

Extract from research paper:

“Effective Public-Private-Community Partnerships (PPCP) in tourism for the sustainable development of Small Island Developing States (SIDS)”

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Case study #2: Community-Based Tourism (CBT) in Treasure Beach, Jamaica

I-Introduction

1. Community: **Treasure Beach**
2. Country: **Jamaica**
3. Region: **Caribbean**
4. Website: <https://treasurebeachjamaica.org/>
5. Social media:
www.facebook.com/TreasureBeachInfo/
6. Media:
<https://www.youtube.com/watch?v=oA7ZbuuG3OQ>
<https://www.facebook.com/reel/3137133519753494>
https://www.linkedin.com/posts/annie-bertrand-newstep_call-for-tourism-case-studies-in-sids-activity-7159247330804682752-NCHh



II-Destination

1. Community Population: 3,500
2. Sociodemographics/Ethnic Composition: A mix of Taino Indians, African and English Settlers
3. Land and Infrastructure: Low lying flat lands, enveloped by the Santa Cruz Mountain range and the Caribbean Sea. A 2.5-hour drive from Kingston and Montego Bay
4. Biodiversity: The surrounding environment is arid with mostly dry-weather plants like cacti, scrub grass and acacia trees. Fish stock and conch, which was a traditional dish, have been depleted over the years. A moratorium on conch fishing for five years has enabled the conch population to rebound, which is now subject to strict regulations for sustainability.
5. Other Particularities: Zoned for lowest coastal density on the island.

III-The Story

Treasure Beach is the name given to a stretch of four Jamaican coves, located off the beaten track on Jamaica's desert south coast, along six miles of sandy beaches and rocky shorelines. The region is isolated from Jamaica's main tourist areas, and the sleepy fishing community prides itself on taking care of its visitors in a safe, laid back, and family-like atmosphere. Tourism in

Treasure Beach started in the 1940's, though the community did not label the arrivals as tourists. Rather, they were people who periodically came from abroad to live with the community; generally content with cheap accommodation in someone's house or sleeping on the beach. Over the years, the stock of fish and the famous conch have been depleted, forcing local fisherfolk to seek alternative livelihoods. Many started to offer boat tours and homestay for domestic and international visitors.

In 2014, the Compete Caribbean programme¹ launched a call for proposals to increase private sector revenues and employment in SIDS. Treasure Beach's tourism stakeholders combined forces to establish a cluster, which was selected to receive US\$500,000 in technical assistance, conditional on a 20% contribution from cluster stakeholders, of which 50% comprised cash contributions and 50% in-kind contributions.

During the preparation of the Cluster Development Plan for Treasure Beach, an assessment of the strengths, weaknesses, opportunities, and threats (SWOT) was conducted to engage diverse stakeholders and determine priorities. Although the potential benefits of Community-Based Tourism (CBT) for Micro, Small and Medium Enterprises (MSMEs) was clear, many challenges were uncovered. First, 90% of local businesses were operating informally and did not meet the Jamaica Tourism Board's (JTB) licensing and registration requirements. Second, there was a lack of properly-defined products for tourism experience. Despite the diverse skills and deep enthusiasm for creating meaningful interactions with visitors, community entrepreneurs did not know how to develop hands-on experiential travel products that could be sold profitably on a recurring basis. Third, many stakeholders lacked the skills or capacity to package and market their offering in alignment with the interest and willingness-to-pay of visitors. Fourth, there was insufficient trust among businesses in the community, given the perception that collaboration could lead to larger businesses reaping all benefits at the expense of small ones. Finally, Treasure Beach needed important social services in areas like health, education, and youth development, as well as infrastructure such as access roads and airlift. Like many other small and remote communities in SIDS, poverty and limited government support necessitated private sector action, to step in and manage businesses responsibly, with a sense of purpose.

The commitment to sustainable tourism as a force for inclusive economic development in Treasure Beach was always clear in the minds of local business leaders. The cluster initiative began with extensive consultations with diverse entrepreneurs to establish a common vision for Treasure Beach as a tourism destination. With the support of a cluster facilitator, they established the following vision statement:

“In the Year 2030, Treasure Beach will be known throughout Jamaica, the Caribbean, and the World as a successful and model community tourism destination that provides visitors the opportunity to experience Jamaican cultural and natural heritage through immersive experiences delivered by small and micro tourism enterprises. Treasure Beach will be managed by a sustainable and effective public private partnership working in harmony to increase visitor arrivals, increase economic impact, enhance visitor experiences, create and support linkages in the sector, and ensure the participation of the entire Treasure Beach Community in destination planning and management.”

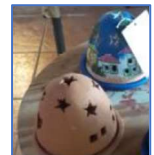
¹ A 4-year program funded by Canada, UK, the Caribbean Development Bank and the Inter-American Development Bank

The Treasure Beach tourism product will be at the forefront of tourism competitiveness, through strategic investments in infrastructure, education, marketing, and the development of unique visitor experiences that appeal to high-value markets around the globe. Tourism will significantly increase its contribution to Treasure Beach economic growth and development, through increases in visitor spending and linkages throughout the community. The focus will be on the quality and diversity of visitor arrivals, not total number of visitors.”

The next step required conducting a market assessment to identify the highest potential tourism segments for Treasure Beach, and to define the local tourism value chain. This market-product match was essential to ensure alignment between niche markets, adequate local capacity to deliver tourism products, as well as the community’s commitment for sustainable development.

Based on this research, the development of ten new tourism products were recommended to establish meaningful connections with visitors and enhance revenues for local businesses. The addition of new tourism experiences into the existing product mix broadened the depth and appeal of Treasure Beach to different visitors, which likewise increased the value of visitors for the community. A team of experts in experiential tourism development from Small Planet Consulting spent countless hours with community entrepreneurs interested in implementing the recommendations. This hands-on support was critical to build the capacity “in-house” such that the experience could be delivered with authenticity while meeting quality standards expected from premium customers. While these forms of immersive tourism products can secure lifetime customer loyalty and generate value for communities and businesses beyond just revenues, they also involve higher costs. To foster viability, community entrepreneurs in Treasure Beach needed assistance to evaluate their break-even point and establish proper product pricing. Out of the following ten tourism products designed and implemented in 2016, nine are still operating today, with some minor adjustments:

(1) CRAFTING YOUR ART TREASURE: Create, take home, and keep memories of Treasure Beach by painting a starlight while drinking local juices and engaging with the Treasure Beach Women's Group.

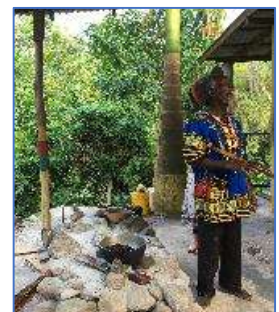


(2) JAKE’S PICK YOUR PASSION: Prepare your favorite drink using local fruits and vegetables while learning about their nutritional value and how agriculture is sustained in the area.

(3) CAPTAIN DENNIS’ HOME DINNER: Enjoy a night of traditional meals in the home of a former fisherman and discover a traditional Jamaican family lifestyle. This experience evolved into “Captain Dennis' Beach Picnic”. Given the rising interest in the experience’s boat tour, two additional boats have been added.

(4) DAWN’S DANCING DINNER AT SMURF’S CAFÉ: Venture deep into the world of Jamaican cooking, starting with a 45-minute preparation class in the morning under Dawn’s skilful guidance and stories. The evening culinary experience with the performing chef is combined with local music and dance.

(5) A RASTAFARIAN WAY OF LIFE: Eat a 3-course traditional meal in the company of a Rastafarian to learn about the values, traditions and way of life of Rasta people. This product has evolved into [The Wise Wellness Center](#) where traditional food can be purchased along with various health and wellness treatments.



(6) FARMS & FISHERMEN BY BACKROADS BIKE TOUR: While cycling around the community, visits to three interesting stops will enable visitors to meet local people, sample flavours from the fields and learn about the history and culture of the region.

- (7) JAMAICA CULTURE BACK ROADS SCOOTER TOUR.** A guide leads visitors to different secrets spots to share stories about culture and the history of Jamaican country living.
- (8) KAPTAIN KORY'S SEA ADVENTURE:** Small boat sailing in the morning on the sea and learning to hunt lobsters the old-fashioned way, followed by a lunch back on land.
- (9) BAY TO BAY TRANSPORTATION SERVICE:** A reliable and fun taxi service for exploring the diversity of Treasure Beach involving multiple spots and activities.

The Treasure Beach Women’s Group (TBWG) has been active in supporting the well-being of vulnerable groups with a wide array of services for many years. In addition to providing adult literacy classes and support for at-risk youth, they involve women in craft and jewellery production to improve livelihoods and raise funds. The TBWG Hall, which includes a shop for selling locally produced souvenirs, continues to be a safe place for women. Their efforts, courage, and inspiring stories have attracted visitors seeking to contribute both money and time. Building on this human compassion, the TBWG brought the concept of volunteer tourism to a deeper level of impact. Starting with the visit of one doctor interested in offering mobile health clinics in surrounding communities, the TBWG facilitated the engagement of multiple visiting professionals to share their knowledge, skills and services towards the enhancement of health and well-being in general. Doctors’ visits have expanded to provide health screenings, immunisations, dermatology, gynaecology, annual mammograms and back-to-school health check-ups. Other qualified individuals from abroad have volunteered to provide veterinary clinics, dental clinics, as well as wellness seminars related to HIV/AIDS awareness, prevention of domestic violence, diabetes awareness, understanding menopause, etc.



Meanwhile, the Breds Foundation, established by Jason Henzell in 1998 with funds from his Jakes Hotel in Treasure Beach, has invested heavily in a Sport Park to empower young people and to create sporting events for local and international athletes. In addition to the multitude of sports leagues and bootcamps, Jakes’ triathlon (the oldest off-road triathlon in the world) attracts and connects community members across cultures and socioeconomic backgrounds every year. A facility was also cleverly built at the Sports Park for skills training of different stakeholder groups.



The Tranquility Bay Police Academy sends more than 400 trainees to Treasure Beach every year which generates additional revenues for local businesses. As demand for food, accommodations, gardening, and other services grows, labour shortages have become a challenge. In partnership with the National Human Employment and Resource Training (HEART) Institute, the Breds Foundation facilitated the training and certification of nearly 100 individuals in housekeeping, food handling, banqueting, tour guiding, and horticulture.

Members of the Treasure Beach cluster also comes together to organise different events and festivals off-season, such as the “Hook ‘n Line Fishing Tournament”, “Food, Rum and Reggae Festival”, and the “Calabash International Literary Festival”. In 2023, 3,000 visitors from Jamaica and abroad came to Treasure Beach to celebrate literature and embrace cultural diversity.

To promote this vibrant CBT destination, the cluster members sought to establish a Destination Management Organisation (DMO). The purpose was to not only promote local businesses but also continue building the capacity of local operators and advocate for their interests at the national level.



The Treasure Beach Destination Management Organization Ltd. was officially registered in 2017. Given its social impact and limited revenues, the DMO was re-registered as a charitable organisation in 2021. Over the years, the DMO has mobilised many community members to solve local problems. In 2020, three large “Angel Fish” made from wire were placed around the community to encourage recycling of plastic bottles. The bottles are thereafter brought to a local School which receives cash from Recycle Jamaica.



Another important step in the marketing of the Treasure Beach destination was to develop a brand. Once developed, the DMO helped local businesses embrace the brand at every touch point in the visitor’s experience. To maximise the authenticity of the product offering, local businesses were encouraged to incorporate local places, people, stories, activities, and traditions that capture the essence of Treasure Beach’s spirit and personality.

In parallel, technical assistance provided by the cluster initiative facilitated the registration and licensing of informal MSMEs with the Jamaica Tourism Board. A specialist consultant was hired to tackle the low compliance rates among Treasure Beach businesses, stemming from a combination of factors such as limited understanding of requirements, financial constraints, and frustration with the compliance procedures. The consultant lobbied on behalf of the cluster with the Tourism Product Development Company of Jamaica (TPDCO) and other government agencies to: (i) clarify the requirements for compliance, and (ii) negotiate a new system with more appropriate requirements for community tourism enterprises such as those found in Treasure Beach. Thanks to these efforts, a new “Home Stay” business category was introduced in November 2015 by the Ministry of Tourism, which significantly reduced the licensing requirements for entities offering a “bed and breakfast” product. Diverse cluster and non-cluster members in the community were also guided through the registration and licensing process using a hands-on approach, resulting in improved understanding and expedited compliance for the majority of interested MSMEs.

Another important effort of the cluster involved identifying financing instruments to enable CBT organisations to improve their products or upgrade their operating standards for the licensing requirements. Despite the technical assistance provided and clear market potential, access to finance remained an obstacle for MSMEs which hindered progress. The growing strength of multiple stakeholders working together in a cluster was, however, able to influence the government of Jamaica. In 2016, a loan facility of \$48 million Jamaican Dollars was established for the operators of small businesses and attractions in Treasure Beach.

By 2024, Treasure Beach had more than 91 MSMEs (excluding accommodations) benefiting directly from tourism, compared to 49 MSMEs in 2014. The new businesses include: 6 bars, 12 restaurants/cook shops, 3 gift shops, 2 vegetable stands, 2 barbers, a clothing stand, ice factory, used items store, hardware store, health food store/restaurant/yoga center, gym, appliance

store, juice stand, farm store, turtle museum, and a corner library with free books. Many businesses already operating prior to the cluster initiative estimate that their revenues increased by 300% in ten years. Despite the effects of the COVID-19 pandemic, the CBT enterprises and accommodations in Treasure Beach employ approximately 1,700 individuals in 2024, which represent approximately 85% of permanent residents in the Community.

IV-The results

Sustainable tourism is a powerful force for achieving SDGs in Small Island Developing States (SIDS), and is only possible through Public-Private-Community partnerships (PPCPs). The PPCP framework outlined below is used by stakeholders to identify opportunities for optimising value for SIDS citizens and MSMEs during the development process. The results described below along the six dimensions in the framework illustrate phenomenal progress achieved by the Treasure Beach community.

Public-Private-Community Partnership (CCPC) Framework	
6 dimensions	Results
<p><u>1. Social empowerment</u></p> <ul style="list-style-type: none"> ▪ Product diversification and supply chain improvements ▪ Heritage, culture and mutual respect ▪ Women, youth & vulnerable groups (health, education, empowerment, etc.) 	<ul style="list-style-type: none"> ▪ 10 new experiential products developed in alignment with local culture. ▪ Strengthening of existing community-based tourism enterprises to improve their standard of operations, leading to many businesses to obtain licences. ▪ Meaningful interactions with international visitors which led to repeat visits. ▪ Pride in recognising that Jamaican culture is valued. ▪ Volunteer tourism program organised with professionals to improve the health and well-being of vulnerable groups. ▪ Physical health clinic established for local families.
<p><u>2. Digital Inclusion & Innovation</u></p> <ul style="list-style-type: none"> ▪ Online booking and marketing ▪ Mobile wallets ▪ Productivity & innovation 	<ul style="list-style-type: none"> ▪ Website established for the DMO which includes information about cluster members and events. ▪ Plans to launch an online booking platform, pending additional funding and technical assistance.
<p><u>3. Governance and financing</u></p> <ul style="list-style-type: none"> ▪ Regulatory environment ▪ Loans/investments/ Earnings/ Donations ▪ Technical assistance and coordination 	<ul style="list-style-type: none"> ▪ Lending facility established through the Tourism Enhancement Fund (TEF); established by the Government with financing from the World Bank. ▪ Improvement to registration and licensing regulations and processes to facilitate licensing of community-based enterprises. ▪ DMO established to coordinate efforts with local community members, visitors, and partners.
<p><u>4. Environment & Biodiversity</u></p> <ul style="list-style-type: none"> ▪ Protection, conservation, regeneration ▪ Use of resources (energy, plastic, water, waste) 	<ul style="list-style-type: none"> ▪ Most new villas use a solar heater for water and many villas now use 100% solar energy. ▪ Treasure Beach manages a bottle recycling program consisting of wire "Angel Fish" placed around the community, providing recycling revenue to a local school.
<p><u>5. Economic development</u></p> <ul style="list-style-type: none"> ▪ Revenues & Employment 	<ul style="list-style-type: none"> ▪ 150% increase in employment. ▪ 300% increase in revenues. ▪ 70 MSMEs formalised, including 15 accommodations.

<ul style="list-style-type: none"> ▪ Infrastructure (Transport, telecommunications, electricity, water & sanitation, etc.) 	<ul style="list-style-type: none"> ▪ Rehabilitation of the main access road between Black River and Treasure Beach including laying of water pipes for supplying the community, which led to the construction of new villas. ▪ Feasibility study and business case completed for the establishment of an aerodrome in St. Elizabeth parish.
<p>6. Resilience</p> <ul style="list-style-type: none"> ▪ Climate change adaptation ▪ Business continuity ▪ Disaster management 	<ul style="list-style-type: none"> ▪ Comprehensive “Sustainable Development Plan: 2030 and Beyond” established for Treasure Beach by the St. Elizabeth Parish Development Council.

V-The Public-Private-Community (PPC) partnership model

The story of Treasure Beach is a textbook illustration of an effective tourism cluster. It emerged from a concentration of private sector actors in a particular location who were committed to working together on an initiative that benefited them all in the long run. By collaborating with public, community and academic entities, the cluster has been able to address important issues that unleashed their potential for sustainable growth. The emphasis on community development given the context of Treasure Beach was strategic, but required extraordinary leadership from many social entrepreneurs who shared a common vision.

The technical assistance from Compete Caribbean was instrumental in solidifying the cluster and ensuring viability. By achieving quick wins for local MSMEs and establishing an independent DMO, trust was earned by the wider community and perceptions of conflict of interests were avoided.

Treasure Beach DMO Structure and Governance

To become a member of the DMO, businesses must: (i) have achieved (or be working towards) compliance with the Jamaica Tourist Board’s standards or that of an equivalent governing agency; (ii) be in good standing with the community of Treasure Beach offering a product or service that enhances the community (See Code of Conduct in Appendix). Membership is also open to other stakeholders such as local associations, community representatives or government bodies within the jurisdiction but only direct community tourism entities are allowed to vote on official matters. See the Constitution and Bylaws of DMO in appendix for details.

<u>Membership Benefits:</u>	<u>Membership Fees:</u>
<ol style="list-style-type: none"> 1. One ad on the DMO website. 2. Representation at all trade shows and/or events where the DMO is present. 3. A combined community voice bringing representation to appropriate entities lobbying for change and improvement to the community. 4. Access to advice and assistance in setting up and maintaining a small business within Treasure Beach. 5. Communication with other stakeholders and regular updates about programs and/or events pertaining to Treasure Beach. 	<ul style="list-style-type: none"> Hotel – US\$2,000/year Villa – US\$1,000/year Guest House/Bed & Breakfast – US\$500/year Large Restaurant (seats over 20 persons) – US\$500/year Small Restaurant (seats under 20 persons) – US\$200/year Small Business, Driver, Boat Tour Operator – US\$200/year NGO – US\$100/year

The affairs of the DMO are managed by a Board of Directors composed of a maximum of 20 individuals, including up to seven appointed directors, one immediate Past Chair, and a minimum of eight representatives from the distinctive categories listed below (maximum twelve elected directors):

1. Hotel Owner/Manager
2. Villa Owner/Manager
3. Guest House Owner/Manager
4. Tour Company
5. Attraction/Activity provider
6. Community organisation
7. Community representative
8. Restaurant/Bar operator.

A newly-constituted Board of Directors serve for two years (voluntarily) and elect three officers among themselves: Board Chair, Secretary and Treasurer.

Challenges:

The DMO's budget is insufficient to cover the cost of an Executive Director and administrative staff. As all directors and members of the Treasure Beach DMO are either owners or employees of small businesses, their time and resources are limited. Therefore, fundraising for an Executive Director, marketing staff, and other support for creating new tours or events is a persistent challenge. Meanwhile, the DMO Board must continue to lobby the Government for the interest of its members and address a range of issues, such as:

- Mandatory Security Assessments: Tourism operators must have licensed security guards, which is very expensive. Notably, the two-week training programme for guards is held in Kingston, Jamaica's capital, and must be completed periodically for the guards to be recertified.
- Food Permits: A Food Handler's Permit is required for business owners, managers, drivers and caretakers of villas. This is not practical given that business owners, property managers, drivers and many caretakers are generally not involved in the kitchen preparing food for guests.
- Registration of Business Name: Some villa owners living in the community are not Jamaican citizens, preventing them from registering a business as a sole proprietor and paying income tax.
- Beach Licence: Based on a law enacted in 1956, all accommodations by the sea, regardless of size, require a beach license. The application process involves significant, costly administrative requirements, such as a recent land survey and extensive information and documentation for each owner. Most troubling is the requirement for each licensee to have a lifeguard on-duty all day. In some small beaches with six small accommodation operators, this implies paying for six full-time lifeguards even when the beach is empty all day. The DMO proposed to the Government to instead collectively pay for a yearly "Safer Beach Programme" where all accommodations in Treasure Beach would cover the cost of permanent lifeguards proportional to their size. Changing laws and influencing policies would be very difficult without a strong PPCP.

Despite the ongoing challenges, the Treasure Beach DMO continues to attract partners for impressive initiatives:

1. A PPCP was recently established to open a full-time health clinic in Treasure Beach involving the Breds Foundation, The Treasure Beach Women's Group, The Hillsborough

County Osteopathic Medical Society, and other private entities. Extensive renovations to an old building have been made and a US\$20,000 grant was obtained for medical supplies and equipment through Breds from the American Friends of Jamaica Organization. To date, the clinic has funded six Automated External Defibrillators (AEDs) to be placed around the community, accompanied by training.

2. Since hosting their first psilocybin-assisted retreat in Treasure Beach in 2014, [MycoMeditations](#) has become one of the longest-serving psychedelic retreat centres in the world. With an average of four retreats per month and ten guests per retreat, over 2,000 guests have participated. They use Treasure Beach villas, natural environments and local businesses to host legal, group psychedelic-assisted therapy using magic mushrooms called psilocybin.
3. The partnership with HEART may evolve into the opening of a commercial training kitchen for the development of culinary experiences, agro-processing and catering services in the community. A budget has also been submitted to expand the training for groundskeeping, tuft management and landscaping.
4. The Airports Authority and Jakes' Hotel are in advanced discussions about upgrading the small aerodrome in St. Elizabeth. The project involves expanding the marl runway into a paved asphalt surface of 900 meters, fencing the perimeter, and building a small terminal and parking for passengers.

VI-Conclusion

Given the unprecedented success of Treasure Beach as a vibrant CBT destination, donors, experts, and the Ministry of Tourism organised a study tour in 2019. The purpose was to document best practices and create a [CBT toolkit](#) that can be used by other communities to replicate the model. Before launching its next call for cluster proposals, Compete Caribbean organised a training program for the community-tourism officers in the Ministries of Tourism across the Caribbean during a conference on sustainable tourism organised by the Caribbean Tourism Organization (CTO). The CBT toolkit empowers business support organisations to:

- (i) assess the market readiness of multiple community tourism destinations;
- (ii) support the development of new products based on consumer research;
- (iii) provide guidance to community-based entrepreneurs; and
- (iv) capture information for marketing purposes.

The main report on Public-Private-Community Partnership (PPCP) provides additional details about the CBT toolkit developed based on the successful experience of community destinations. Most interestingly, it was used by TPDCo to develop a CBT cluster in another Jamaican community in the East called St.Thomas.

The impact of Treasure Beach's successes is far-reaching. In 2023, the Inter-American Development Bank approved a project to strengthen the public and private sector actors involved in a tourism cluster on Tobago island, based on the experience of Treasure Beach. An intense one-week study tour was organised for the Tobago House of Assembly's Division of Tourism, Culture, Antiquities, and Transportation, the Tobago Tourism Agency Limited (TTAL) and the Tobago Hotel and Tourism Association (THTA), to visit Jamaica and learn from Treasure Beach's successes. This exchange of knowledge will eventually lead to much greater capacity among community-based tourism organisations regionally, which will ultimately enable inclusive and sustainable development across SIDS.

Appendices

(A) Treasure Beach Destination Management Organisation Code of Conduct Contract

- All questions pertaining to the DMO will be sent through the chair. The chair will either answer directly or will inform the DMO member asking the question who will be answering their question.
- Any emails/correspondence sent in the DMO's name by a DMO member must be with the knowledge of the chair.
- Apologies must be received in a timely manner if a member is not able to attend meetings. When attending meetings arrive promptly or if you are going to be late please notify someone. Cell phone etiquette should be followed at all meetings.
- For trust to be established and maintained confidentiality of what is discussed in meetings, must remain in the meeting and DMO members only. On the rare occasion when a matter is very sensitive, let the minute taker know if a matter should not be recorded. However, these should be rare occurrences and ultimately, the chair holds the final decision.
- Members must adhere to the agendas set forth for meetings and stay focused. Items not on the agenda will be discussed under any other business within the time allocated for the meeting. Issues that are not directly pertaining to cluster business can and should be discussed outside of the meeting.
- Communication with anyone external pertaining to DMO business should be communicated back to the Board of Directors usually as an agenda item so all can be kept informed.
- Each member of the DMO is an ambassador for the group and for Treasure Beach. The DMO promotes working together as a team and, therefore, should be motivating and supporting to each other. All opinions will be heard as each opinion of DMO members is of equal value. Rumors or negative issues pertaining to DMO activity and its members will be discussed with the DMO to clear the air, and put to rest.
- The success of the DMO will directly impact the success of Treasure Beach. The growth of the DMO will directly impact the growth of Treasure Beach. We do not always need to agree with each other but we do need to work with and respect each other's views remembering our ultimate goal is to bring more and diversified business to the community so all can reap the benefits of success.

(B) Code of Ethics for the Treasure Beach Destination Management Organisation

Preamble

The Code of Ethics of the Treasure Beach Destination Management Organisation (TB DMO) sets out the ethical guidelines and best practices for members to follow for honesty, integrity, fairness and professionalism. Violation of the Code of Ethics can result in sanction including termination of membership.

Based on the principles set forth in the United Nations World Tourism's (UNWTO's) Global Code of Ethics for Tourism², the members of the Treasure Beach Destination Management Organisation (TB DMO) state our wish to promote equitable, responsible and sustainable community tourism in the Treasure Beach community, to the benefit of the members of the community and visitors alike.

General Principles

Members of the TB DMO will strive to:

1. Work collaboratively with all stakeholders within the community, at the regional and national levels, and internationally to promote genuine partnerships between public and private stakeholders in tourism development.

² https://webunwto.s3.eu-west-1.amazonaws.com/imported_images/37802/gcetbrochureglobalcodeen.pdf

2. Promote the treatment of residents and visitors with tolerance and respect, recognising that there may be differences in culture, religion, language, lifestyles and tastes.
3. Respect the equality of men and women and promote human rights including rights of the most vulnerable groups, notably children, the elderly, the handicapped, ethnic minorities and indigenous peoples, combatting and reporting any incidence of exploitation of human beings in any form, particularly sexual, especially when applied to children.
4. Conduct tourism activities in harmony with the attributes and traditions of the community, respecting the laws of Jamaica, refraining from all trafficking in illicit drugs, arms, antiques, protected species and products and substances that are dangerous or prohibited by national regulations.
5. Cooperate with public authorities and observe all security and safety, accident prevention, health protection and food safety protocols that may be in effect and encourage all residents and visitors to do the same.
6. Safeguard the natural environment with a view to achieving sound, continuous and sustainable economic growth geared to satisfying equitably the needs and aspirations of present and future generations.
7. Responsibly use precious resources, in particular water and energy, and avoid so far as possible waste production, engaging in reduction, reuse and recycling where feasible.
8. Abide by the room density regulations in force to maintain sustainable tourism in Treasure Beach, thereby reducing pressure of tourism activity on the environment.
9. Protect the natural heritage (flora and fauna) of the community and abide by environmental regulations in force in the development and operation of tourism and other enterprises.
10. Encourage the survival and sharing of traditional cultural products, crafts and folklore.
11. Where feasible encourage involvement and training of residents in tourism activities so that they may share equitably in the economic, social and cultural benefits they generate, particularly in the creation of direct and indirect jobs resulting from them.
12. Bring to the attention of local and national authorities any specific environmental or infrastructural problems.
13. Provide honest and accurate information on services and products offered especially in regards to the nature, price and quality and to provide redress where deemed appropriate.
14. Respect the confidentiality of personal data and information collected in the conduct of business, especially when these are stored electronically.

Principles specific to the TB DMO:

Members of the TB DMO will:

1. Avoid conflicts of interest and activities for personal advantage to the detriment of the TB DMO or other members.
2. Bring to the attention of the Board any situation within the community that they deem to be unethical, illegal, or otherwise detrimental to the community.
3. Respect each other's views, even when they are opposing, discussing issues without attacking personalities to seek to arrive at solutions in the best interest of the community.

Board members will:

1. Serve all members of the TB DMO with impartiality, providing no particular benefits to any member, and accepting no personal compensation for work related to the TB DMO without the prior knowledge and approval of the Board.
2. Ensure that any correspondence (electronic or otherwise) sent in the name of the TB DMO is done with the knowledge of the chair.

3. Handle all inquiries, requests, transactions, correspondence, and complaints promptly, courteously, and fairly.
4. Bring all communication with any external entity or person pertaining to the business of the TB DMO to the attention of the Board, with such matters being treated as agenda items at meetings of the Board.

(C) CONSTITUTION AND BYLAWS OF TREASURE BEACH DESTINATION MANAGEMENT ORGANISATION (DMO)

1.1 The name of the organisation is The Treasure Beach Destination Management Organisation (hereinafter referred to as the DMO).

1.2. The DMO represents the five bays collectively known as Treasure Beach, being Fort Charles, Billy's Bay, Frenchman's Bay, Calabash Bay, and Great Bay.

1.3 The provisions of 1.2 above shall not bar the DMO from undertaking activities in accordance with its powers outside its area of jurisdiction.

2. The purpose of the DMO is defined in its Vision, Mission and Objectives.

a) **The Vision of the DMO**, in keeping with VISION 2030, is that by the year 2030, Treasure Beach will be known throughout Jamaica, the Caribbean, and the World as a successful and model Community Tourism destination that provides visitors the opportunity to experience Jamaican cultural and natural heritage through immersive experiences delivered by small and micro tourism enterprises.

Through sustainable and effective public private partnerships the infrastructure of Treasure Beach will be improved for residents and visitors alike, marketing of the destination will be heightened, and economic growth and development will be enhanced by increased inflows from tourism throughout the community.

b) **The Mission of the DMO** is to unite the community of Treasure Beach to manage tourism in a way that celebrates local culture, protects the environment, and increases the economic benefits that flow from tourism to the Treasure Beach area. This will be accomplished through leadership, coordination, promotion and management of the long-term development and marketing of Treasure Beach.

c) **The DMO's Objectives**, which are intended to benefit and sustain the community of Treasure Beach, its people and preserve its assets are to:

- i. provide the business community with business education, training and resources;
- ii. provide the community with education, skills and employment;
- iii. educate, train, provide resources and awareness of issues that relate to the benefits of tourism, and the impact on the community's heritage and culture;
- iv. provide knowledge and skills to mitigate risks to the sector, the community and its assets;
- v. provide a management system that will deliver projects to meet our stated objectives on behalf of sponsors, donors and partners;
- vi. otherwise carry out, on behalf of the community, activities and projects as guided by grants, donations and sponsorship;
- vii. cooperate with statutory organisations and work within the legal framework expected by the government of Jamaica and by international standards.

3. The income and property of the DMO, howsoever derived, shall be applied solely towards the promotion of the objects of the DMO as set forth in the Constitution and bylaws; and no portion thereof shall be paid or transferred directly or indirectly, by way of a dividend, bonus or otherwise howsoever by way of profit to the stakeholders of the DMO. Provided that nothing herein shall prevent the payment in good faith of remuneration to any officer or servant of the DMO or to any stakeholder of the DMO in return for any services actually rendered to the DMO [e.g. project management where external funding is provided, accommodations, transportation]; nor to prevent the payment of interest on money lent or the payment of reasonable and proper rent for premises demised or let by any stakeholder to the DMO. This provision shall be unalterable.

4. In the event of a winding up or dissolution of the DMO the liquidator appointed shall cause all assets of the DMO available for distribution to be transferred to an organisation or organisations situated in Treasure Beach the objects of which are cognate or similar to those of the DMO and such organisation or organisations shall be determined by a majority of the stakeholders attending the first meeting called by the liquidator. This provision shall be unalterable.

BYLAWS OF THE TREASURE BEACH DESTINATION MANAGEMENT ORGANISATION

ARTICLE 1: INTERPRETATION

1.1 In these bylaws, and all other bylaws of the DMO, unless the context otherwise requires:

- a) **“Act”** means The Charities Act of Jamaica (2013) as amended from time to time;
- b) **“Bylaw”** means any bylaw of the DMO as adopted and amended from time to time;
- c) **“Chair”** means the Board Chair;
- d) **“Directors”** means the directors of the DMO duly elected or appointed for the time being;
- e) **“Registered address”** of a member, means their address as recorded in the register of stakeholders.

1.2 The words imputing the singular include the plural and vice versa; words imputing the masculine gender shall include the feminine gender; words imputing persons shall include bodies corporate, corporations, companies, partnerships, syndicates, trusts and any number of aggregate of persons.

1.3 The headings used in these bylaws are inserted for reference purposes only and are not to be considered or taken into account in construing the terms or provisions thereof or to be deemed in any way to clarify, modify or explain the effect of any such terms or provisions.

ARTICLE 2: HEAD OFFICE AND CORPORATE SEAL

2.1 Head Office: The directors may from time to time by resolution fix the location of the head office of the DMO within Treasure Beach designated as such by the DMO’s constitution or by special resolution of the DMO.

2.2 Corporate Seal: The directors shall provide a corporate seal for the DMO, and may provide for its use, and they shall have power from time to time to destroy the same and substitute a new seal in the place of the seal so destroyed. The corporate seal shall be affixed only when authorised by a resolution of the directors and then only in the presence of the persons prescribed in the resolution or if no persons are prescribed, in the presence of any two officers providing that one of those officers is the Board Chair, the Treasurer or the Secretary.

2.3 Records: The Board of directors (hereinafter referred to as “the Board”) shall keep all the DMO’s books and records at the head office of the DMO or at such other place as it shall determine, and such records may be inspected by the voting stakeholders of the DMO at any reasonable time.

ARTICLE 3: STAKEHOLDERS OF THE DMO

3.1 Stakeholders: Stakeholders of the DMO will be businesses, associations, community representatives or government bodies within the jurisdiction, which meet all aspects of the criteria, which are laid out for that category.

3.2 New Stakeholders: Businesses, associations, community representatives or government bodies not on the roster of stakeholders may, through completion of an application, become a stakeholder of the DMO subject to meeting all aspects of the criteria as laid out for that category.

3.3 Classes of Stakeholders: There shall be two classes of stakeholders, namely voting and non-voting.

- a) **Voting:** All categories as outlined in the stakeholder criteria that are in good standing and that have registered affirming that they meet the criteria appropriate to their category will be considered a voting stakeholder. Voting stakeholders will be entitled to vote at any annual, regular or special meeting of the DMO.

b) **Non-Voting:** A stakeholder that has registered affirming that they meet the criteria appropriate to their category but is not considered a direct community tourism entity will be considered a stakeholder of the DMO, but will not be entitled to vote.

3.4 Honorary Stakeholders: The Board may, by resolution, on terms and for reasons it deems appropriate, appoint honorary stakeholders to the DMO for one (1) year or life. Such stakeholders will not be entitled to vote.

3.5 Disqualification of Stakeholder: Any stakeholder business, association, community representative or government body that fails to maintain compliance with any part of the stakeholder criteria or that fails to adhere to the code of conduct of the DMO will be advised in writing of the discrepancy. The stakeholder business, association, community representative or government body will be given 20 business days from the receipt of the notice to remedy all areas of the discrepancy. After review of the stakeholder's submission the Board of Directors at their discretion may disqualify that business, association or government body from receiving any further benefits of the DMO.

3.6 Stakeholders in Good Standing: All voting stakeholders are in good standing except a stakeholder who has failed to pay any subscription or debt due and owed by them to the DMO beyond the terms of all contracts with the DMO.

3.7 Stakeholder Voluntary Resignation: Voluntary resignation will be accepted from any stakeholder submitting in writing (electronic transmission accepted) notice of resignation. Resignation will take effect immediately upon receipt of such notice.

ARTICLE 4: MEETINGS OF THE STAKEHOLDERS

4.1 All meetings shall be governed by **Roberts Rules of Order**.

4.2 General Meetings: General meetings of the DMO shall be held at such time and place, in accordance with the Act, as the Board shall decide.

4.3 Annual General Meeting: The Annual General Meeting of the stakeholders of the DMO shall be held at any place within the Greater Treasure Beach area, provided that such meeting shall take place at least once every calendar year, and not more than 15 months after the holding of the last preceding Annual General Meeting, on a day, time and month in each year as the Board may by resolution determine. At Annual General Meetings there shall be presented a report to the stakeholders of the affairs of the DMO, the auditor's report, any financial statements as shall be required by the Act, and other such information or reports relating to the DMO's affairs as the Board may determine.

4.4 Special General Meeting: Every general meeting, other than an Annual General Meeting, is a special general meeting. A special general meeting of the voting stakeholders of the DMO may be called at any time by the Board or on a written requisition pursuant to the Act, of 10% (ten per cent) of the voting stakeholders of the DMO. In the event of a requisition, the procedures and time limits as set forth in the Act shall be followed.

4.5 Alternative Meeting Attendance: Notwithstanding any of the provisions of this article, stakeholders may meet in person, by teleconference, by Internet conferencing, or other electronic means.

4.6 Directions to the Board: At any meeting of the voting stakeholders, subject to the provisions relating to notice set out below, and in furtherance of the purposes set out in the Constitution, resolutions may be passed directing the Board to exercise any power, duty or function that is by the Constitution or by these bylaws conferred upon the Board. Without limiting the generality of the foregoing, a meeting of the voting stakeholders may direct the Board respecting the creation of and the duties of any Standing Committee, Subcommittee, or Task Force, including the voting stakeholders to be appointed thereto.

4.7 Notice: Notice stating the day, hour and place of a meeting of the Stakeholders and the general nature of the business to be transacted shall be given to each voting stakeholder and the auditor of the DMO at least ten

(10) business days before the date of every meeting, provided always that a meeting of stakeholders may be held for any purpose at any date and time and at any place within Greater Treasure Beach area without notice if all the voting stakeholders are present in person or represented by proxy at the meeting or if all the absent voting stakeholders entitled to vote at such meeting being held, assent, and such assent may be validly given either before or after the meeting to which such assent relates.

4.8 Omission of Notice: The accidental omission by the Secretary of the DMO to give notice of any meeting or the non-receipt of any notice by any voting stakeholder(s) shall not invalidate any resolution passed or any proceedings taken at any meeting of stakeholders.

4.9 Voting: Voting shall be governed by **Roberts Rules of Order**. At any meeting of voting stakeholders, each voting stakeholder shall be entitled to one vote provided such right to vote may be exercised only by the official representative or alternate of the stakeholder, or, on the absence of both, be a proxy for such voting stakeholder duly appointed in writing, but who may not carry more than one such proxy under any circumstances. Every question submitted to any meeting of the voting stakeholders shall be decided in the first instance by a majority of votes given on a show of hands, unless a poll was demanded by a voting stakeholder attending thereat. The Chairperson shall declare the outcome.

4.10 Polls: Polls shall be governed by **Roberts Rules of Order**.

4.11 Chairperson: In the absence of the Board Chair, the voting stakeholders shall choose another member of the Board as Chairperson and if no members of the Board are present or if all the members of the Board present decline to act as Chairperson, the voting stakeholders present shall choose one of the voting stakeholders present to be Chairperson.

4.12 Adjournments: The Chairperson may with the consent of any meeting adjourn the same from time to time to a fixed time and place and no notice to the time and place for the holding of the adjourned meeting need be given to the voting stakeholders. Any business may be brought before or dealt with at any adjourned meeting, which may have been brought before or dealt with at the original meeting in accordance with the notice calling the same.

4.13 Quorum: The presence of half the members of the Board plus one (1), or a minimum of ten percent (10%) of the voting stakeholders shall be a quorum of any meeting of stakeholders. No business shall be transacted at any meeting unless the requisite quorum shall be present. If, within one half hour of the time the meeting has been called, a quorum of the members has not attended such meeting, the Chairperson may designate another time and place for such meeting to be held or hold the meeting providing no action is taken without first having received approval of recommendations from the meeting by a sufficient number of directors to establish a quorum.

4.14 Minutes: The Secretary shall cause to be kept minutes of all meetings of the DMO. In the absence of the Secretary from a meeting, the Chairperson shall be responsible to make provisions for the taking of such minutes.

4.15 Special Resolution: Where, by the Act, or by these bylaws, a special resolution of a meeting of the voting stakeholders of the DMO is required, unless otherwise provided herein, or unless otherwise provided in the Act, such special resolution shall require a three-quarters' majority of the voting stakeholders present or voting by written proxy at a special general meeting called for the purposes of passing such special resolution.

4.16 Proxy: A person voting as proxy of a voting stakeholder shall, prior to voting such proxy, deliver to the Chairperson the written proxy of the voting stakeholder represented.

ARTICLE 5: DIRECTORS AND OFFICERS

5.1 Powers: The affairs of the DMO shall be managed by a Board of Directors (hereinafter referred to as the "Board") which exercises all such powers and do all such acts as deemed necessary to carry on the business of

the DMO as per the Constitution and Bylaws. No rule made by the DMO in a general meeting invalidates a prior act of the directors that would have been valid if that rule had not been made.

5.2 Category: The Board should consist of representatives of the following categories: Hotel Owner/Manager; Villa Owner/Manager; Guest House Owner/Manager; Tour Company; Attraction/Activity provider; Community organisation; Community representative; Restaurant/Bar operator. Every attempt should be made to have the representatives of these categories spread across the five bays of Treasure Beach.

5.3 Representation: Each category shall have at least one (1) representative to the Board elected by the voting stakeholders.

5.4 Composition of the Board: The Board shall consist of *not less than eight (8)* and *not more than twelve (12) elected directors, and up to seven (7) appointed directors plus the immediate Past Chair.*

5.5 Without exceeding a total of twenty (20) members, the Board has the authority to appoint up to seven (7) directors who are selected for specific skill sets that are complementary to the needs of the Board or who are representatives of relevant government entities. Board Appointments of up to seven (7) directors will be made each year at the Board of Director meeting immediately prior to the Annual General Meeting.

5.6 The newly constituted directors will, from amongst themselves, elect three (3) officers: Board Chair, Secretary and Treasurer.

5.7 First Meeting of the Board: The newly elected directors shall meet immediately upon the termination of the Annual General Meeting to:

- (a) Elect the Board Chair and other officers.
- (b) Conduct any other business the Board so chooses.

5.8 Voting at Board Meetings: Every person elected or appointed to the Board may vote at the meetings of the Board.

5.9 Term of Office: Each elected director will serve for a two (2) year term. Each appointed director will be appointed for a one (1) or two (2) year term at the discretion of the Board. The immediate Past Chair will serve until succeeded.

5.10 Vacancies: If, by resignation or otherwise, the Board does not have a full complement of voting stakeholders the Board may at any time and from time to time appoint a voting stakeholder as a director to fill such a vacancy in the Board. The Board may also at their discretion retain as an active Board member a director who may have ceased to represent a specific organisation or area. The director so appointed holds office only until the conclusion of the next following Annual General Meeting of the DMO, but is eligible for re-election at the meeting.

5.11 Remuneration of Members of the Board: The members of the Board shall serve without remuneration and no member of the Board shall directly or indirectly receive any profit from their position as such, provided that a member of the Board shall be reimbursed for all expenses necessary and reasonably incurred and approved by the Board.

ARTICLE 6: MEETINGS OF THE BOARD

6.1 Meetings: The Board of directors shall meet a minimum of six (6) times annually.

6.2 Place of Meetings: Meetings of the Board may be held either at the head office of the DMO or at any other place within the Greater Treasure Beach area.

6.3 Notice: A meeting of the Board may be convened at any time by the Board Chair; or at the request of any two (2) members of the Board and an Officer, the Board Chair shall convene a meeting of the Board. Notice of any meeting of the Board stating the day, hour and place of meeting shall be sent to each member of the Board at least five (5) business days before the meeting is to take place; provided always that the meeting of the Board

may be held at any time without formal notice if 60% (sixty per cent) of the members of the Board are present and all reasonable effort has been made to contact each Board member.

6.4 Quorum: The quorum of the Board shall consist of a majority of the board of directors, one of whom must be an Officer. The Board Chair shall be the Chairperson of all meetings of the directors, but if at the meeting the Board Chair is not present within thirty (30) minutes after the time appointed for the holding of the meeting, the directors present may choose one of their members to be Chairperson of that meeting.

6.5 Minutes: The Secretary shall keep minutes of all meetings of the Board, including conference calls. In the absence of the Secretary from any meeting, the Chairperson shall be responsible to make provisions for the taking of such minutes.

6.6 Voting: Questions arising at any meeting of Board shall be decided by a majority of votes.

6.7 Resolutions of the Board: A resolution in writing, signed by the majority of the directors and placed with the minutes of the directors is as valid and effective as if regularly passed at a meeting of directors.

6.8 Alternative Meeting Attendance: Notwithstanding any of the provisions of this article, directors may meet in person, by teleconference, by Internet conferencing, or other electronic means.

ARTICLE 7: COMMITTEES AND TASK FORCES

7.1 Standing Committees: The Board may determine to introduce standing committees as deemed necessary, detailing the Terms of Reference.

7.2 Special Committees and Task Forces: The Board may, from time to time, appoint such special committees and/or task forces as may be deemed fit. No policies shall be initiated and no action shall be taken by any committee and/or task force without the prior approval of the Board, who may delegate any, but not all of their powers to such committee and/or task force. All committees and/or task forces so formed shall consist of at least one (1) Board member, and shall report every act or thing done in exercise of those powers to the earliest meeting of the Board after it has been done.

7.3 The terms of reference for each of the above special committees and/or task forces shall be defined by the Board and attached to the Board's minutes.

ARTICLE 8: PROCEDURE FOR NOMINATIONS AND ELECTIONS

8.1 Nominating Committee: Not less than thirty (30) days prior to each Annual General Meeting, the Board shall appoint a Nominating Committee of three (3) members, of which not more than one (1) may be a member of the existing Board, who is not running for re-election. It shall be the duty of the Nominating Committee to nominate at the Annual General Meeting one (1) member for each vacancy for which an election is being held.

8.2 Nominations to the Board of Directors: On the appointment of the Nominating Committee, the Board will provide the members of the Nominating Committee with a list of members in good standing who are entitled to vote, from which nominees will be determined.

a) The members of the Nominating Committee will solicit verbally or in writing the views of members in good standing their recommendations of persons to be nominated.

b) Following discussions with the recommended nominees, the Nominating Committee will determine one candidate for each vacancy for which an election is being held and present the slate to the Board at least seven (7) days prior to the Annual General Meeting.

8.3 Election to the Board of Directors: At the Annual General Meeting, the Chairman shall appoint a Returning Officer. After nominations of the Nominating Committee have been placed before the members, the Returning Officer shall call for nominations from the floor. When the nominations are closed, the Returning Officer shall appoint Poll Clerks, ballots shall be distributed, the vote taken and tallied by the Poll Clerks and results announced.

ARTICLE 9: PROCEDURE FOR SELECTING APPOINTED DIRECTORS

9.1 Elected Board members will determine the specific skill sets desired for the needs of the Board and the relevant government entities to be invited to serve on the Board, and will agree on the persons to be invited to serve and appoint those who accept the invitation.

9.2 The names of Board members appointed by the Board at the last regular meeting prior to the Annual General Meeting will be presented at the Annual General Meeting and begin their term of service with the elected Board members.

ARTICLE 10: FINANCE

10.1 Borrowing: Subject to the provisions of the Companies Act, in order to carry out the purpose of the DMO the directors may, on behalf of and in the name of the DMO, raise or secure the payment or repayment of money in such manner as they decide. Provided, however, that no debenture may be issued without the sanction of a special resolution.

10.2 Restraints: In order not to restrict future Boards, the total amount of loans each year must not exceed the income of the DMO for that fiscal year.

10.3 Records: The finances of the DMO shall be under the control of Treasurer who shall be responsible for the maintaining of proper accounting records and ensure that all monies of the DMO shall be kept on deposit in a chartered bank, credit union or trust company.

10.4 Current Account: The current account shall be maintained in such chartered bank, credit union or trust company as designated by the directors. All current operating incomes and dues received shall be deposited in this account, out of which normal operating expenses shall be paid. The Treasurer shall present a financial report at each Board meeting.

10.5 Savings Account: The Board may maintain savings accounts or invest in short term bank deposits as may be advantageous to the DMO. The Board shall ensure that all conditions of deposit have been adhered to.

10.6 Signing Authorities: The signing authorities at all bank accounts shall be two (2) designated Officers of the Board.

10.7 Presentation to Stakeholders: The Treasurer shall present financial statements to stakeholders at the Annual General Meeting. The auditors appointed by the Board shall firstly approve all financial statements.

ARTICLE 11: OFFICERS

11.1 Election of Officers: As provided in clause 5.6, the Board Chair, the Secretary, and the Treasurer shall be elected by the Board.

11.2 Appointment of an Executive Director: The Board may appoint an Executive Director, who shall devote their full time to the affairs and operations of the DMO and who shall have such authority and shall perform such duties as are outlined in the Governance Policy Manual. The Executive Director is not a member of the Board. They shall have the right to attend the meetings of the Board but shall not be entitled to vote thereat.

11.3 Delegation of Duties of Officers: In case of the Board Chair's, or any other Officer's absence or inability to act, the Board may delegate all or any of the powers of such Officer to any other Officer or to any member of the Board for the time being.

11.4 Board Chair: The Board Chair shall, when present, preside at all meetings of the Board and of the stakeholders of the DMO. The Board Chair shall possess and may exercise such powers and shall perform such duties as are outlined in the Governance Policies.

11.5 Secretary, and Treasurer: These Officers shall possess and may exercise such powers and duties as are outlined in the Governance Policies.

ARTICLE 12: EXECUTION OF CONTRACTS

Contracts, documents or instruments in writing exceeding Five Hundred United States Dollars (US\$500) and requiring the signature of the DMO may be signed by any two (2) of the following: the Board Chair, the Secretary and the Treasurer. All contracts, documents or instruments in writing so signed shall be binding upon the DMO without further authorisation or formality, unless the Board otherwise directs.

ARTICLE 13: FINANCIAL YEAR

The financial period of the DMO is October 1 – September 30 of each year except if the Board by resolution designates a different financial year.

ARTICLE 14: AUDITOR

At each Annual General Meeting of the DMO an auditor shall be appointed to hold office until they are re-elected or their successor is elected at the next Annual General Meeting. An auditor may be removed at any time, by ordinary resolution of the DMO. An auditor shall be informed forthwith in writing of their appointment or removal. No directors and no employee of the DMO shall be an auditor. The auditor may attend any meetings of the stakeholders of the DMO and may attend the Annual General Meeting.

ARTICLE 15: COPIES OF THE DMO BYLAWS

15.1 All voting stakeholders are entitled to and the DMO shall provide on request, a copy of the Constitution and Bylaws of the DMO.

15.2 These bylaws shall not be altered or added to except by Special Resolution.