



TERMS OF REFERENCE

Standard of Performance expected from members of the BIA Board of Directors.

1. Demonstrates dedication to their responsibilities to the Board and membership by attending all board meetings, arriving promptly and not leaving until they are over (three (3) consecutive absences or a total of five (5) absences per year may be grounds for dismissal).
2. Demonstrates commitment to the Board and may have an interest in volunteering on Committees. Liaises with the Executive Director and/or BIA Administrator and reports on a regular basis to the Board on activities and programs.
3. Supports Board decisions, even when they may differ personally with the majority decision.
4. Demonstrates respect and loyalty to other Board members by being discreet in discussions that require consensus building.
5. Opts out of discussions and voting on "conflict of interest" topics.
6. Understands the mission of the BIA and promotes and communicates the goals and activities of it to the ratepayers and to the community as a whole.
7. Contributes knowledge, talent and technical resources to the BIA Board and management.
8. Promotes unity within the organization and seeks to resolve internal and/or external conflicts.
9. Encourages orderly, systematic, and incremental implementation of the BIA's work plans and goals, discouraging the Board from being distracted by secondary issues or projects not included in the agenda.
10. Encourages staff and other Board members to express their opinions openly in Board meetings.
11. Offers constructive opinions honestly, without fear of reprisals.
12. Does not interfere with the day-to-day management of the BIA, respecting the Executive Director and/or BIA Administrator by reporting to one representative only, in most cases the Chair.



Terms of Reference Acceptance (Required)

*I, the undersigned, have read this **Section 19 Appendix B – Terms of Reference** carefully before signing, and that I understand and accept all of its contents. I execute it voluntarily and with full knowledge of its significance. I understand that it will be binding, not only by me, but also by my heirs, next of kin, personal representatives and assigns.*

DATED at the city of Calgary in the province of Alberta this _____ day of _____, 20__.

Print Name/Signature/Date

Witness

CONFIRMED by the Members this _____ day of _____, 20__.

SECRETARY