### **Method of Election**

Three (3) Members shall be a presently serving Commissioners on each Member CVB represented County Board of Commissioners, as designated by the Chairman of their respective Boards of Commissioners. The remaining Nine (9) Members shall be the elected Chairman, Vice-Chairman and Secretary/Treasurer of the Member CVB organizations. Ex-officio seats will be held for the CEO of the Great Lakes Bay Regional Alliance, the Bay Area, Midland Area and Saginaw County Chambers of Commerce organizations and the CEO of Bay Future, Midland Tomorrow and Saginaw Future.

### **Vacancies**

Vacancies on the Board, whether occurring because of resignation or for any other reason, the remainder of the term shall be filled by appointment made by the County Board of Commission Chairman of the effected County, by the Member CVB experiencing the vacancy, or, in the case of the ex-officio seats, by the individual filling the CEO position of the effected organization.

## **Attendance and Dismissal**

The Great Lakes Bay Regional Convention & Visitors Bureau requires Members of the Board to take an active and committed role and, as such, consider Board Membership a privilege and Board meeting attendance a priority. However, circumstances do occur which could prevent 100% attendance. Out of respect for fellow Board Members, our meeting hosts and the staff, you are asked to r.s.v.p. your attendance on a monthly basis to the Bureau office. Provisions are also in place that in the event of absence by any single Member from four (4) Board meetings within any calendar year. Absences will be addressed by the Member CVB being represented by the offending Board Member.

## **Authority**

The Great Lakes Bay Regional Convention & Visitors Bureau is necessarily democratic in its organization principle; representing the entire Great Lakes Bay Regional hospitality industry in as much as possible. **The first and last authority is the Great Lakes Bay Regional Board of Directors.** Every board member represents the entire Regional hospitality industry, and not merely one type of business or industry, or one section of the Region. It is the practice of the Great Lakes Bay Regional Convention & Visitors Bureau's Nominating Committee to communicate representation needs to the Member CVB organization's for their consideration of Officer selection - keeping in mind need fulfillment and strengths individuals bring to the Board.

## **Role of Directors**

Members of the Board serve because of their personal standing and leadership within their local communities. Their business and/or professional experience, their ability in civic affairs, and their interest in the local and Regional hospitality industry compliment Great Lakes Bay Regional Convention & Visitors Bureau service. They are expected to bring a business decision-maker's overall awareness to the Board, the policy-forming branch of the organization.



Board members approve the Strategic Plan and the budget, receive and pass on committee reports and recommendations, and direct the general activities of the organization.

Ultimately, the Board must assume the responsibility for seeing that its policy determinations are carried out. For example, in approving the budget, it is clearly understood that financial support of the Great Lakes Bay Regional Convention & Visitors Bureau is necessary and members of the Board, therefore, should be willing to accept a personal role in maintaining that Great Lakes Bay Regional's room assessments and tax resources flow to fund Bureau efforts.

### **Relation to Policy**

It should be understood that a Board Member, as an individual, has no authority to commit the organization to any action or policy. Status is that of a Board Member acting in a legislative capacity. Each Board Member has the right to exert influence with the Board for approval of an action and/or a policy as they favor; but authority does not go beyond their single vote. A Board Member must be prepared to abide by the decisions of the Board in accordance with the By-laws governing such decisions.

### **Relation to the Public**

Board members are official representatives of the entire Regional hospitality industry. Board Members should be ready at all times to defend the Great Lakes Bay Regional Convention & Visitors Bureau against criticism, or where the criticism is found to be justified, take steps to remedy the condition causing the criticism by bringing it to the attention of the Board for action.

### **Relation to the Staff**

While the Board is the legislative and frequently the judicial arm of the Great Lakes Bay Regional Convention & Visitors Bureau, the administration of the policy is delegated to the Great Lakes Bay Regional Convention & Visitors Bureau President/CEO. The Board employs a President/CEO whom the Board holds responsible for the hiring and the smooth, effective functioning of a staff of specialists required to carry out the organization's programs as approved by the Board.

Individual Board members should not assume executive responsibilities. At the same time, staff members have no authority to decide matters of policy; this responsibility rests only with the Board.

### **Relation to Committees**

Members of the Board have a responsibility to all committees and other sub-units of the Great Lakes Bay Regional Convention & Visitors Bureau to keep informed as to their activities, to help keep each in its proper relationship to the overall operations of the organization, and to study and act upon their recommendations. Delegation of final authority rests with the Board of Directors. Committees may be charged with the execution of a particular project previously approved by action of the Board. All committees engaged in activities involving policies or expenditures must bring their program to the Board for approval before committee action may be taken. Board members should feel a sense of responsibility for each committee.

### **Relation to Other Board Members**

Board Members are co partners in the important work of seeking to improve the Great Lakes Bay Regional hospitality industry within the Region through the activities of the Great Lakes Bay Regional Convention & Visitors Bureau. Board Members should schedule their time accordingly to assure attendance at meetings. Board Members should observe the rights of fellow Members, by being prompt for meetings and appreciating everyone's time.

### **Relation to the Organizational Papers**

The Organizational Papers of the Great Lakes Bay Regional Convention & Visitors Bureau document the organization's objectives in terms of specific arrangements to committees, task forces, councils, and/or other action units. They chart the future course of action, furnish a check-chart for performance, and serve as a challenge to business and professional people to meet their responsibilities to the Region through the organization. Because they are living documents, Organizational Papers must be thoroughly reviewed annually to remain current with the needs of the Great Lakes Bay Regional Convention & Visitors Bureau.

## **Relation to the Budget**

The Great Lakes Bay Regional Convention & Visitors Bureau is supported by Member County's room assessments and room tax. It operates on a budget approved by the Board of Directors. Financial operations are conducted on a conservative basis and there is very little flexibility in the budget. It is the purpose of the management to get a maximum of results from funds available. The annual budget is prepared by the Budget Committee and the President/CEO with the sanction of the Executive Committee and approved by the Board of Directors.

## **Relation to Publicity**

For the Great Lakes Bay Regional Convention & Visitors Bureau to marshal voluntary cooperation and support, it is essential that the lines of communication between the Board of Directors and the public remain open. All Board and Committee meetings welcome the public. In this manner, open lines of communication can be maintained between the public and the Board of Directors concerning items of specific interest.

## **II.**

### **OFFICERS**

#### **The Chairman of the Board...**

...shall preside at all Board and Executive Committee meetings; shall cast a deciding vote on all questions on which there may be an equal division of the members; shall effect supervision over the President/CEO; shall sign checks if necessary; and shall perform such other duties as may be assigned by a meeting of the Board.

#### **The Vice Chairman...**

...shall, in the absence of the Chairman of the Board, perform all duties of the Chairman of the Board; shall succeed to the office of Chairman of the Board in event of a disqualification or vacancy in the office of Chairman of the Board; and perform such other duties as may be assigned by a meeting of the Board.

### **The Secretary/Treasurer...**

...shall review all financial information; and shall assure that a yearly financial statement and audit be compiled by an authorized accountant, and published for information. The Treasurer shall sign checks if necessary and perform such other duties as may be assigned by a meeting of the Board.

### **The President/CEO...**

...shall be directly responsible to the Board; shall execute such duties as determined by the Board; shall provide for the keeping of all correspondence, records and meeting minutes of the organization; shall sign checks; shall be responsible for the day to day operations of the organization and shall in every way strive to advance the interests of the organization in accordance with the highest standards of ethical conduct, and in accordance with the laws of the land.

## **III.**

### **COMMITTEE CHAIRMAN**

#### **Qualities of the Committee Chairman**

1. Must be a leader -- command attention and loyalty.
2. Must be able to communicate, think clearly and express herself/himself clearly.
3. Should be able to listen -- to encourage ideas and opinions.
4. Should be deeply interested in the committee's objectives.
5. Should have background for the work.
6. Should have the time to carry out responsibilities.
7. Should be willing to give that time and energy.

## **Duties**

1. Planning -- Plan and organize with the President/C.E.O. the committee's efforts to meet its assigned objectives. Also, plan committee meetings...it is advantageous to (1) prepare a meeting agenda, (2) send advance notice to committee members, and (3) arrange telephone calls to remind committee members of the meeting.
2. Conduct Meetings -- Keep the discussion closely aligned to the committee's objectives; stimulate interest and participation; start on time and end on time and close each meeting with a clear understanding of the work to be done by the next meeting and the date.
3. Get Action -- Guide and stimulate the committee to produce!
4. Evaluate -- The Chairman must evaluate the work, procedures, and the progress of the committee and the members.

## **Responsibility**

The Chairman is responsible to see that the activities assigned the committee are carried out on time.

## **Authority**

The Committee Chairman has the opportunity to recommend committee appointments to the Chairman of the Board for consideration. The Chairman of the Board has the privilege to attend all committee meetings and does possess a vote on all committees. The Chairman of the Board shall appoint existing Members of the Board to Committees. All committee approvals rest with the Board of Directors.

## **Accountability**

Each Chairman is directly accountable to the Great Lakes Bay Regional Convention & Visitors Bureau Board of Directors.

## **Assistance from the Staff**

The Board of Directors communicates to the President/CEO the programs and projects to be completed. The purpose of the President/CEO and staff is to organize, equip, support, and motivate the resources necessary to fulfill the mission of the Great Lakes Bay Regional Convention & Visitors Bureau.

Under the direction of the President/CEO, the responsibilities of the staff include:

1. The staff will draft the agenda and help to set up meeting procedures and mechanics.
2. The staff will send out meeting notices. Sometimes the Chairman may be asked to authorize personal letters to provide a more forceful appeal.
3. The staff will take minutes at meetings.

## **IV.**

### **COMMITTEE MEMBERS**

#### **Responsibility**

A committee is responsible for carrying out its assigned project as directed by the Board. Each committee member is responsible for a phase of this work as outlined by the Chairman.

#### **Authority**

Committee authority is delegated by the Board and committee action must have approval by the Board, unless such action is specifically permitted in the Organization's By-laws, in the Organizational Strategic Plan or by the Board previously. Within the committee the authority rests with the leader, the Chairman.

## **Accountability**

Committee members are accountable to the Chairman and the committee. The committee Chairman is accountable to the Board of Directors.

## **Cause for Removal**

Consistent non-attendance at regular and special meetings of the committee without a valid excuse is considered adequate reason to be dropped from the Board of Directors or the committee roster. Any deliberate act to jeopardize the operation of the Great Lakes Bay Regional Convention & Visitors Bureau is also grounds for removal.

## **V.**

### **COMMITTEE OPERATION**

#### **Action Steps**

1. Define Objective(s) -- **Make sure you have a clear, positive goal and write it down.**
2. Analyze Activity -- Understand what has to be done...determine the purpose and scope of the committee's efforts...each committee has a mission statement which sets forth its assignment and must tie back to the organization's mission statement.

The Mission Statement of the Great Lakes Bay Regional Convention & Visitors Bureau is:

***To increase overnight visitation to Michigan's Great Lakes Bay Region.***

3. Assign Work -- Make proper assignments to committee members, to sub-committees or to the overall committee. Set deadlines for each stage of the activity and for the completion.
4. Gather Facts -- Get the information needed to intelligently work on the problem or activity. Avoid prejudices, previous opinions or beliefs.

## **How to Plan Activity**

Whether the activity is of short duration or long duration, good planning is essential.

### **Guides**

1. What? Specifically what is it you want to do? What are you trying to achieve? Define your objective.
2. How? Specifically what steps will you take to accomplish the task? How will our task be successfully achieved? Define your steps.
3. Why? To eliminate unnecessary action, question each activity. Be able to tell why you are doing it.
4. When? A beginning and an ending time should be established not only for the entire course of action, but for each activity which constitutes the entire course.
5. Where? Committee members are informed of physical location, equipment and other physical factors available to speed the accomplishment.
6. Who? Committee members are assigned duties and responsibilities. Make sure that responsibility is fixed and clearly understood.



## VI.

### FINANCES

#### **Source**

Room Assessments and Room Tax. These are the principle sources of funds for the Great Lakes Bay Regional Convention & Visitors Bureau's operating budget through Member CVB contributions. The Great Lakes Bay Regional Convention & Visitors Bureau is to serve as the steward of Member CVB entrusted dollars. Financial support of the Great Lakes Bay Regional Convention & Visitors Bureau must always be respected and invested with the highest standards of industry experience and expertise. The Regional hospitality industry must believe that this **investment** will pay dividends by increased overnight visitation to Michigan's Great Lakes Bay Regional thus resulting in expanded economic growth as a direct result of this investment.

#### **The Budget**

The budget and fiscal policy of the Great Lakes Bay Regional Convention & Visitors Bureau is set by the Budget Committee, reviewed by the Executive Committee and approved by the Board of Directors.

Monthly reports and operating statements are submitted to the Executive Committee and ultimately to the Board of Directors for review and approval.

An audit of all accounts is made annually by a certified public accountant with inspection copies available to any member of the public.