4th Street South West BIA

Business Improvement Areas are working for businesses

"BIAs advocate with a strong collective voice for small business and the communities around them; they are economic incubators as they attract visitors and investors. BIAs enhance the pedestrian experience and the public realm. They protect historic integrity while evolving with the needs of the future."

~ Brian Imeson, Owner of Circa Vintage Art Glass and ratepayer with the Inglewood Business Improvement Area

"The BIA is a wonderful place for advocating for local businesses."

~ Paul Sipos, board member with the Mainstreet Bowness Business Improvement Area

"Successful BIAs not only bring benefit to their rate paying members, the businesses, they also benefit surrounding residential areas by increasing housing prices and creating a desirable area where people want to 'live, work and play.'"

~ Annie MacInnis, executive director with the Kensington Business Revitalization Zone

Acknowledgements

The creation and compilation of this material has been possible through the efforts of the individuals listed below, among many others, who are dedicated to the continued development and curation of Business Improvement Area (BIA) knowledge and history. Only through the shared realities of operating and being part of a BIA, and the tangible differences made by BIAs across the globe, can the legislative mandate of BIAs truly be experienced. The next time you are in a BIA that provides an exceptional experience, we invite you to give credit to the businesses and the work of the BIA for their investment in helping to create vibrant and thriving community spaces.

BIA Toolkit Committee

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In memory of Toby Eines, whose knowledge, passion and support has been integral to the development of the information provided in this Toolkit. Toby will be missed for so many reasons, including her dedication to public service and the greater good.

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Executive summary

Toolkit intent

This Business Improvement Area (BIA) Toolkit provides information regarding BIAs in Calgary, Alberta, Canada. The toolkit may be useful for anyone working in, affected by, or interested in the functioning of BIAs. This can include: new or existing BIA Board of Directors; BIA staff, new or existing BIA members; municipal staff and members of City Council; and anyone interested in the establishment and general operations of a BIA.

Overview

In this toolkit you will find information that covers a vast array of BIA-related topics. While many BIA resources and variations of toolkits from across the globe have informed the development of this guide, this is the very first made-in-Calgary BIA Toolkit. It has information related to the most current BIA legislation, including details of the transition from the use of Business Revitalization Zones (BRZs) designation to Business Improvement Areas in Alberta that occurred in 2016 and provides templates and guidelines for BIA board governance, operations and fiduciary responsibilities.

BIAs have a significant and colourful history of achievements in Calgary. The first two BIAs were established in 1984, while the newest one was established in late 2017. There are currently 12 BIAs in Calgary and all are diverse in size, business composition, budget and organizational focus. Each BIA is responsive to the distinct issues and opportunities in their respective areas. One common thread between all Calgary BIAs is that each has people dedicated to creating vital, vibrant, safe and activated business areas that invest in their community. Additionally, all BIAs in Calgary are working to achieve the purposes of BIAs as set out in Alberta's Municipal Government Act (MGA).

Key learnings

The BIA key learnings in this toolkit include:

- What is a BIA?
- The benefits and activities of a BIA
- The Canadian history and roots of BIAs
- Alberta legislation and BIAs in Calgary
- Processes required to make changes to a BIA city bylaw
- The interface between municipal government and BIAs
- BIA governance
- Financial management of BIAs and the BIA tax
- BIA operations
- Funding sources for BIAs
- BIA public and community relations
- Resources for BIAs
- A glossary of terms

Figure 1:
Placemaking Project,
Inglewood BIA

I. Introduction

What is a Business Improvement Area (BIA)?

A Business Improvement Area (BIA) is a group of businesses in a defined geographical area that come together to improve said area. Businesses in the defined area are required to pay an additional tax in order to fund projects or events within the district's boundaries.[1] The tax enables the business owners to collectively fund activities to promote and improve the economic vitality of the area that surrounds their business for the purposes set out in the province of Alberta's *Municipal Government Act* (MGA).[2] These purposes are to: improve, beautify and maintain property in the area; develop, improve and maintain public parking; and promote the area as a business or shopping district.[3]

BIAs are active placemaking agents, helping to lead the transformation of public spaces into vital places that highlight local assets, spur rejuvenation and serve common needs.[4] BIAs serve as incubators of economic vitality, helping to create, promote and sustain distinctive, evolving public spaces. Within BIAs, there is often a rich cross-section of shops, restaurants and services that attract workers, residents and visitors alike, reflecting the diversity of a city. BIAs are key community partners who work in collaboration to develop healthy, vibrant and diverse neighbourhoods.

[1] *The Joint U.S.-Brazil Initiative on Urban Sustainability, part of the U.S. Environmental Protection Agency*, "Special Service District(SSD) or Business Improvement District(BID)," December 16, 2012, http://www.c40.org/case_studies/special-service-district-ssd-or-business-improvement-district-bid, accessed March 2017.
[2] *Municipal Government Act*: Revised Statutes of Alberta 2000, Chapter M-26, Current as of October 26, 2017 (PDF file), downloaded from the Queens Printer website, http://www.qp.alberta.ca/documents/Acts/m26.pdf.
[3] Ibid., pg.2.
[4] Project for Public Spaces, "What is Placemaking?" Project for Public Spaces website, https://www.pps.org/reference/what_is_placemaking/ , accessed September 2017.

BIAs in other jurisdictions governed by different legislation may go by other names, such as:

- Business Revitalization Area (BRZ)
- Business Improvement District (BID)
- Community Improvement District (CID)
- Special Services Area (SSA)
- Special Improvement District (SID)

DID YOU KNOW?

A BIA is a non-profit corporation whose taxpayers are the businesses. A BIA is a unique entity established by a city bylaw with a taxpayer-elected board approved by City Council. More information can be found in the BIA legislation and process section of this toolkit.

Figure 2:
Public art,
4th Street South West BIA

The benefits of a BIA

Benefits of Calgary BIAs include:

- Enhancing the economic development of an area through promotion and marketing.
- Improving the physical environment of public spaces in commercial areas.
- Promoting, developing, improving and maintaining public parking.
- Advocating for policies and practices that support economic health and vitality in BIA areas.
- Playing a lead role in area improvements and working with businesses on public safety and crime prevention efforts.
- Investing in public art and sponsoring some of Calgary's most popular events.
- Collaborating with The City of Calgary to address operational issues in the neighbourhood (e.g. parks, land use designations, pedestrian realm, urban design, redevelopment, greenfield development, public safety, maintenance, traffic, transportation etc.).
- Providing input on policies to support economic health for businesses and The City.
- Operating cleanliness and safety programs that make business areas desirable.
- Attracting developers and investments.
- Helping to create jobs and fostering the incubation of businesses.
- Forming a hub of sustainable business areas.

Figure 3:
Public realm improvements,
Mainstreet Bowness

BIA activities

To achieve these benefits, BIAs can undertake a range of activities. These activities often respond to the unique opportunities and challenges of their respective areas, and can include:

- Conducting promotional activities like events, festivals, websites, social media, advertising and unique branding.
- Developing an entrepreneurial culture and attracting businesses by encouraging the development of a diverse local economy.
- Improving the public realm including maintenance and beautification of assets (e.g. sidewalk cleaning, snow removal, graffiti abatement, garbage removal and increased transportation options).
- Generating revenue to sustain activities.
- Partnering with The City of Calgary on common goals, which can include bylaw enforcement issues, transportation, redevelopment planning, and arts and culture.
- Reporting on community standards issues.[5]
- Parking management.

[5] City of Calgary," Bylaw Number 5M2004 Being a bylaw of the city of Calgary to regulate neighbourhood nuisance, safety and liveability issues", City of Calgary website, http://www.calgary.ca/_layouts/cocis/DirectDownload.aspx?target=http%3a%2f%2fwww.calgary.ca%2fCA%2fcity-clerks%2fDocuments%2fLegislative-services%2fBylaws%2f5M2004-CommunityStandards.pdf&noredirect=1&sf=1, accessed November 2017.

Jamie Bradburn – Torontoist[8]

Figure 4:
A tribute to the originators of the West Bloor Village BIA can be found in Neil McLellan Park in Toronto.

The concept of BIAs originated in 1970. A group of business people in Toronto were concerned about the economic decline caused by the growing popularity of shopping malls and an extended subway system, both of which were drawing shoppers away from their traditional shopping areas. They banded together to create the very first BIA in the world.

In 2016, the legislation in Alberta changed and Business Revitalization Zones (BRZs) across Alberta became known as Business Improvement Areas (BIAs).

Business Improvement Area's history

The BIA concept is a global phenomenon with Canadian roots. The first BIA was established in Toronto, Ontario. As the very first BIA, Bloor West Village trailblazed the way to the creation of a groundbreaking, formalized method to organize businesses around addressing neighbourhood challenges and opportunities on an ongoing basis.[6] The BIA model, in varying forms, has been replicated and innovated upon around the world. At present, there are over 80 BIAs in Toronto alone.[7]

Local context

In June 1983, the Government of Alberta amended the *Municipal Government Act* to allow municipalities to enact a bylaw to establish Business Revitalization Zones (now known as Business Improvement Areas).

In 2016, the legislation in Alberta changed and Business Revitalization Zones (BRZs) across Alberta became known as Business Improvement Areas (BIAs).

Calgary's first two BIAs (formerly designated as BRZs) were formed in 1984. Below is an excerpt from a City of Calgary report indicating receipt of its very first request: the submission to establish a 17th Avenue BRZ (now renamed the 17th Avenue Retail & Entertainment District).[9]

Petition No. 84.06.094 for the establishment of a 17th Avenue BRZ, was submitted to the City Clerk's Office on 1984 June 13. It is the first of its kind within the City of Calgary. The Assessment Department found it valid, and on 1984 July 11, Notice of Intention to establish the BRZ pursuant to the Municipal Government Act, Section 171.2(2) was mailed to 480 businesses which were found to be on the current business assessment roll within the area proposed by the petitioners for BRZ designation. The petitioned area is 17th Avenue between Macleod Trail and 15 Street S.W., and 16 Avenue between 7 and 8 Streets S.W.

Figure 5: Excerpt to establish 17th Avenue BRZ.

Not long after the request to establish the first BIA in Calgary, a second request was received to establish a South Calgary BRZ (now known as Marda Loop BIA).[10]

Petition No. 84-09-123 for the establishment of the South Calgary BRZ, was submitted to the City Clerk's Office on 1984 September 30, following validation by the Assessment Department. On 1984 October 1, Notice of Intention to establish the BRZ pursuant to the Municipal Government Act was mailed to 71 businesses which were found to be on the current business assessment roll within the area proposed by the petitioners for BRZ designation. The petitioned area is, essentially, 33 and 34 Avenues S.W. between Crowchild Trail and 19 Street S.W., and the two blocks defined by 34 and 36 Avenues, between 17 and 19 Streets S.W.

Figure 6: Excerpt to establish South Calgary BRZ.

[6] Toronto Association for Business Improvement Areas, "History" Toronto Association for Business Improvement Areas website, http://www.toronto-bia.com/what-is-tabia/8-history, accessed, April 2017.
[7] City of Toronto, "Overview of Toronto's Business Improvement Areas "City of Toronto website, https://www1.toronto.ca/wps/portal/contentonly?vgnextoid=673032d0b6d1e310VgnVCM10000071d60f89RCRD , accessed April 2017.
[8] Jamie Bradburn, "Toronto Invents the Business Improvement Area: A Neighbourhood-Oriented Business Concept is Born in Bloor West Village," newspaper Torontoist, February 6, 2013, https://torontoist.com/2013/02/toronto-invents-the-business-improvement-area/,accessed November 2017.
[9] The City of Calgary, Commissioners' Report C84-93, September 11, 1984.
[10] The City of Calgary, Commissioners' Report E84-34, December 11, 1984.

The newest BIA in Calgary, the HIPville BIA, was formed in 2017 November. HIPville is located in Highland Park and is the first BIA in Calgary to be established in an industrial area. Calgary currently has 12 BIAs, all with their own distinct identity. Not all BIAs look and feel the same. They are, however, united by the common purposes outlined in Alberta's *Municipal Government Act.*

Economic value of businesses in Calgary's BIAs[11]

- With over 5,400 businesses represented, businesses in BIAs comprise about 20 per cent of all businesses in Calgary.
- Businesses in BIAs contribute:
  - $59 million in annual business taxes.
  - $660 million in assessed property and business values.
- Businesses in BIAs also account for 220+ city blocks of businesses.

Measuring success for a BIA

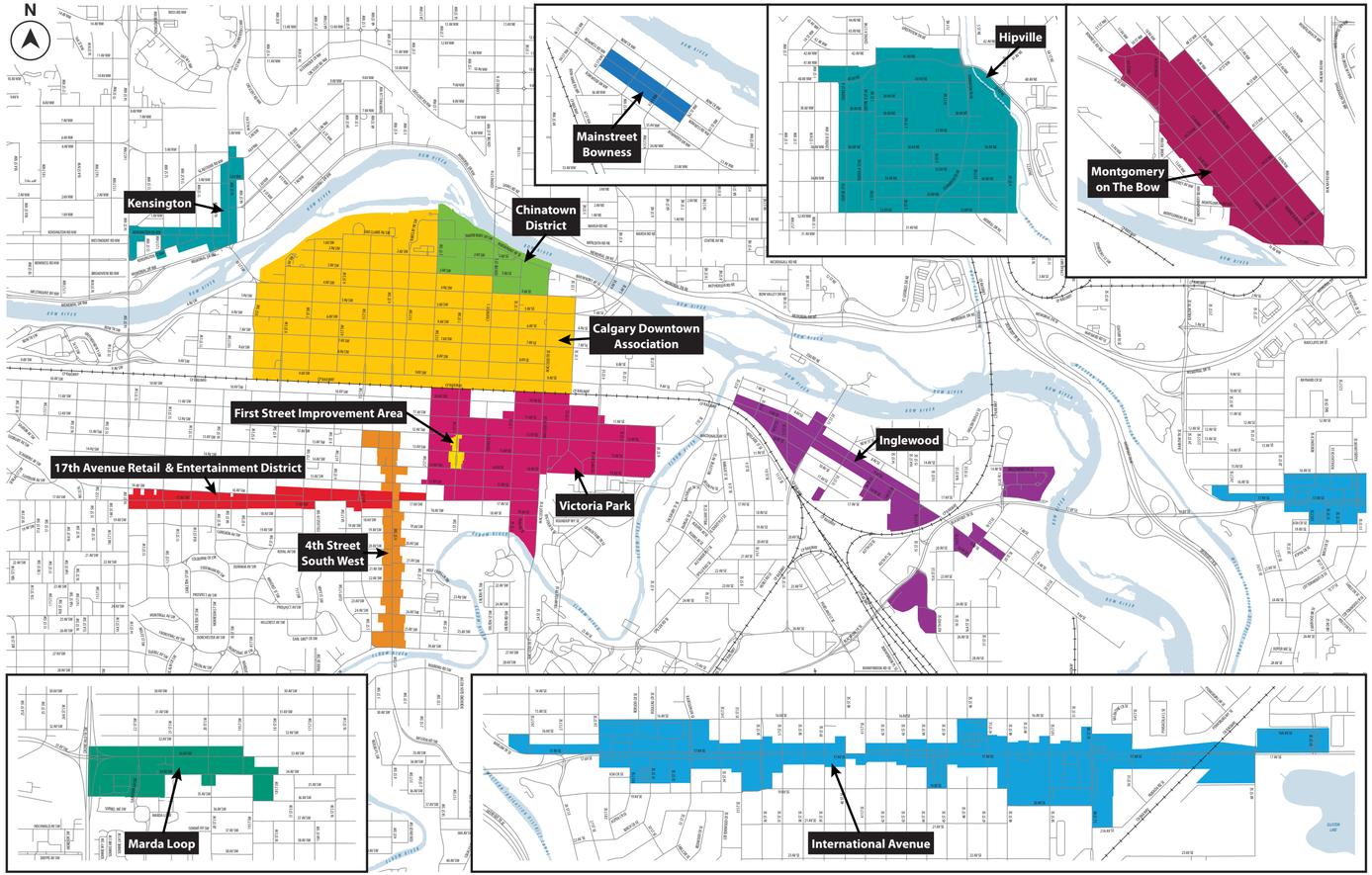
It is important to measure the success of a BIA because it can be used as a tool for strategic planning, a way to stay accountable to a tax base, communication impact and help guide decisions. One way to do this is for BIAs or an outside body to measure the return on investment (ROI) BIAs provide back to their taxpayers. Measuring ROI can be done in many ways and should encompass both quantitative and qualitative measures because the affect BIAs have on an area is more profound than simply quantifying services. It is important to capture the social return on investment BIAs make to the area. It has to do with what these services achieve as a whole and how the final product equals more than the sum of its parts. It really is about the fact that BIAs convey the message that someone cares about this area.

There has been some research done to aid in measuring ROI for BIAs coming out of South Africa[12] and Ontario.[13] [14] Many indicators have been identified as possible ways to measure ROI such as: street appeal, economic development, property values, business permits, number, location and size of BIAs, community building, business variation in an area and business resiliency to name a few. Further, The City of Edmonton has created health indicators that are used and tracked by both City Administration and the BIAs to measure the impact of revitalization activities within BIAs.[15] The key elements of these health indicators include tracking inputs, activities, outputs and short/medium/longer term goals for the area. The City of Edmonton also has "Control & Performance Measures"[16] which include: occupancy rates; citizen attitude surveys; crime rates; lease rates; and pedestrian/visitor counts. It is these measurements that help to convey the value of BIAs and showcase their ROI back to their tax base and local government.

[11] Adapted from City of Calgary, "Business Revitalization Area(BRZ) & Business Improvement Area (BIA) tax rates," City of Calgary website, http://www.calgary.ca/cfod/finance/Pages/Business-Tax/Business-Revitalization-Zone-Tax-Rates.aspx, accessed November 2017.
[12] Johannesburg City Improvement District Forum, "City Improvement Districts in Johannesburg: A quantitative and qualitative impact assessment", (PDF File), https://drive.google.com/file/d/0B9bSjvbPH7EGaF8wb1IKeURMNXc/view , accessed January 2018.
[13] Adapted from Ontario BIA Association and Toronto Association of BIAs, "Return on Investment of BIAs Background Research Report October 2016", http://obiaa.com/return-on-investment-of-bias-study/, accessed February 2018.
[14] Adapted from Ontario BIA Association and Toronto Association of BIAs, "ROI of BIAs: Return on Investment of BIAs Report April 2017",, http://obiaa.com/return-on-investment-of-bias-study/, accessed February 2018.
[15] City of Edmonton, "Health Indicators to Evaluate the Business Revitalization Zones Economic Well Being", Sustainable Development report CR_3065, June 21, 2016.
[16] City of Edmonton, "Business Revitalization Zones Handbook: A guide for Edmonton BRZs", City of Edmonton Panning and Development, October 2008, p.57.

Map of Calgary BIAs

Figure 8:
City-wide map of Calgary BIAs.



[17] City of Calgary, "Calgary Business Improvement Area Map" City of Calgary website, calgary.ca/CSPS/ABS/Documents/Partnership-programs/Calgary-BRZs-Overall-Map.pdf, accessed April 2017.

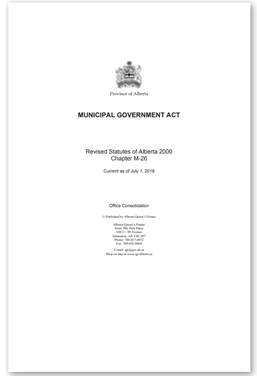
II. BIA legislation and processes

Overview of BIA legislation

BIAs and their respective boards are regulated by sections 50 to 53 of the *Municipal Government Act*[18] and the Business Improvement Area Regulation, AR 93/2016 (the BIA Regulation)[19] (Appendix I).

On July 1, 2016 the Province of Alberta amended the *Municipal Government Act*, RSA 2000, c. M-26 to replace all references to BRZs with BIAs. The former BRZ Regulation, AR 377/94, which expired on June 30, 2016 was replaced by the BIA Regulation. As a result, effective July 1, 2016 the BRZ designation was changed to BIA. Under the transitional provisions in the BIA Regulation, a BRZ established under the old legislation is deemed to be a BIA under the new legislation.

There are still some BIAs in Calgary that use BRZ in their name.


Province of Alberta

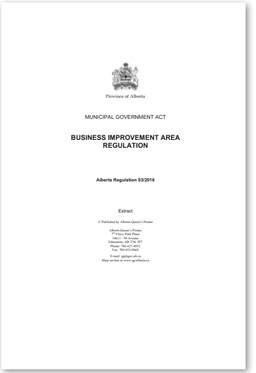
MUNICIPAL GOVERNMENT ACT

Revised Statutes of Alberta 2000
Chapter M-26

Current as of July 1, 2018

Office Consolidation

Figure 9: Cover of Alberta *Municipal Government Act*


Province of Alberta

MUNICIPAL GOVERNMENT ACT

BUSINESS IMPROVEMENT AREA REGULATION

Alberta Regulation 93/2016

Extract

Figure 10: Cover of BIA Regulation

Please refer to Appendix I for excerpts from the current *Municipal Government Act* and the complete Business Improvement Area Regulation, AR 93/2016.

[18] *Municipal Government Act*, 2017
[19] *Municipal Government Act* Business Improvement Area Regulation Alberta Regulation 93/2016", (PDF File), downloaded from the Queens Printer website, qp.alberta.ca/documents/Regs/2016_093.pdf, accessed May 2017.

BIA establishment

A BIA is established in accordance with the BIA Regulation. Full details can be found in sections 2-6 of the BIA Regulation.[20] The table below outlines the timeframe and activities associated with a request to establish a BIA.

Annual timeframe	Activity
Year round	• Interested business community members can contact City of Calgary BIA staff to understand what a BIA is and the establishment process for a BIA. • Interested business community members form a committee to establish a BIA called the Establishment Committee.
Prior to January 15	• Establishment Committee informs City of Calgary BIA staff of desire to submit a request to establish a BIA. • Establishment Committee provides a written description and map of proposed geographic boundary of BIA to City of Calgary BIA staff.
By the end of February	• City of Calgary to map proposed area with detailed property information and ensure accuracy with Establishment Committee. • City of Calgary to provide relevant data associated with potential taxpayers in the proposed area to Establishment Committee. • Establishment Committee to conduct public engagement activities and gather signatures for support of the establishment of a BIA.
Prior to the end of March	• Establishing Committee may wish to have their request to establish package be looked over by the BIA staff before submission to City Clerks.
By last business day in March	• Establishing Committee to submit request to establish package and signature pages to City Clerks to get stamped and to the City of Calgary's BIA staff on the last business day of March. ▪ The signature pages must be signed by persons who would be taxpayers if an area was established and representing at least 25 per cent of the businesses if an area was established.
By April 30 (or within 30 days of receiving a request)	• City of Calgary to verify signatures. • After signature verification: ▪ If 25 per cent is not met a BIA will not be established. ▪ If 25 per cent is met City of Calgary will mail out a Notice of Request to all potential taxpayers in the proposed zone.
By June 30 (or 60 days after the notice of request was issued)	• End of wait period for the submission of a petition objecting to the establishment of a BIA in the requested area. • If there is not a valid petition submitted objecting to the establishment of a BIA, then the request can proceed.
July and August	• Report to Council preparation by City Administration. • Continued engagement activities by Establishing Committee with persons who would be taxpayers if an area was established.
September/October	• Report to Council for approval. • Interim BIA Board is appointed by Council if approved. • Following approval of Council, the BIA is to hold an Annual General Meeting to elect the actual board and approve the annual BIA budget.
December	• Actual BIA Board is appointed through the BIA Board Membership Report.
January	• Approval of BIA budget through the BIA budgets and enabling bylaws report. • First annual BIA cheque is sent to the BIA Board of Directors by The City of Calgary.

[20] Business Improvement Area Regulation, AR93/2016.

BIA boundaries

Considerations for determining a BIA boundary:

- The geographical size of the BIA.
  - Is there merit in considering a larger or smaller boundary area?
- The concentration of businesses in the BIA.
  - Is there a critical mass of businesses required to generate the revenue to accomplish the goals of the BIA?
- Placemaking opportunities and utilization of local assets.
  - Is there diversity and similarity of streets and business areas that foster a sense of place? For example, the proposed BIA area could be a quaint older district, a traditional main street, a restaurant and pub mecca, a newer medical/lifestyles district, a long busy urban corridor, a strip mall or an industrial area.
- Be sure to inquire about all assessable businesses within the identified area; this may include businesses not visible from the street level.

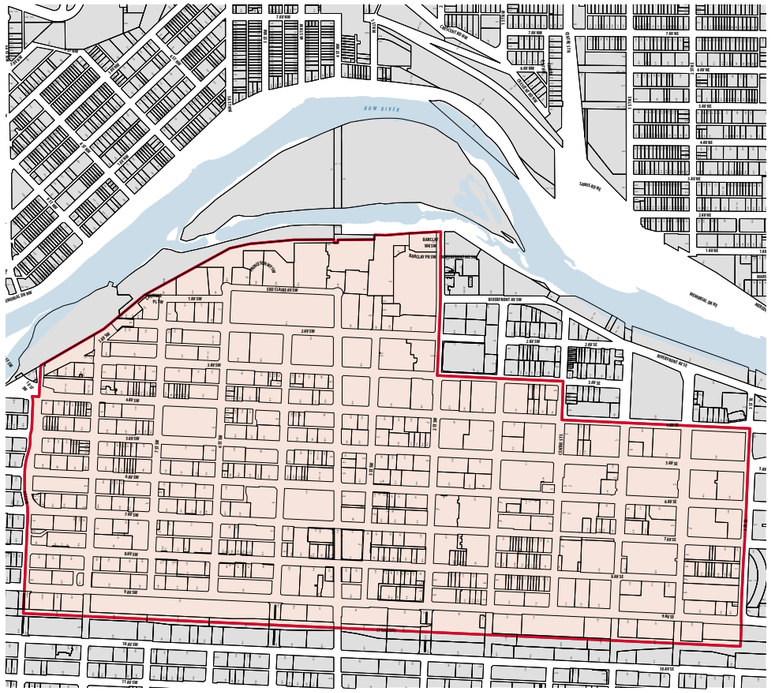


Figure 11: Calgary Downtown Association's boundaries

Percentage of signatures needed as per the BIA Regulation:

Establishment: Signatures representing 25% of taxpayers

Petition against establishment: Signatures representing 50% of taxpayers

Disestablishment: Signatures representing 25% of taxpayers

To establish a BIA, at least 25% of the businesses within its proposed boundaries must be in favour. Once a minimum of 25% has been reached, the BIA Establishing Committee can make a request to Calgary City Council to pass a bylaw to form a BIA.

Other considerations:

- Taxable businesses located within these boundaries will become members of the BIA and will pay the BIA tax. There is no opting out.
- Once those interested in forming a BIA (the BIA Establishing Committee) confirm the desired boundary for the proposed BIA, engagement with the potential taxpayers can begin.
- Public engagement with potential taxpayers in the proposed area is a critical component of a successful BIA request. Examples of public engagement activities include a walkabout to chat with business owners, an open house and written documentation regarding the anticipated benefit of establishing a BIA for the area.
- Letters of support from business owners who want to establish a BIA are great to collect as additional demonstrations of support.
- Collecting baseline data to understand the area's issues and opportunities is important to help determine if a BIA is the right initiative for the area.

Mainstreet Bowness BIA

Process for amending the boundaries of a BIA[21]

A desire for change to a BIA's boundaries is expressed.

The board's consent to make a boundary change, as per the BIA Regulation 93/2016 , section 8(1)(a) and a map outlining the new boundaries must be provided to The City of Calgary **on or before the last business day in March** of the calendar year.

↓

The BIA board chair/president notifies City Administration of the request to change the boundary.

The request must be accompanied by a justification or declaration of reasonable cause for the boundary change, details outlining the proposed boundary change, and a statement outlining the consultation process (to date and intended) with taxpayers and would be taxpayers under the proposed changes in boundaries.

↓

City Administration drafts a map detailing the requested BIA boundary change, provides the related business assessment data, drafts a proposed Bylaw setting out the change in boundaries and prepares a report for Committee.

Meetings will occur, as required, between Administration and the BIA Board/staff to complete these activities.

↓

If the report is approved at the Committee level, it is then forwarded to Council.

Pursuant to the BIA Regulation, section 8.2, before the proposed bylaw receives second reading at Council, City Administration must ensure that a notice that meets the requirements of subsection (3) is mailed or delivered to every taxable business in the BIA and to every business that would be a taxable business under the change in boundaries.

↓

When the proposed bylaw is before Council, taxpayers in the BIA and people who would be taxpayers under the proposed change are provided with an opportunity to make representations concerning the change to Council, as per the BIA Regulation, section 8.1(b).

The final decision with respect to the proposed change of BIA boundaries is made by Council.

[21] Business Improvement Area Regulation, AR 93/2016.

The petition to disestablish a BIA cannot be considered sufficient unless it is signed by taxpayers representing at least 25% of the taxable businesses in the BIA.

BIA disestablishment

A BIA can only be disestablished in accordance with the BIA Regulation. Full details can be found in sections 23-30 of the BIA Regulation. To begin the disestablishment process, taxpayers in a business improvement area may petition for a bylaw to disestablish the zone.

Following this, there are a number of required steps including confirmation of the petition's sufficiency, done by The City of Calgary, as well as a first reading of the bylaw to disestablish the business improvement area. After the bylaw receives first reading, there are further specifications as to a vote by the BIA taxpayers on the disestablishment of the BIA.

BIA name change request

A request must be submitted by the Chair/President of the BIA Board and a map outlining the new boundaries must be provided to The City of Calgary on or before the last business day in March of the calendar year to be approved for the following calendar year. The request must include the current name of the BIA, the desired name of the BIA, the boards rationale for the name change and evidence of the board's decisions to request a change in name. This could include copies of resolutions, board minutes, discussion on what benefits the name change will bring, what the impetus is for changing the name, etc. A sample of a BIA change of name request can be found in Appendix C. After submission the name change request will be presented to Council for their review and potential approval.

BIA tax

Businesses located in a BIA see an additional tax on their annual business tax bill. This tax is collected by The City of Calgary on behalf of the BIA.

The City of Calgary collects the BIA tax and writes a cheque to the BIA at the beginning of the year. The City does not take a percentage of the funds – all of the BIA tax goes directly to the BIA.

How to calculate the BIA tax rate

BIA tax = business assessment x BIA tax rate

- The business assessment is an occupancy-based assessment. Factors such as square footage impact the assessment.
- A board must submit a proposed budget for each calendar year to Calgary City Council (Council) for approval. Council then sets the tax rate based on the budget submitted by the BIA .

Tax rates can be calculated in a variety of ways that include starting with the end budget the BIA has in mind, or starting with how much money the BIA will have based on assessments. Please see Appendix D for an example of how to calculate a BIA tax rate and an example of how individual businesses can calculate how much a BIA proposed tax will cost them annually.

[22] Business Improvement Area Regulation, AR 93/2016.
[23] City of Calgary, "Business Revitalization Area(BRZ) & Business Improvement Area (BIA) tax rates", calgary.ca/cfod/finance/Pages/Business-Tax/Business-Revitalization-Zone-Tax-Rates.aspx, accessed November 2017.

III. Municipal government and BIAs

A BIA is a unique municipal entity. BIAs and their respective boards are regulated by sections 50 to 53 of the current *Municipal Government Act*[24] and the BIA Regulation.[25] The City of Calgary undertakes specific functions related to BIAs. These include:

- Creating and/or making changes to City BIA bylaw such as: establish a BIA, disestablish a BIA, change a BIA's name and make changes to the boundary of a BIA. All of these requests must be submitted to The City on or before the last business day in March of the calendar year.
- Annually receiving BIA balanced budget submissions for Council review and approval.
- Annually receiving BIA audited financial statements which are to be submitted each year following the BIAs financial year for Council review and approval.
- Annually receiving BIA board appointment submissions for Council review and approval.

City of Calgary and BIAs

In order to facilitate the legislatively-mandated processes and ensure a collaborative approach, The City of Calgary has dedicated staff to serve as a point of contact to work in partnership with BIAs and address BIA-related requests.

The services available include support for:

- Establishing a BIA.
- Changing a BIA's boundary.
- Undertaking a BIA name change.
- Strategic planning.
- Governance information.
- General BIA-related requests.
- Navigating City services.
- Providing professional advice/recommendations and training.

More information about business tax can be found online at: calgary.ca/CA/fs/Pages/Business-Tax/Business-Tax.aspx

Annually BIAs must submit three things to The City of Calgary:

1. Board appointments
2. Budget
3. Audited financials

Chinatown District BIA

Figure 12: Wayfinding Project, Chinatown District BIA

[24] *Municipal Government Act*, 2017.
[25] Business Improvement Area Regulation, AR93/2016.

City of Calgary and BIA mutual objectives

The City and BIAs work together to achieve mutual objectives including the creation of viable, safe, functional and beautiful mixed-use areas.

The following are specific activities that offer areas of collaboration between BIAs and City of Calgary departments, as well as their subsidiaries (also known as business units). Some examples of these collaborative opportunities include:

- Beautification of public property, which could include physical improvements.
- Lifecycle maintenance for the public realm and roads.
- Traffic and transportation initiatives.
- Parking management.
- Graffiti removal.
- Garbage collection.
- Urban design improvements.
- Signage and wayfinding.
- Land use.
- Parks and green spaces.
- Activation of public spaces.
- Streetlights.
- Pedestrian and bike accessibility and safety.

Calgary Transit working in collaboration with Kensington BRZ to transform the community LRT train station to Platform 9¾ for Harry Potter themed event.

Kensington BRZ

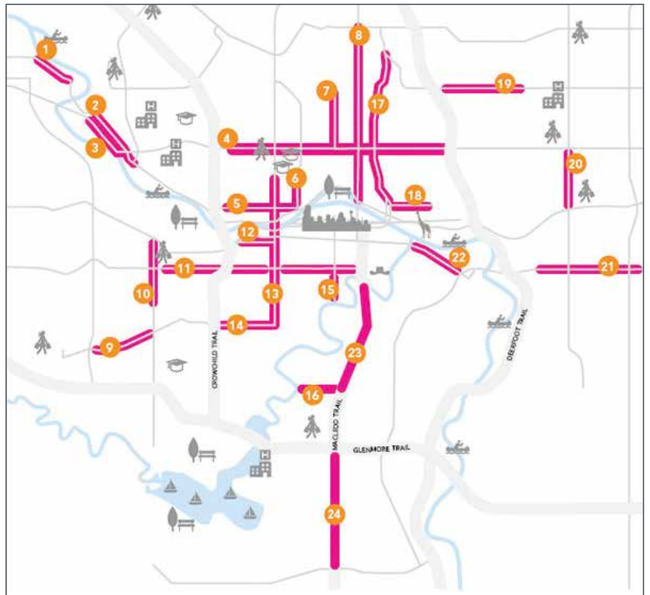
Kensington BRZ

Kensington BRZ

Figure 13: Collaboration between Calgary Transit and Kensington BRZ.

Main Streets and BIAs

Calgary's Municipal Development Plan (MDP)[26] was adopted by City Council in 2009. It contains policies that will shape how Calgary grows and develops over the next 30 to 60 years. The MDP includes long-term growth target minimums for 24 main streets (referred to as corridors in the MDP), which are well suited for long-term growth.[27] Main streets are ideal places for mixed-use development, including residential, commercial and retail development. Access to transportation options, infrastructure and amenities make these areas great places to live, work or visit, and great opportunities for BIAs and The City to collaborate on development.



Northwest
1. Bowness Rd. N.W. (Bowness)
2. Bowness Rd. N.W. (Montgomery)
3. 16th Ave. N.W. (Montgomery)
4. 16th Ave. N.W.
5. Kensington Rd. N.W.
6. 10th St. N.W.
7. Fourth St. N.W.
8. Centre St. N.

Southwest
9. Richmond Rd. S.W.
10. 37th St. S.W.
11. 17th Ave. S.W.
12. 10th Ave S.W.
13. 14th St. S.W.
14. 33rd Ave. S.W.
15. Fourth St. S.W.
16. 50th Ave. S.W.

Northeast
17. Edmonton Tr. N.E.
18. First Ave. N.E.
19. 32nd Ave. N.E.
20. 36th St. N.E.

Southeast
21. 17th Ave S.E.
22. Ninth Ave. S.E.
23. Macleod Tr. S. (north)
24. Macleod Tr. S.E.

Figure 14: Calgary's Main Streets

Please see Appendix E for a list of links to City of Calgary programs, policies, bylaws and other initiatives that may be useful to BIAs.

[26] City of Calgary, "Municipal Development Plan (MDP) 2009" City of Calgary website, calgary.ca/PDA/pd/Pages/Municipal-Development-Plan/Municipal-Development-Plan-MDP.aspx, accessed May 2017.
[27] City of Calgary, "Main Streets" City of Calgary website, calgary.ca/PDA/PD/Pages/Main-Streets/Learn-More/Default.aspx#mainst-top, accessed May 2017.

DID YOU KNOW?

There are 11 identified Main Streets in current BIAs.

Key City departments and business units

City department	Business unit(s)	Business unit(s)	Additional information
Chief Financial Office	Assessment	Assessment annually prepares, communicates and defends property and business assessments within Calgary. The resulting property and business taxes support essential City services provided to Calgarians.	calgary.ca/PDA/Assessment/Pages/Home.aspx?redirect=/assessment
	Finance	Finance provides professional financial management and services for The City of Calgary and customer service to Calgarians. Finance's services include: • Financial planning budget and reporting • Corporate initiatives • Corporate accounts payable • Corporate accounts receivable • Treasury	calgary.ca/CA/FS/Pages/Home.aspx
Community Services	Calgary Community Standards Calgary Emergency Management Agency Calgary Fire Department Calgary Housing Calgary Neighbourhoods Calgary Parks Calgary Recreation	• Calgary Community Standards regulates standards that affect Calgary businesses, dog and cat owners, the taxi industry, and citizens. *Note: Bylaw Services is located within this business unit.* • The Calgary Emergency Management Agency (CEMA) plans and coordinates emergency services during major emergencies and disasters. • The Calgary Fire Department provides a variety of emergency and non-emergency (e.g. safety) services. • Calgary Housing operates and manages over 10,000 subsidized and affordable housing units and has a variety of housing options for low-income households. • Calgary Neighbourhoods addresses the social needs of individuals and communities in Calgary. *Note: The City of Calgary BIA staff are located within this business unit.* • Calgary Parks manages Calgary's public parks, pathways, civic cemeteries and open spaces. *Note: Urban Forestry falls under this business unit.* • Calgary Recreation offers drop-in fitness opportunities, registered programs, events and festivals. *Note: Event Services falls under this business unit.*	calgary.ca/CSPS/Pages/home.aspx
Corporate Administration	Law City Clerks	The Law Business Unit is made up of three divisions: Legal, Risk Management and Claims and Corporate Security.	calgary.ca/CA/law/Pages/home.aspx The Law Department does not provides legal services to the public. Members of the public who require legal services are requested to call: • Lawyers listed in the telephone directory or Yellow Pages • Lawyer Referral at 403-228-1722 • Legal Aid Alberta at 1-866-845-3425 • Calgary Legal Guidance at 403-234-9266
Planning and Development	Calgary Approvals Coordination Calgary Building Services Calgary Growth Strategies Community Planning	Planning and Development is responsible for defining and implementing the growth of the city. The department develops plans, policies and services that support land use and development throughout Calgary and in the Calgary region allowing The City of Calgary to achieve the goals of the MDP.	calgary.ca/PDA/pd/Pages/home.aspx
Transportation	Calgary Transit Roads Transportation Planning Transportation Infrastructure Green Line	Transportation plans, designs, builds, operates and maintains Calgary's transportation system.	calgary.ca/TRANSPORTATION/Pages/Transportation-Department.aspx
Utilities and Environmental Protection	Waste and Recycling Services Water Resources Water Services Environment and Safety Management	Utilities and Environmental Protection protects public health and the environment. It delivers integrated programs, services and facilities focusing on the environment, public health and workplace safety.	calgary.ca/UEP/Pages/home.aspx

311

The City of Calgary offers several ways to report issues on City-owned property:

311 BIA expedited service requests

The City of Calgary highly values BIAs as community partners recognizing BIAs are often the first to know of issues in the public realm. The City has, therefore, established a BIA-specific 311 service request in which BIAs receive expedited priority service.

To access this service, BIAs can go to the following BIA only webpage to submit any general requests:
https://calgary-csrprescwi.motorolasolutions.com/Public/ServiceRequest.mvc/SRIntakeStep2/CBPICRTR

311 mobile app

The 311 mobile app allows BIAs to connect with City services at any time. Special functions of this app include the ability to:

- Attach a photo to service requests;
- Use the GPS function in a smartphone to allow the app to detect locations; and
- Track the status of a service request using an auto-generated service request (SR) number.

For expedited service through the 311 mobile app, BIAs should enter their specific BIA name under the comments section (e.g. Montgomery on the Bow BIA). Be sure to use an email address that has your BIA unique identifier in it to help identify the BIA further. For more information on the app, please go to: calgary.ca/cfod/csc/Pages/About-311-Calgary-App.aspx

For service requests related to the physical realm, please contact:		
	Issue	**Contact**
1	Benches (with the exception of the International Avenue BRZ)	BIA maintenance request (expedited)
2	Bike racks (with the exception of the International Avenue BRZ)	BIA maintenance request (expedited)
3	BIA wall maps	311
4	Bus stops and shelters – damaged	311
5	Buskers	311
6	Canada Post mailboxes – damage or graffiti	Canada Post General Inquiries 1-866-607-6301
7	City-owned trees – damaged	311
8	Fire hydrant or water breaks	311
9	Food and retail trucks	311
10	Garbage cans – overflowing	311
11	Graffiti on buildings/structures (If property owners cannot remove the graffiti themselves, they can request assistance from the Corporate Coordinated Graffiti Abatement Program: calgary.ca/CSPS/ABS/Pages/Bylaws-by-topic/Graffiti-abatement-private-properties.aspx)	311
12	Light standard, decorative or burnt-out street lights – damaged	311
13	Litter on street/roadway/back lane/sidewalk	311
14	Newsstands – damage or removal of	Contact the relevant newspaper agency
15	Painted Utility Boxes – graffiti issues	311
16	Panhandlers	311
17	Parking and parking meters	Calgary Parking Authority 403-537-7000 or 1-888-544-4011
18	Patios	311
19	Public telephone – repairs and issues	Telus Pay Phone Department 1-800-668-0201
20	Recycling receptacles (with the exception of the International Avenue BRZ)	BIA maintenance request (expedited)
21	Roadway potholes	311
22	Sandwich boards	311
23	Shopping carts – abandoned	311
24	Sidewalk and road closures	311
25	Sidewalk repairs	311
26	Snow on transit property	311
27	Snow removal from public domain	311
28	Street cleaning	311
29	Street furniture (e.g. garbage cans, benches) – moved or repaired	311
30	Street light damage and maintenance	311
31	Street paving	311
32	Street sign – damaged or missing	311
33	Traffic light signals – broken or inoperable	311
34	Transit-related issues	311
35	Trash receptacles (with the exception of the International Avenue BRZ)	BIA maintenance request (expedited)
36	Weeds in the public realm – overgrown	311
37	Waste and Recycling – City of Calgary collection services for businesses and organizations (calgary.ca/UEP/WRS/Pages/Garbage-collection-information/Commercial-services/Commercial-garbage-collection-services.aspx)	311

Figure 15: Services requests and 311 illustration

Figure 16: *Communicating with Calgary City Council and its committees* brochure

Public Hearing on Land Use Matters:

During Public Hearings of Council the Mayor will:

Introduce the items on the Agenda, in the order established by Council.

Call upon the following to speak, in the order designated:

- the Administration
- persons IN FAVOUR
- persons IN OPPOSITION
- Administration returns to podium

When requested by the Mayor to address Council, you should:

- Come forward to podium
- Speak directly into the microphone
- Introduce yourself and spell your name
- Address the Mayor as "Your Worship"

A public Agenda is available at every meeting, free of charge on the day of the meeting. A complete version of the Agenda material may be obtained prior to the meeting day, through the Records Section of the City Clerk's office for a nominal processing fee, per page. The Records Section is located on the Main Floor of the Administration Building.

For those with internet access, a complete agenda is available generally 3 to 4 days before the meeting by visiting: www.calgary.ca then clicking on *Council*, and clicking on *Council Agendas & Minutes.*

Council and its Committees have the right to change the order of the Agenda, therefore, the items will not necessarily be considered in the same order as published on the Agenda index page.

AUDIO VISUAL EQUIPMENT

Audio visual equipment is available for use in the Committee Rooms and the Council Chamber as follows:

- Document Viewer (for transparencies or hard copy materials)
- Connection for laptop computers
- WI-FI available during meetings

LOCATION OF COUNCIL CHAMBER AND COMMITTEE ROOMS

MUNICIPAL BUILDING, PLAZA LEVEL:

- Council Chamber

HISTORIC CITY HALL:

First Floor:

- Engineering Traditions committee Room

Fourth Floor:

- Legal Traditions Committee Room; and
- Gerald J. Maier Committee Room

For further information on meeting processes and procedures contact:
City Clerk's Office, Legislative Service Division
#8007
The City of Calgary
P.O. Box 2100, Station "M"
Calgary, Alberta T2P 2M5
Tel: (403) 268-5861
Fax: (403) 268-2362
E-mail: cityclerk@calgary.ca

THE CITY OF CALGARY
CITY CLERK'S OFFICE

COMMUNICATING WITH CALGARY CITY COUNCIL AND ITS COMMITTEES

Calgary City Council is interested in what you have to say. You can reach City Council by:

WRITING TO YOUR COUNCILLOR

This is the surest, most effective way for you to get a response from City Council. Communications are answered promptly by the Council Members or appropriate City staff.

Mail, fax or submit letters/forms to:

The City of Calgary
Councillors Offices (8001)
P.O. Box 2100, Station "M"
Calgary, Alberta T2P 2M5
Tel: (403)268-2430
Fax: (403)268-8091/3823

www.calgary.ca/councillors and fill out Contact your Ward Councillor, or General Contact Form.

WRITING TO THE CITY CLERK

Correspondence received by the City Clerk is forwarded to the appropriate City Department for resolution. If the Department is unable to resolve the matter, a report is prepared and forwarded to the Priorities and Finance Committee for a decision on action to be taken.

Correspondence regarding a Public Hearing matter and intended for distribution to Council in their Agenda, must be received in the City Clerk's Office (address below) prior to 10 a.m. on the second Thursday prior to the Public Hearing Meeting date.

Mail, e-mail, fax letters to:
City Clerk #8007, The City of Calgary
P.O. Box 2100, Station "M"
Calgary, Alberta T2P 2M5
Email: cityclerk@calgary.ca

What is the Priorities and Finance Committee?

The Priorities and Finance Committee (PFC) is a Committee of Council consisting of the Mayor and the Chairs of the four Standing Policy Committees (SPC's), namely, Community and Protective Services, Utilities and Corporate Services, Planning and Urban Development, and Transportation and Transit.

The Priorities and Finance Committee meets generally twice per month at 9:30 a.m. in the Engineering Traditions Committee Room, First Floor, City Hall. PFC reviews communications that cannot be addressed through the Administrative process. Agenda for the PFC meeting is posted on Thursday prior to meeting on Tuesday.

Are Committee and Council Meetings Open to the Public?

Yes, all Committee and Council meetings are open to the Public and are held in City Hall and the Municipal Building. It should be noted however, that the *Municipal Government Act* allows for meetings to be held behind closed doors (in camera) in certain circumstances under Freedom of Information and Protection of Privacy Act (FOIP). In these cases, the Chair will ask non-committee members to leave the room.

A monthly listing of Committee and Council meetings is displayed on the Plaza Level of the Municipal Building and First Floor, City Hall. A copy can be obtained from the Receptionist, City Clerk's Department, First Floor, City Hall or by going to:

http://www.calgary.ca/CA/city-clerks/Pages/Legislative-services/Boards-commissions-and-committees-of-council/Calendar

For those with internet access, Council and SPC Agenda and Minutes are available by visiting: www.calgary.ca then clicking on Council and clicking on Council Agendas & Minutes.

Can I speak at Committees and Council Meetings?

Members of the public are permitted to speak to Agenda items at SPC Meetings and at Council's Public Hearings. A vote of Council is required for a member of the public to speak at a Regular Council Meeting.

Presentations may be made up to five minutes (excluding question and answer time).

If you wish to have written documentation distributed at a meeting, the presenter must request permission from the Chair or Mayor (whomever is presiding) at the time of his/her presentation. A minimum of 35 copies of any materials your wish to have distributed are required.

The following are the general rules of conduct when a member of the public is speaking at a Committee and/or Council meeting:

Committee:

Introduce yourself to the attending Legislative Assistant.

When invited by the Chair, come forward to speak.

Speak directly into the voice activated micro-phone.

- Introduce yourself to the Committee, spelling your name for the record
- Address the Chairman as Mr. Chair or Madam Chair, as appropriate

Figure 17:
BIA Speaking to Council. Executive Director Bob van Wegen of Marda Loop BIA speaking to Calgary City Council.

City Council

BIAs interact with Calgary City Council and committees for many things such as establishment and disestablishment, budget approvals, board appointments, name and boundary changes, planning and development topics and many more. As there are often times when BIAs will have reports going to Council and reasons to interact directly with Council members, it is important to know what are City Council procedures and protocols. The information in Figure 16 outlines how to interact with Calgary City Council and its committees.[28]

City policies and projects

The City of Calgary has a number of policies and projects that may affect and benefit the work of BIAs. They range in scope from food trucks and sandwich board advertising to business tax consolidation and snow route parking bans. Existing agreements focus on creating safe and clean environments, the activation of public space and stewardship of the public realm. More information specific to each individual BIA and existing agreements is available by contacting The City of Calgary BIA staff.

[28] City of Calgary, "Attend a City Council or Committee Meeting" City of Calgary website, calgary.ca/CA/city-clerks/Pages/Get-Involved-with-City-Council.aspx, accessed June 2017.

Planning and development

BIAs are one of many participants in the urban planning and development process. BIAs are typically consulted on development applications, transportation and parking issues, public realm issues, and the creation of policies and plans that may affect the BIA area.

A broad BIA planning role may include:

- Providing advice, background information, area context, and a voice for BIA issues and concerns to The City of Calgary on planning, development and transportation matters.
- Advocating for needed planning activities.
- Attracting desirable development.
- Making local improvements.

The BIA may also work together with landowners, developers and other stakeholders, including Community Associations (CA), Social Recreation Groups (SRG) and Resident Associations (RA).

Figure 18:
Food truck

Make sure your BIA is on the list for receiving development circulations. Talk to your BIA City contacts about this or contact Development Permit Circulation directly at dp.circ@calgary.ca or 403-268-5744.

Development circulations

The City of Calgary frequently circulates development applications to BIAs and asks them to provide comments. These applications include development permits, land use re-designation (also known as rezoning), and Area Redevelopment Plan (ARP) amendments. BIAs may see multiple circulations every month. The role of the BIA is advisory: to comment on how a proposed development fits into the area and suggest changes that could make the proposed development more compatible or beneficial. Most routine applications have a short time frame to respond. Depending on the application, and how the process goes, the BIA role may also include speaking to a public hearing of City Council on a land use change, or appealing (or supporting) a development at the Subdivision and Development Appeal Board.

CAs can also comment on developments, including in the BIA area, and file appeals. It is a good idea for the BIA and the CA to communicate on development issues, to share perspectives on circulations within the BIA, and to be aligned where possible.

Responding to development circulations

How BIAs manage a response to an application or issue will vary depending on the issue, the timeframe for responding, and how the BIA itself operates. In most cases, BIA staff respond, and will often work with a board member or committee whose responsibility includes planning and development. Sometimes the whole board will participate, depending on the issue.

In dealing with planning and development issues, it is best for the BIA to have a strategic plan for how they want to see the area develop. This preparation will help you to provide consistent responses to applications, take advantage of opportunities and leverage new development to benefit the BIA.

Figure 19:
Beautification project in Marda Loop.

Figure 20:
Calgary Policy Service working in Calgary Downtown Association.

For more information on the planning and development process, please consult these resources:

- The Community Guide to the Planning Process[29] is a comprehensive guide to participating in planning in Calgary, developed by the Federation of Calgary Communities. calgarycommunities.com/content/wp-content/uploads/2014/11/The-Community-Guide-to-the-Planning-Process-2014-Small.pdf
- Partners in Planning[30] is a series of free courses on planning issues delivered by The City of Calgary and the Federation of Calgary Communities. calgary.ca/PDA/pd/Pages/Partners-In-Planning.aspx

Key community partners and partnerships

Community Associations

Community Associations (CA) are volunteer-run, not-for-profit organizations registered under the *Societies Act*. Calgary has over 150 Community Associations with 20,000+ volunteers.[31] Community Associations exist to bring together local residents to engage in community and civic life, serve as a voice and advocate for the community and offer programming and events.[32]

[29] Federation of Calgary Communities, "The Community Guide to the Planning Process 2014", (PDF file), downloaded from The Federation of Calgary Communities website, calgarycommunities.com/content/wp-content/uploads/2014/11/The-Community-Guide-to-the-Planning-Process-2014-Small.pdf, accessed July 2017.
[30] City of Calgary and Federation of Calgary Communities, "Partners in Planning", City of Calgary website, calgary.ca/PDA/pd/Pages/Partners-In-Planning.aspx , accessed July 2017.
[31] Federation of Calgary Communities, "What is a Community Association?", Federation of Calgary Communities website, calgarycommunities.com/community-info/what-is-a-community-association/.
[32] Ibid., pg.29.

The Calgary Police Service has Community Resource Officers (CRO) assigned to each community. CROs help monitor trends in community safety, traffic and social issues.

There are multiple ways in which CAs and BIAs can work together. Some areas of collaboration may include neighbourhood beautification, graffiti abatement, safety and social issues, community-building initiatives like festivals and seasonal events and fundraising. In order to determine common goals, objectives and projects, CAs and BIAs are encouraged to directly connect to build relationships and explore partnership possibilities. For example a BIA and CA may wish to develop a community asset map as a starting point from which to begin collaborating. A wide range of community asset mapping resources can be found online and through The City of Calgary BIA staff.

BIA associations

There are regional and global networks that serve as important connectors for BIA-related work, resources and educational opportunities.

Alberta BIA Association

There is a new provincial organization called ABBIA. The co-founders are Annie MacInnis from the Calgary Kensington BRZ and Ellie Sasseville from the Edmonton Kingsway BRZ. There are currently 33 BIAs who have joined the organization across Alberta.

Regional BIA associations

There are regional associations that offer additional resources as well as networking and educational opportunities for BIAs. In close proximity to Alberta is the Business Improvement Areas of British Columbia (BIABC). BIABC was formed in 1991 to assist and promote the BIA movement in British Columbia. Today, they represent more than 60 business districts and have members from all across Western Canada.

Global BIA associations

The Washington, D.C.-based International Downtown Association (IDA) is a champion for vital and liveable urban centres. IDA provides tools, intelligence and strategies for creating healthy and dynamic centres that anchor the well-being of towns, cities and regions of the world. IDA has an extensive global network of members that spans from British Columbia to South Africa.

[33] Annie MacInnis, "Toolkit questions," email message to Brandi Kapell, November 27, 2017.
[34] Business Improvement Areas of British Columbia, "About" Business Improvement Areas of British Columbia website, bia.bc.ca/index.php?area_id=1001&page_id=1001 , accessed March 2017.
[35] International Downtown Association, "About", International Downtown Association website, ida-downtown.org/eweb/DynamicPage.aspx?webcode=IDAAboutIDA, accessed March 2017.

Annual BIA City of Calgary reports

The following information and related reports are due annually to Calgary City Council for approval at the following times:

Report	Description	Process	Information due to City of Calgary (Annually)	Report to Committee/ City Council (Annually)	Other information
BIA Budgets and Enabling Bylaws Report	• Pursuant to the BIA Regulation, Section 11, BIAs must submit an annual proposed budget to City Council for approval. The BIA tax is based on each BIA's proposed budgets and is collected through a BIA tax (calculated by business assessment multiplied by the BIA rate) levied against each taxable business in the BIA. The BIA tax is reflected on each business tax bill. • The purpose of this report is to approve the annual budgets for Calgary's BIAs and the enabling bylaws.	• BIAs submit their annual budgets to City BIA staff. • City staff write and bring forward a report to City Council for approval.	November	January	The BIA is issued a cheque annually for the entire approved budget amount. The cheque is typically issued prior to the end of Quarter 1.
Audited Financial Statements Report	BIAs must annually submit audited financial statements to City Council as required by section 19 of the BIA Regulation.	• BIAs submit their annual audited financial statements to City BIA staff. • City staff write and bring forward a report to City Council for approval.	May	July	
Requests for BIA boundary expansions, name changes and establishment	Report content is dependent on BIA requests.	• BIAs or BIA Establishing Committees bring requests for BIA boundary expansions, name changes, and establishments to City BIA staff. • City BIA staff work with BIAs or BIA Establishing Committees on each respective process.	March	September	
Board Appointment Report	City Council approval is required annually for the appointment of members to each BIA's Board of Directors.	• BIAs submit their annual board appointments to City BIA staff. • City BIA staff write and bring forward a report to City Council for approval.	November and/or May	December and June	

GERMAN CAR
SPECIALIST

WELCOME
MONTGOMERY
LIVE

NOTES

IV. BIA board governance

What is governance?

Governance can be defined as the way an organization exercises its authority, control and direction.[36] In the context of BIAs, governance is the process of exercising corporate leadership — authority, control and direction — by the BIA Board (the governing body) on behalf of the taxpayers (its members). [37]

BIA legislation and governance

The highest authority of BIA governance comes from the MGA. Flowing from this authority is the BIA Regulation, following that is The City of Calgary BIA establishing bylaw, and then the BIA's internal bylaws/operating guidelines. In a nutshell, each subsequent governing piece following the MGA cannot contravene the higher governing authority, all the way up to the MGA. For example, the BIA's internal bylaws/operating guidelines cannot contravene The City of Calgary BIA establishing bylaw, the BIA Regulation nor the MGA. Figure 21 illustrates the interconnectedness between these different BIA governing aspects.

Levels of legislative authority

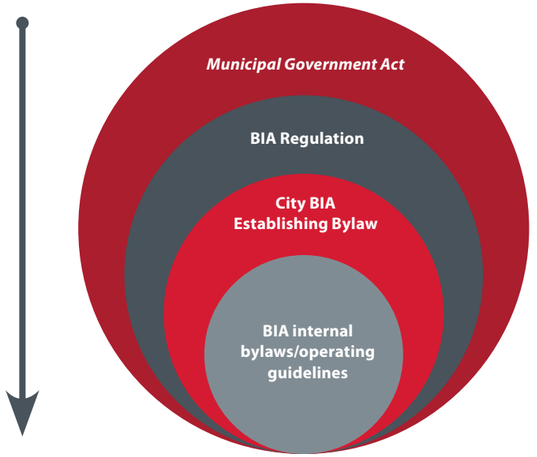


Figure 21: BIA Legislative Authority Diagram

[36] Alberta Culture and Tourism, "Foundations of Governance," City of Calgary Workshop, Calgary, AB, May 17, 2017.
[37] "Effective Governance," (PowerPoint), downloaded from George Cuff website, georgecuff.com/public/download/documents/2085, accessed November 2017.

Governance is a **process**. It is the way an organization exercises its authority, control and direction.

REMINDER

The purposes of a BIA, as mandated by the MGA, is to:

1. Improve, beautify and maintain property within the BIA.
2. Develop, improve and maintain public parking.
3. Promote the BIA as a business or shopping area.

A BIA in Alberta can be established for one or more of these purposes.

A BIA's board members are appointed by council under the terms of The City's bylaw that established the BIA. The board is responsible for addressing the needs of the defined area as identified by the business owners that are liable to pay the BIA tax.

The table below outlines the various BIA governing authorities' documents, their purposes and where additional information can be found:

BIA governing authorities documents	Purpose of documents	Where to find documents/ additional information
Municipal Government Act	The MGA is the legislative framework in which all municipalities and municipal entities across the Province of Alberta operate.[38] Division 5 contains specific BIA information regarding purpose, the board, civil liability of board members and regulations. Division 4 contains information related to the BIA tax.	Appendix I Online: qp.alberta.ca/documents/Acts/m26.pdf
BIA Regulation	The BIA Regulation is a regulation made under the MGA and is filed as Alberta Regulation under the *Regulations Act*.[39] Its purpose is to carry out the BIA provisions of the MGA.	Appendix I Online: qp.alberta.ca/documents/Regs/2016_093.pdf
The City of Calgary BIA establishing bylaws	• In June 1983, the Government of Alberta amended the MGA to enable municipalities to enact a bylaw to establish a BIA. • The bylaw establishes a board to govern the BIA, and the board members are appointed by Council. • Council's authority to establish a BIA is found in Sections 50 to 53 of the MGA and Sections 2 to 6 of the BIA Regulation.	Appendix I A copy of each individual BIA City bylaw can be obtained from the City Clerk's office. calgary.ca/CA/city-clerks/Pages/Legislative-services/Bylaws.aspx Details from each BIA Bylaw can be found online related to the appointment of City boards, commissions and committees. A sample of this information can be found in Appendix I. Online: calgary.ca/CA/city-clerks/Pages/Legislative-services/Boards-commissions-and-committees-of-Council/Boards-Commissions-and-Committees.aspx
BIA internal bylaws/ operating guidelines	Bylaws are governing rules and regulations. They tell your members how your organization will be managed and how decisions will be made.[40]	Appendix I Sample BIA bylaws courtesy of Inglewood BIA **Internal BIA Documents*.

[38] Alberta Government, "Building Better Communities: Municipal Government Act Review," Alberta Government website, mgareview.alberta.ca/, accessed November 2017.
[39] "Municipal Government Act: Revised Statutes of Alberta 2000, Chapter M-26," Current as of October 26, 2017 (PDF file), downloaded from the Queens Printer website, .qp.alberta.ca/documents/Acts/m26.pdf, accessed January 2017.
[40] Alberta Culture and Tourism, "Foundations of Governance."

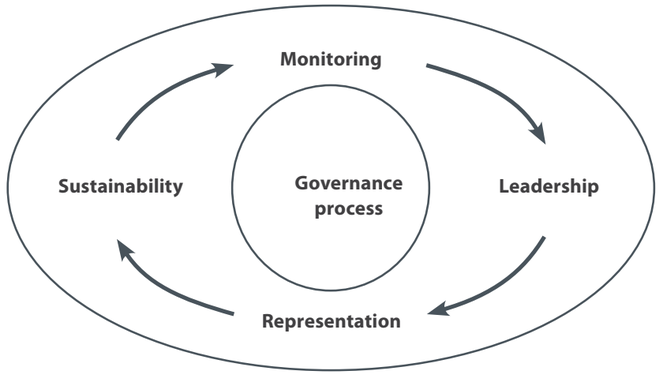


Figure 22:
George Cuff:
Process of governance[41]

Within the literature on good governance, there are a number of models that talk about governance as a process. One such model is offered by George Cuff. According to this model there are four key components of the governance process including:

Leadership	Assigned authority to define where an organization is going and how it will proceed.
Representation	Represent the interests and rights of the shareholders/taxpayers.
Sustainability	Oversight of the ongoing health of the organization and a continual assessment of what will contribute to the accomplishments of the organization's goals.
Monitoring	On a continual basis, review and assess the performance of the organization and its staff, based on self-assessment as well as stakeholder feedback.

Key attributes of BIA governance

It is critical that a BIA Board functions and operates within the authority designated by the MGA and the related legislative frameworks including the MGA, BIA Regulation, The City of Calgary establishing BIA bylaw and the BIA's own internal bylaws.[42]

Key attributes of BIA governance include:

- As independent corporate legal entities, BIA boards are required to ensure their internal BIA bylaws and operations are consistent with BIA legislation.
- Under the legislation, the BIA board members are accountable to the taxpaying businesses within a BIA and to Council.
- The legislation creates a mechanism by which businesses within a designated area can pay a special tax to fund programs to enhance the economic vitality of their area. Therefore, the BIA board members are accountable to the taxpayers who provide the funds that the board administers on their behalf and for their benefit.
- BIA boards are also required to comply with certain legislative requirements. These include Council appointment of their board members, Council approval of their proposed budget and the need to abide by the financial restrictions and reporting obligations as set out in the BIA Regulation. This makes them accountable to Council as well.

[41] George B. Cuff, Cuff's Guide for Municipal Leaders: A survival guide for elected officials, Volume 1, (St. Thomas, Ontario: Municipal World Inc., 2002), p. 15.
[42] Synergist Communications, "2015 Board Governance Program: Executive Summary." (Calgary, Alberta: 2015), p. 2.

Governing is an ongoing **process**. The key components of the governance process include **leadership, representation, sustainability** and **monitoring**.

Board members should be provided with thorough briefing on roles, authority, jurisdiction and fiduciary responsibilities at the outset of a term and periodically throughout.

Board governance best practices

The role of the BIA Board is to guide the implementation of the BIA's mandate, as set out by the *Municipal Government Act*, and to develop the mission and strategic direction of the BIA while overseeing the day-to-day operations of the organization. The fulfillment of these activities requires good governance principles that are adhered to by the BIA Board.

Some overarching principles of good governance include:[43]

- Clarity of mandate and authority.
- Authority of the board based on BIA legislation and internal bylaws/operating guidelines.
- Annual orientation on the meaning and processes of governance.
- Board members are advised of their roles at onset of term and understand their roles and expectations.
- Board members are updated on roles on a regular basis.
- Comprehensive, sound and transparent decision-making process.
- Full disclosure of relevant information.
- Focus on results.
- Trust relationship.
- Independence for the board.
- Oversight to policy decisions
- Decisions reflect taxpayer values and concerns.
- Advocacy.
- Ongoing and effective fiduciary monitoring.
- Regular feedback mechanism.
- Continual reporting on results and accountability.
- Succession planning.
- Full understanding of board responsibility and liability.
- Proper delegation of authority.
- Understanding of expectations, evaluation, and decision making power of staff.

Good governance includes a strong board and team that has:

- Respect for each other.
- Different ideas, styles and talents.
- Respect for independent views and the ability to be comfortable disagreeing on issues.
- Concern for different projects.
- A sense of common vision.
- Respect for the rules.
- A desire to serve all members.

[43] "Effective Governance," (PowerPoint).

Fiduciary duty

Board directors have various duties and responsibilities. The most fundamental of these responsibilities is the duty of directors to act in the best interests of the organization they serve at all times, even at the expense of their own self-interest. This is known as a fiduciary duty.

A fiduciary duty is the highest standard of care. All board members have a fiduciary duty and a person who has a fiduciary duty is called the fiduciary. If fiduciary duties are breached, the fiduciary could be held personally liable. There are generally three main fiduciary duties: duty of care, duty of loyalty and duty to act within scope of authority.

For more information please consult this resource: What is a Fiduciary? Understanding your role as a board of director,[44] calgarycommunities.com/content/wp-content/uploads/2018/04/What-is-a-Fiduciary-Understanding-Your-Role-as-a-Board-of-Directors.pdf

Essential BIA governance documents

Below is a list of commonly used governance documents that can help to provide clarity, direction and protocol for how your BIA is managed. This is not a complete list and many additional governance resources are available.

Commonly used BIA governance documents include:[45]

- Board and staff orientation materials.
- Operating guidelines/internal bylaws and review process.
- Board role statements and expectations.
- Committee Terms of Reference and report templates.
- Staff job descriptions.
- Staff performance appraisal.
- Code of Conduct.
- Conflict of interest.
- Confidentiality.
- Public and Community Relations Policies and Procedures.
- Brand Identity Standards and Guidelines.
- Board Self-Assessment Process.

Templates for some of these BIA governance documents can be found in the appendices.

[44] Federation of Calgary Communities. "What is a Fiduciary? Understanding your role as a board of director", (PDF File), calgarycommunities.com/content/wp-content/uploads/2018/04/What-is-a-Fiduciary-Understanding-Your-Role-as-a-Board-of-Directors.pdf, accessed on April 25, 2018.

[45] Jeff Nixon, "Docs/Processes Required" email message to Lorelei Higgins, May 2, 2017.

Governance is always the job of the board, whether it is a policy board or an administrative board.

Governance and organizational health

Good governance contributes to overall organizational health. It requires continual self-assessment to understand areas of strength and areas for improvement. [46] In Appendix G you will find a self-assessment tool that can be used to assess the overall health of an organization. This tool is one of many resources available. Explore and choose the tool that best fits the needs of your BIA.

Roles and responsibilities of the BIA Board of Directors

The role of the board of directors is to oversee the organization's affairs within the framework of applicable laws and standards. Typically, the BIA Board of Directors sets the strategic direction of the organization and works to develop policies and strategies focused on the strategic direction of the Board. A clear understanding of the roles and responsibilities of the BIA Board of Directors, and the BIA staff, is paramount to good governance and the proper functioning of a BIA.

Responsibilities of the BIA Board of Directors include overseeing:[47]

- Mission and strategic direction
- Financial management
- Organizational sustainability
- Stakeholder relationships
- Staff

Roles of the Board of Directors:

- Officers/Executive
- Chair/President
- Vice Chair/Vice President
- Treasurer
- Secretary
- Directors at Large

Sample BIA Board of Director job descriptions can be found in Appendix F. Additionally, resources related to the roles and responsibilities of the Board of Directors can be found through organizations such as Alberta Culture and Tourism.[48]

A number of board committees can be created to serve BIA purposes. These include committees focused on:

- Streetscape
- Parking
- Events
- Governance
- Staff performance reviews/evaluation
- Fundraising
- Succession planning
- Board recruitment
- Placemaking
- Social media
- Board evaluation
- Stakeholder relations

[46] Alberta Culture and Tourism, "Foundations of Governance," City of Calgary Workshop, Calgary, AB, May 17, 2017.
[47] Alberta Culture and Tourism, "Foundations of Governance."
[48] Alberta Culture and Tourism, "Resources," culturetourism.alberta.ca/community/programs-and-services/board-development/resources/, accessed November 2017

Types of governing boards

There are two types of governing boards: policy governing boards (policy boards) and administrative governing boards (administrative boards). Both types of boards are working boards and are responsible for the governance and the creation of policy for the BIA.[49]

Policy Governing Board

A policy board sets policy and typically hires and provides oversight to staff (usually an executive director) to implement the policy. The executive director is directly accountable to the board and is responsible for the day-to-day operational duties of the BIA. The board likely has delegations of authority in place to give the executive director responsibilities like hiring, supervising and releasing both paid BIA staff and volunteers.

Administrative Governing Board

An administrative board sets policy and then appoints an executive committee to implement the policy. This type of board does not typically have hired staff in the position of an executive director. The committee manages the organization and may hire an administrator to assist with administrative functions.

BIA staff

BIA staff are accountable to the BIA Board of Directors and typically focus on the operational aspects of the organization. It is critical that the Board of Directors ensure proper delegation of authority for staff to conduct activities including signing authority for the organization. There are many types of staff positions the board can consider including:

- Executive Director
- Administrative Assistant
- Project Manager
- Marketing Coordinator
- Placemaker

A sample job description for a BIA executive director and an administrative assistant can be found in Appendix F. Additional resources for the development of staff positions are available through organizations such as Alberta Culture and Tourism,[50] The Federation of Calgary Communities[51] and Propellus.[52]

The BIA Board may hire staff to undertake operational duties related to the strategic plan. Each BIA has unique staffing needs and these must be considered in determining staffing arrangements.

[49] Material adapted from "Board Development: Roles and Responsibilities of Not-for-Profit Boards," (PDF file), downloaded from Alberta Culture and Tourism website, culturetourism.alberta.ca/community/programs-and-services/board-development/resources/info-bulletins-english/pdfs/RolesResp09-print.pdf, accessed November 2017.
[50] Alberta Culture and Tourism, "Board Development Program", Alberta Culture Tourism website, culturetourism.alberta.ca/community/programs-and-services/board-development/ , accessed August 2017.
[51] Federation of Calgary Communities website, calgarycommunities.com, accessed August 2017.
[52] Propellus website, propellus.org, accessed August 2017.

Hiring BIA staff

BIA staff can ensure the success of programs and projects. Staff who show dedication and passion are key attributes for a well-organized and efficiently-managed BIA. Some BIAs operate with volunteers while others have paid, professional staff that manage the BIA's daily operations, programs and projects. An executive director is typically one of the paid positions in a BIA. Other roles can include administrative assistants and communications staff.

Staffing needs will differ within each BIA. When hiring, BIA boards should consider a number of factors including:

- Identifying tasks and priorities needed to implement the BIA's strategic plan, programs and projects.
- Identifying the skills and expertise needed to complete these tasks and priorities.
- Determining what minimum requirements are needed to meet staffing needs.
- Budgeting the proper funds to hire the right people for the job.
- Investigating funding resources (e.g. grants) that may be available from business levies, the community and/or the municipality.

Maintaining a cohesive group of employees is also very important. A continuous team of people employed by the BIA throughout the lifespan and scope of projects, such as main street programs, can be integral keys to success. Building positive partnerships and long-term relationships benefits the community at large.

BIA operational considerations

Insurance coverage[53]

It is recommended that a BIA consult with an insurance professional and seek legal counsel to best determine BIA insurance needs. Generally, insurance should be tied to the BIA's activities and the potential risks associated with those activities. Some areas to consider for insurance coverage include:

1. Injury to persons (physical injury or personal/reputation/mental injury).
2. Damage to property.
3. Acts of omission by directors.
4. Negligence in services provided or activities organized. (i.e. were actions reasonable? Was there a failure to anticipate reasonable risks and to take steps to mitigate the risk?)
5. Accidents.

BIAs can assess their organization's liability by anticipating reasonable risks and taking steps to mitigate those risks. There are different types of insurance for BIAs that can help cover the five liability areas mentioned above:

a) Commercial general liability – Covers injury and property damage as well as court costs to defend you, and any contractors and volunteers working for you.
b) Short-term insurance coverage for occasional activities/events not covered by commercial general liability.
c) Property insurance.
d) Social services professional coverage.
e) Accident insurance.
f) Director's liability insurance – Covers damage or loss from wrongful acts, litigation, defense costs and criminal investigations for Board Directors, the Executive Director and anyone else named in the insurance policy. Does not cover deliberate acts of wrongdoing, prior claims, claims covered elsewhere, fraud or uninsurable risks.
g) Errors and omissions.
h) Indemnity insurance.
i) Vicarious liability – Covers the BIA from any liability while employees are travelling on behalf of the organization.
j) Cyber breach liability – This insurance may be required if BIA information about its membership falls under the *Freedom of Information and Protection of Privacy Act* (FOIP).
k) Non-owned car insurance.

Recommendations for general best practices regarding insurance

The BIA should discuss the following with their insurance broker:

- Regularly review and identify possible/potential risks.
- Update the insurance broker on any changes to the Board of Directors.
- Prevent/mitigate/limit those risks as much as possible.
- Obtain insurance to manage remaining risks.

[53] Annie MacInnis, "Insurance Information," email message to Brandi Kapell, November 30, 2017.

The BIA can also take the following steps to reduce insurable risk:

- Obtain a contract and insurance certificate/signed waiver for all persons hired by the BIA.
- Notify the Workers' Compensation Board of all hires.

Freedom of Information Policy (FOIP)[54]

The basic objectives of the *Freedom of Information and Protection of Privacy Act* (the FOIP Act) are to ensure that public bodies are open and accountable to the public by providing a right of access to records; and to protect the privacy of individuals by controlling the manner in which public bodies collect, use and disclose personal information.[55]

Personal Information Protection Act (PIPA)[56]

PIPA applies to provincial private sector organizations, businesses and, in some instances, to non-profit organizations for the protection of personal information and to provide a right to access to an individual's own personal information. Organizations that are subject to PIPA must develop and follow policies that are reasonable to meet its obligations under the *Act*.

BIAs do fall under both FOIP and PIPA legislation and must abide by both pieces of legislation.

Strategic planning

The Board of Directors creates the strategic plan for the BIA, setting out the mission, vision, values and strategic direction. The plan helps BIAs manage mission drift, outside or internal influences (personal agendas) and succession planning.

A strategic plan should:

- Determine what your BIA is, what it does, why it does it, with a focus on optimizing the BIA's future potential.
- Set the overall direction for the BIA.
- Cover about three to seven years and outline the future development of the BIA.
- Drive priority setting.
- Allocate and prioritize resources and outline budgeting activities.
- Be sustainable and future focused.
- Be a road map to achieve objectives.
- Be primarily an internal planning tool to motivate, inspire and lead the Board, Executive Director and staff's workflow and direction.

[54] Service Alberta, "Freedom of Information and Protection of Privacy", Service Alberta website, servicealberta.ca/foip/, accessed July 2017.
[55] Service Alberta, "Freedom of Information and Protection of Privacy: Guide, Chapter 1: Purposes and Scope of the FOIP Act" (PDF File), servicealberta.ca/foip/documents/chapter1.pdf, accessed July 2017.
[56] Service Alberta, "About the Personal Information Protection Act", Service Alberta website, servicealberta.ca/pipa-overview.cfm, accessed March 2018.

Typical components:

- Introduction.
- Executive summary – Captures the essence of the BIA and its goals including mission, vision, long-term aims, acknowledgements, etc.
- Overview – Historical context of the BIA, key stages of development, how the board sees the BIA and how the board wants others to view the BIA's work.
- Critical issues and strategies – Asset mapping, internal and external issues, SOAR analysis.
- Aims and objectives – Goal setting and action planning which outline how aims will be realized in practical terms, how progress will be monitored, strategic goals, strategic scope, key success factors.
- Management of the strategy – Set of priority initiatives for addressing immediate opportunities and risks.
- Expectations for employees.
- Outline the "how" – How results will be achieved, what needs to happen to achieve success, how the BIA will measure success.

Benefits of a strategic plan:

- Establishes direction.
- Aids in making more informed business decisions.
- Creates longevity of the BIA.
- Increases profitability and market share.
- Increases job satisfaction for staff.
- Avoids mission drift.
- Makes it harder for personal agendas to push board off course.

Additional considerations:

- The strategic plan should be the primary document to reference when setting the BIA's budget. Financial aspects of the plan should be tracked at each board meeting.
- Planning staff priorities.
- By establishing measurable goals, the Executive Director or staff are able to align efforts throughout the year (outlined in the business plan).
- Board members should be fully engaged in the strategic plan process and provide their perspectives on both the current and future direction of the BIA.
- The plan should be reviewed and assessed regarding the Board's achievement of the outlined goals. It should be reviewed each monthly or quarterly board meeting to make sure the Board is on track.
- Focus is placed on the important things. Resources (time, talent, money) are properly allocated to those activities that provide the most benefit.
- Growth can be accelerated and improved.
- Poor performing areas can be identified and eliminated.
- Provides a road map to show where the BIA is going and how to get there;
- Develop better internal coordination of activities.
- Develop a frame of reference for budgets and short-range operating plan.

Business planning

A business plan is typically made after a strategic plan has been developed. Strategic plans are usually drafted by the Board of Directors while business plans are created by the Executive Director and/or staff. Business plans should be made to further the strategic plan. Business planning outlines how the BIA will run its day-to-day business and is tied to marketing, operations and financial plans.

A business plan should:

- Be informed by the Board of Directors strategic plan.
- Run business, direct operations and obtain funding.
- Cover one to three years.
- Provide structure for ideas to define the BIA – more formal and detailed in its structure and content.
- Support need to seek funding.
- Be tactical.
- Contain three key components – marketing plan, operational plan and financial plan.
- Be primarily an externally focused document that provides more detailed information on the BIA's proposed development. The plan should be shared with funding bodies, current and potential, and include more detailed information on the BIA's financial position and financial forecast.

Typical components:

- Business overview.
- Executive summary.
- Sales and marketing plan.
- Operating plan.
- Human resources plan.
- Action plan.
- Financial appendix.
- Programs, services and events – overview and implementation.
- Contingencies.
- Tasks, milestones, goals, risks, potential for success.
- Outline who, what, how, where and when.

Benefits of a business plan:

- Better planning and management of cash flow.
- Provides a way to be proactive, not reactive, about business.
- Staff can be in alignment with the BIA Board and the strategic plan.
- Business objectives will be clear.
- Aids in obtaining funding.
- Minimizes legal problems.

Financial management

Financial management is a very important aspect of any BIA. This includes both financial planning and budgeting.[57]

All board members should be able to read and understand the financial statements of the BIA.

Financial planning

Boards and their staff should create a financial plan after the development of their strategic plan. This financial plan will be an important component of their staff-created business plan. Financial planning involves:[58]

1. Conducting an assessment of needs.
2. Prioritizing the most important needs.
3. Developing programs, events and projects that address the needs.
4. Creating a budget that reflects the cost of the program, events and projects.

Board members are directly liable for any deficiencies incurred by the BIA at the end of the fiscal year.

Budgeting[59]

BIAs **must** have a balanced budget.

Budget objectives should be clear, concise and well-defined for ease of determining the breakdown of costs on every project. Projects may include placemaking, streetscaping, increasing safety and cleanliness, addressing parking concerns, events, and local development. It is important to budget accordingly and realistically so that each project can be completed within the proposed time frame. The purpose of the annual budget is to outline proposed projects and related costs that the BIA will be undertaking for the year. The Board develops a proposed annual budget for each fiscal year required by the BIA Regulation.[60] The budget is to be reviewed with the taxpayers/membership and only the expenditures approved through the budget by City Council may be incurred. The City of Calgary provides each BIA with a budget template that must be completed annually and submitted to the BIA business strategist. A copy of the template can be found in Appendix I on page 119.

Goods and Services Tax (GST)

BIAs can typically qualify for a GST remittance. Information on charging GST, registering for an account, filing returns and remitting GST can be found online at: cra-arc.gc.ca/gsthst/

[57] Adapted from City of Edmonton, "Business Revitalization Zones Handbook: A guide for Edmonton BRZs", (PDF File), downloaded from The City of Edmonton's website, edmonton.ca/business_economy/documents/PDF/BRZ_Handbook_Updated_June2010.pdf, accessed March 2017.
[58] City of Edmonton, "Business Revitalization Zones Handbook: A guide for Edmonton BRZs", City of Edmonton Panning and Development, October 2008, p.61.
[59] Ibid,. pg. 48.
[60] Business Improvement Area Regulation, AR93/2016.

DID YOU KNOW?

BIAs do **NOT** have a registered number under any legislative act.

BIA bylaws are established and housed by The City of Calgary.

Funding eligibility

Some funding organizations may require an organization to have society status to be eligible for funding. Since BIAs in Alberta are not registered as societies, this may impact their funding eligibility. However, BIAs can pursue a partnership with a registered society, such as a community association, to potentially act as the fiscal agent for grant applications where society status is required. (For information on how to incorporate a society, please go to: servicealberta.ca/716.cfm).[61] BIAs can also consider entering into a joint venture with another organization to conduct fundraising campaigns. The City of Calgary BIA staff can provide BIAs with a letter stating proof of establishment through City bylaw.

BIAs can also identify funding organizations first to determine which kinds of projects could potentially be funded. However, it is generally advised to develop project needs first to ensure projects actually meet the BIA's mandate and goals, so that any time spent on funding proposals is time well spent. [62]

Running effective meetings

Critical to ensuring outcomes are met and time is well spent, key components of effective meetings include:

- Identification of issues and opportunities at the outset of the meeting.
- Collaborative dialogue, planning, problem-solving and decision-making.
- A well-planned agenda with specific time allotments for each agenda item.
- Four key meeting roles: participants, facilitator, recorder, timekeeper.

How can the success of a meeting be measured? One Smart World offers the following as metrics to measure the benefits and success of meetings:[63]

- Key outcomes are achieved at the end of the meeting.
- More decisions and better decisions are made.
- More options and alternatives are created to choose from when making decisions.
- There is a higher rate of meaningful participation from all members.
- Shorter amount of time is needed or more is accomplished in the same time.
- Strong personal and group spirit.
- Higher levels of participant satisfaction.
- Buy-in from participants on decisions.
- Higher rate of implementation of decisions.
- Faster implementation of decisions.

A sample meeting agenda, rules of order, best practices for effective meetings and minute taking best practices can be found in Appendix: H.

[61] Service Alberta, "Societies", Service Alberta website, servicealberta.ca/716.cfm, accessed April 2017.
[62] Adapted from Alberta Culture and Tourism, "Organizational Capacity Development", Alberta Culture and Tourism website, culturetourism.alberta.ca/recreation/resources/organizational-capacity-materials/, accessed on May 2017.
[63] Bob Wiele, The Power of Smart Meetings: How to Plan and Run Collaborative Meetings that Get Results. p. 25.

"Meetings are critical to achieving better results — either they accelerate collaboration and produce first-rate solutions — or they waste valuable time and kill initiative."

~ Bob Wiele

Annual General Meeting

The Annual General Meeting (AGM) of the BIA members takes place once a year to address the legal and procedural requirements of a BIA. An AGM ensures the taxpayers/membership has an opportunity to oversee the annual operation of the BIA, ask questions to the Board of Directors and staff, run for a board position and see/comment on the annual budget.[64]

In addition to the normal procedures of running a meeting, there are a few other specific requirements necessary for an AGM.[65]

- A report from the Executive Director on the proposed activities and budget for the coming year.
- Report from the auditor including financial statements and overview of annual budget.
- Nomination of Board members.

The BIA annual budget, as approved by the Board of Directors as approved by its general membership, must be subsequently presented to City Council for approval. A more detailed and comprehensive list of recommendations and other AGM related materials can be found in Appendix H.

[64] Adapted from City of Edmonton, "Business Revitalization Zones Handbook: A guide for Edmonton BRZs", (PDF File), downloaded from The City of Edmonton's website, edmonton.ca/business_economy/documents/PDF/BRZ_Handbook_Updated_June2010.pdf, accessed March 2017.
[65] Ibid,. pg. 52.

Mainstreet Bowness BIA

V. Public and community relations

In general, public relations is the strategic management of relationships between an organization and its diverse publics, through the use of communication, to achieve mutual understanding, realize organizational goals, and serve the public interest.[66]

Community relations is the relationship an organization has with the people who live in, and visit, the area in which it operates.[67]

There are a wide range of activities that a BIA can undertake related to public and community relations.[68] These can include the role BIAs play as communicators and placemakers.

BIAs as communicators

BIAs can play an important role by distributing or creating communication messages. In addition, BIAs can help coalesce the business community by establishing important relationships with other community voices and advocating for broader community concerns. Communications can take the form of news releases, website updates and social media postings. These can be related to marketing and promotion or they can be part of the BIA's brand awareness.

Marketing and promotion

A BIA can encourage residents and visitors to shop and utilize services within the area through various marketing and promotional activities. There are a wide range of marketing and promotion activities including print and radio advertising as well as online promotions.

Social media

Social media has rapidly become one of the most effective tools for public and community relations, especially when it comes to marketing and brand awareness.[69] There is a variety of social media networks available including Twitter, Instagram, Facebook, etc. Social media helps to increase the ability to reach wider audiences, potentially on a global scale. It is important to understand who your target market is and that social media often requires a consistent investment.

Some BIAs have staff dedicated to public and community relations. Others choose to hire consulting firms to undertake these activities. Each BIA has unique needs and the BIA Board should assess these needs to determine the best fit for the organization.

[66] Canadian Public Relations Society, "What is Public Relations," Canadian Public Relations Society website, cprs.ca/Aboutus/whatisPR.aspx, accessed November 2017.
[67] Cambridge Dictionary, "Community Relations," Cambridge Dictionary website, dictionary.cambridge.org/dictionary/english/community-relations, accessed November 2017.
[68] Adapted from "Ontario Business Improvement Area Handbook 2010," (PDF file) downloaded from the Government of Ontario website, mah.gov.on.ca/Asset7396.aspx, accessed November 2017.
[69] Deep Patel, "4 Social Media Marketing Tips Gen Zers Should Learn," Forbes website, accessed November 2017.

Figure 23:
'Spend a Day in Kensington's Diagon Alley' Event.

BIAs as placemakers

Placemaking

BIAs can spur the development of placemaking opportunities and utilization of local assets to create a shared sense of space and an interactive experience with the area.

Special events

BIAs can organize and work in partnership to create special events that promote and draw people to the area for an experience. Examples include street, theatre, and dance festivals; arts and crafts exhibitions, parades, local farmers' markets, culinary events etc.

On the next page are some assessment questions that a BIA can use to understand what comprises public and community relations activities, and what a BIA can do to ensure good public and community relations:[70]

✓	The BIA participates and seeks out opportunities that support and promote their organization's mandate, programs and services.
✓	The BIA has a written plan or goal to maintain or increase participation and involvement in their organization (volunteers, memberships, program attendees, etc.).
✓	The BIA Board is committed to being welcoming and inclusive at all levels (diversity in board members, staff, members, programs, events, etc.).
✓	The BIA Board shares their successes and challenges with their members and the community (as applicable).
✓	The BIA Board approves and reviews written public and community relations' policies and procedures.
✓	The BIA Board reviews and approves a written marketing plan that supports their strategic and business plan goals and actions.
✓	The BIA's marketing materials are informative, easy to read and well distributed.
✓	The BIA uses different kinds of marketing materials that are easy to read and designed to reach specific groups of people.
✓	The BIA Board reviews and approves a written communication plan that targets different people.

[70] Adapted from City of Calgary, Calgary Neighbourhoods, "Organizational Health: Self Assessment Tool", City of Calgary website, orghealthprint.questionpro.ca, accessed January 2017.

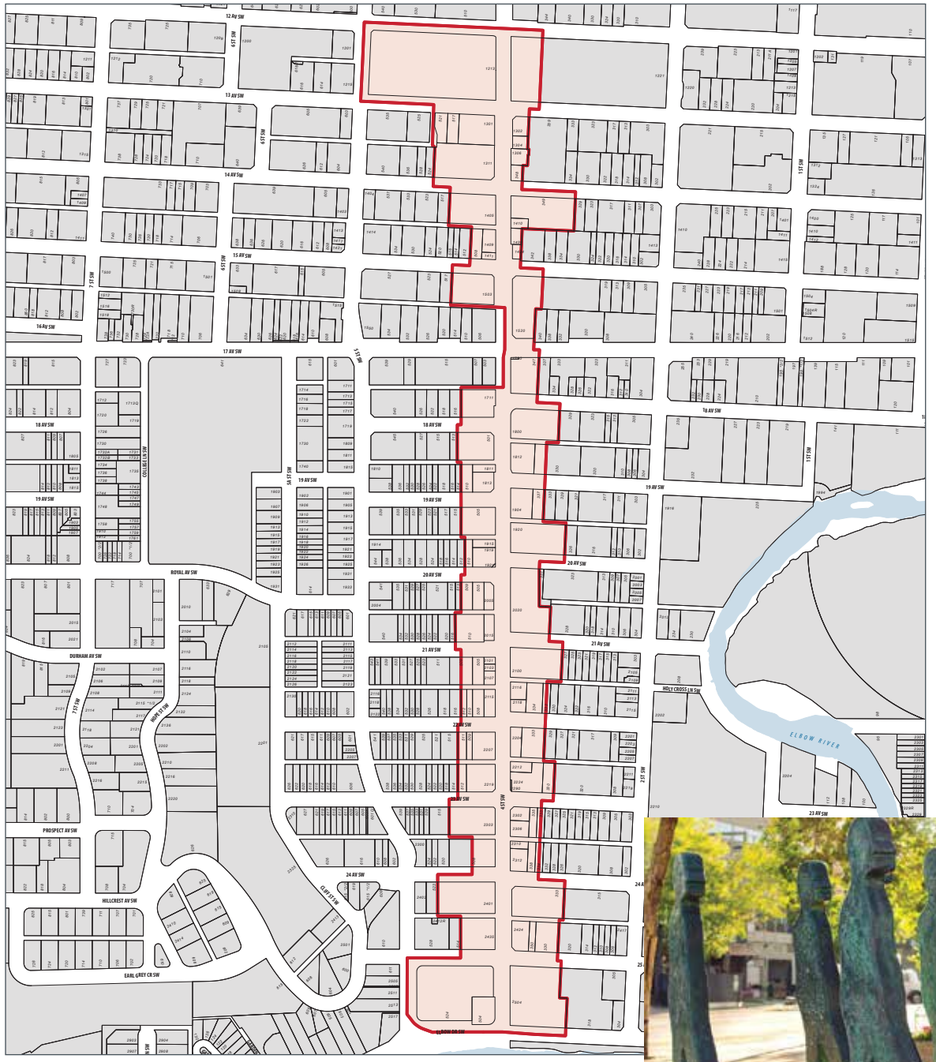
Governance and public and community relations resources

Resources[71]	Links to resources
Governance resources	
Governing Good • Governance guides • Sample policies	governinggood.ca/resources/governance-guides-dalhousie-collection/ governinggood.ca/resources/sample-policies-dalhousie-collection/
Alberta Culture and Tourism • Board Development Program • Governance • Workbooks to develop governance resources	culturetourism.alberta.ca/community/programs-and-services/board-development/ culturetourism.alberta.ca/community/programs-and-services/board-development/resources/info-bulletins-english/pdfs/RolesResp09-print.pdf culturetourism.alberta.ca/community/programs-and-services/board-development/resources/workbooks/
Synergist Communications • Governance training • Governance reviews • Strategic planning • Place branding • Consulting services	synergistcommunications.com/governance-training-reviews
Propellus • Business planning • Strategic planning • Organizational assessment tool	propellus.org
Public and community relations resources	
The Federation of Calgary Communities • Social Media 101	calgarycommunities.com/content/wp-content/uploads/2012/08/Social-Media-Guide.pdf
Upleaf • Communications plan • Writing for the web	upleaf.com/nonprofit-resources/strategy-design/communication-plan-template
Community Place • Toolkit on Community Engagement	communityplanningtoolkit.org/community-engagement
Ethno-Cultural Council of Calgary • Engaging Ethno-Cultural Communities Toolkit	calgarycommunities.com/content/wp-content/uploads/2012/08/Engaging-Ethnocultural-Communities-Toolkit-1.pdf
The Storytelling Nonprofit • Online non-profit newsletters	thestorytellingnonprofit.com/blog/5-non-profit-newsletters-to-learn-from/

[71] The resources listed do not reflect all that are available from these organizations. Many additional resources exist within other organizations. BIAs are encouraged to explore a wide range of resources and select those that best fit with their organization.

VI. Calgary BIAs

4th Street South West



Legend

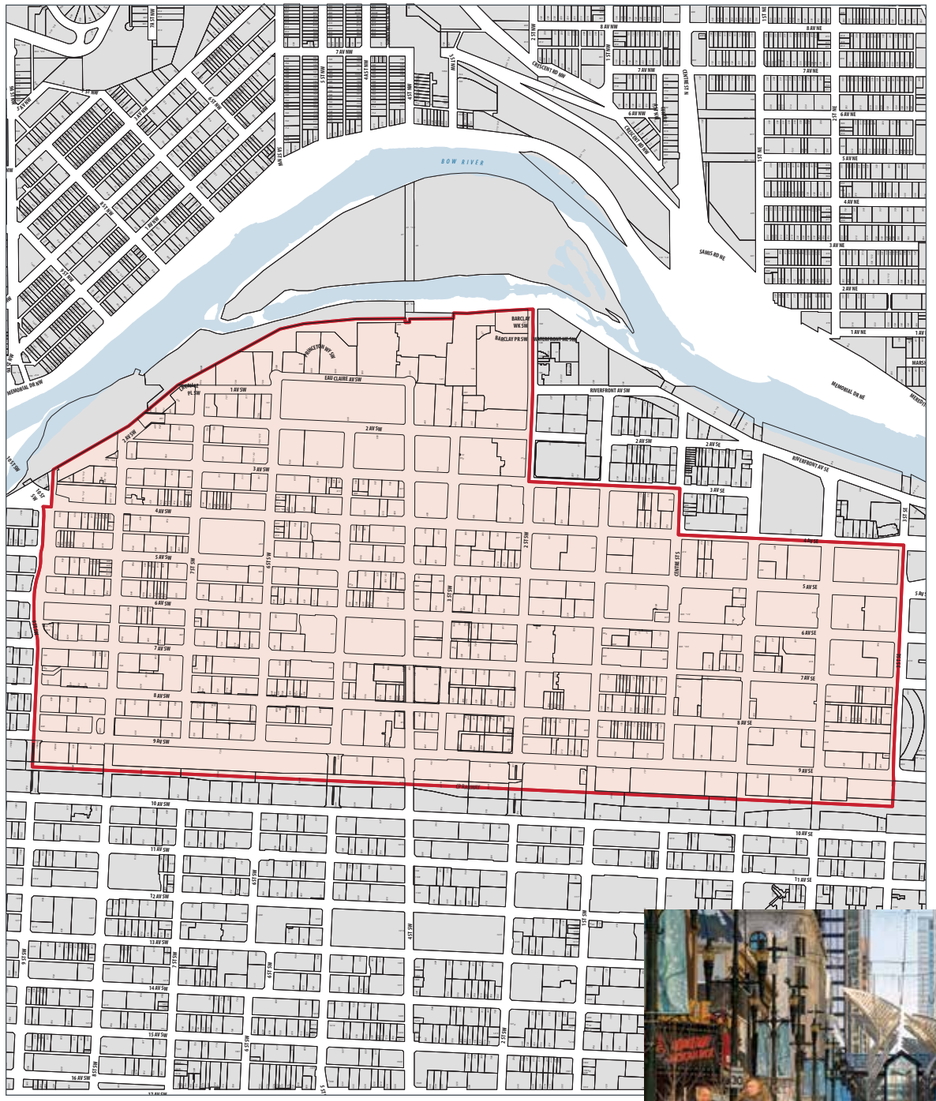
4th Street South West Business Improvement Area

17th Avenue Retail & Entertainment District

Legend

17th Avenue Retail & Entertainment District Business Improvement Area

Calgary Downtown Association



Legend

Calgary Downtown Association (CDA) Business Improvement Area

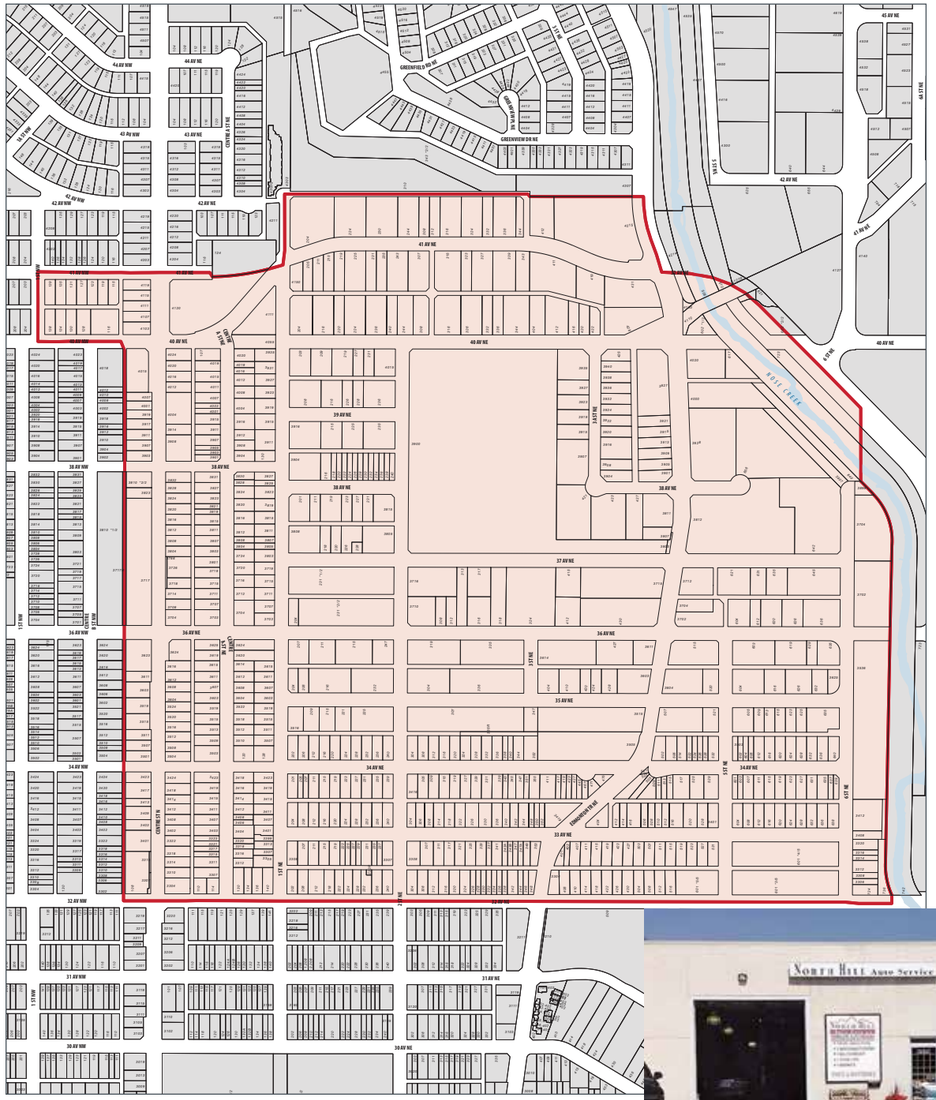
Chinatown District

Chinatown District BIA

Legend

Chinatown District Business Improvement Area

HIPville



HIPville BIA

Legend

HIPville Business Improvement Area

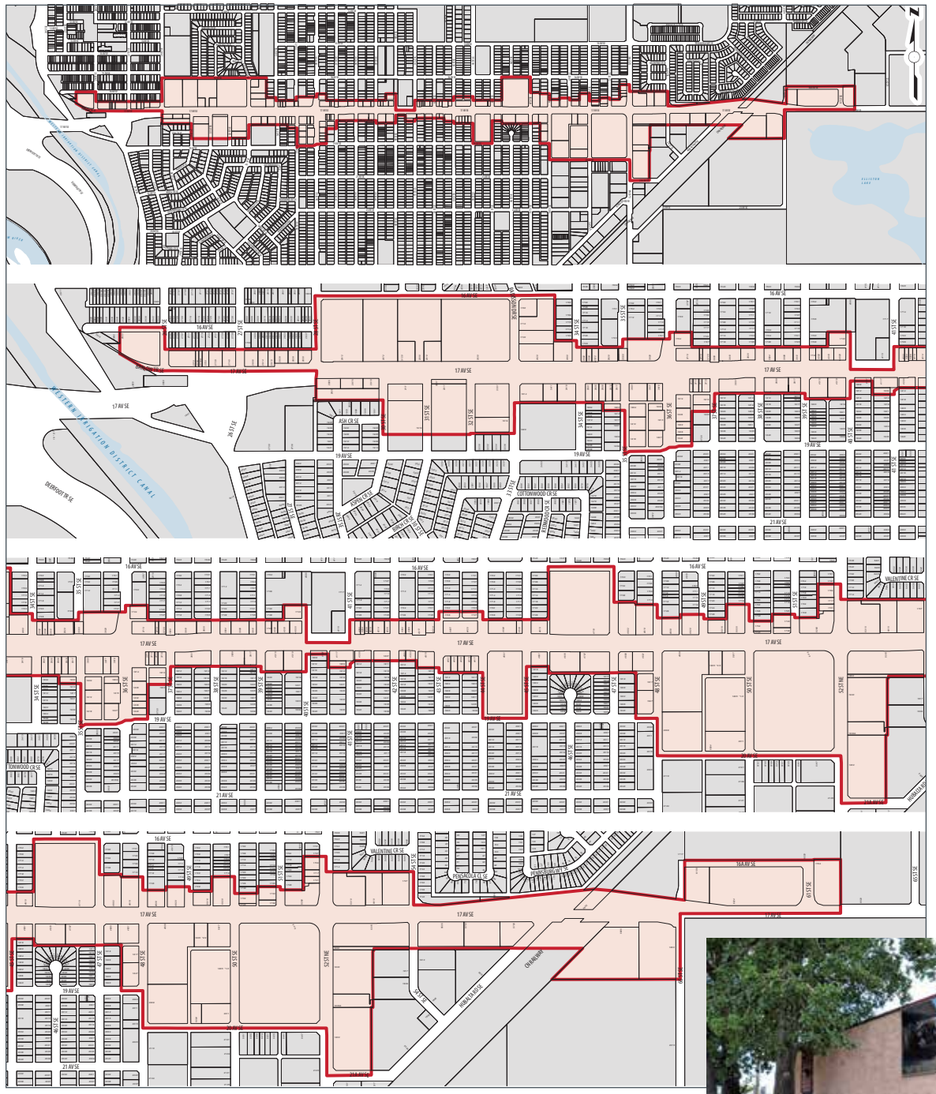
Inglewood

Inglewood BIA

Legend

Inglewood Business Improvement Area

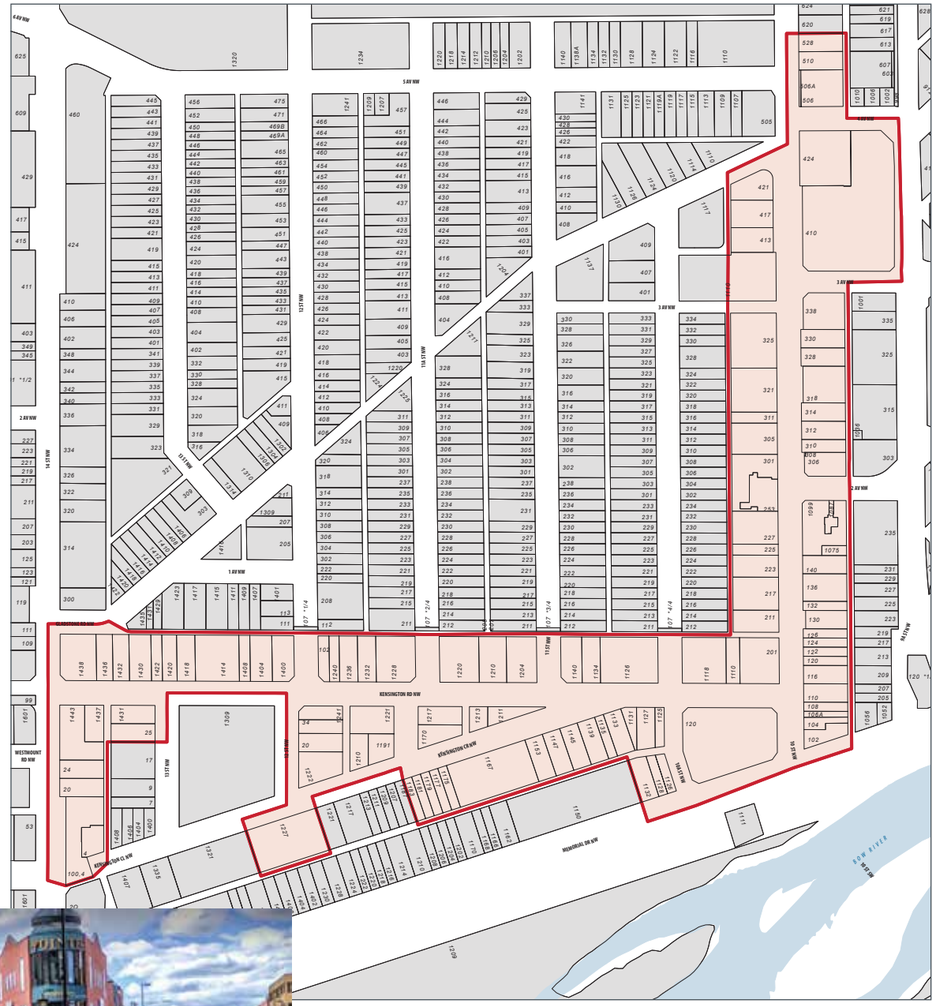
International Avenue



Legend

International Avenue Business Revitalization Zone

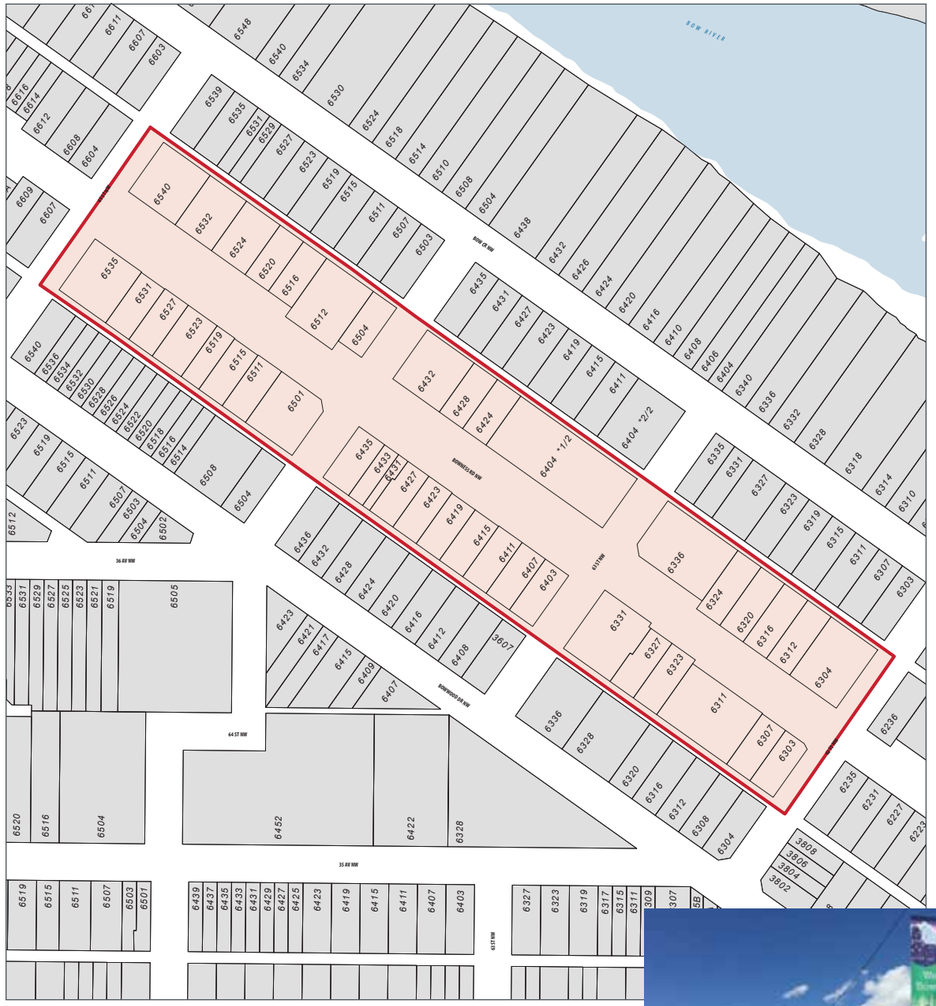
Kensington



Legend

Kensington Business Revitalization Zone

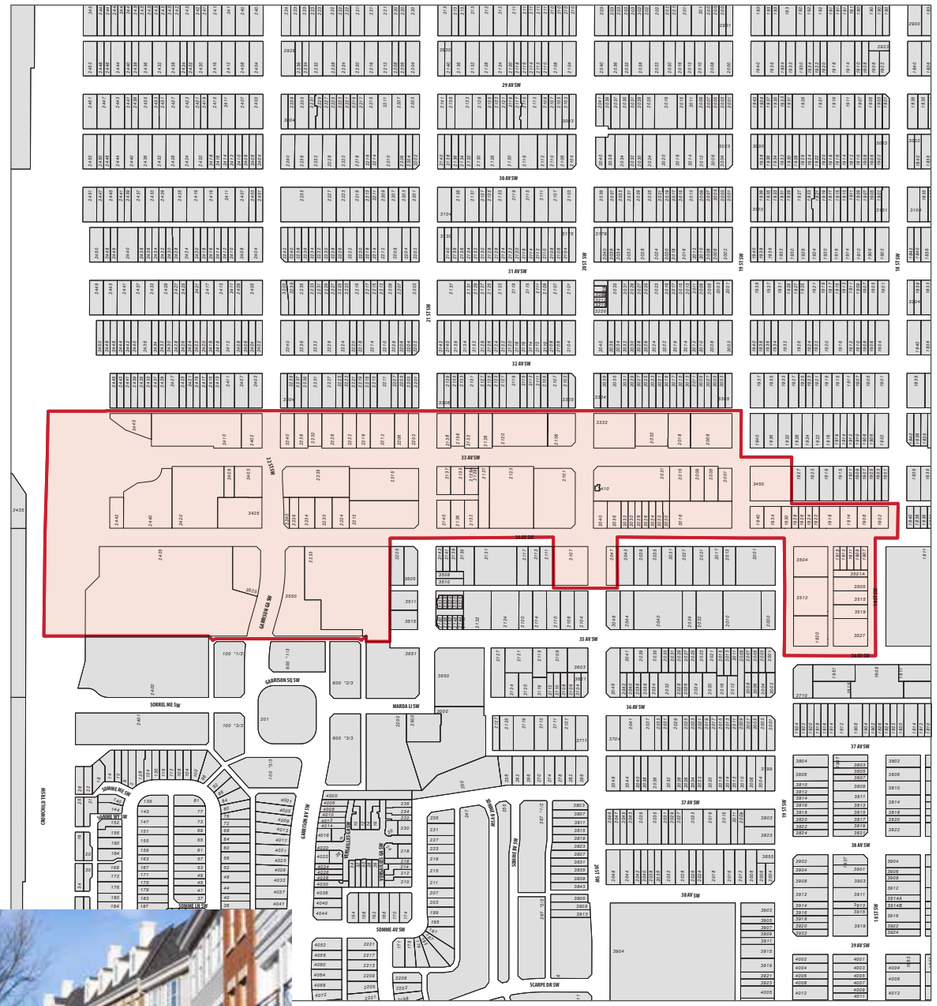
Mainstreet Bowness



Legend

Mainstreet Bowness Business Improvement Area

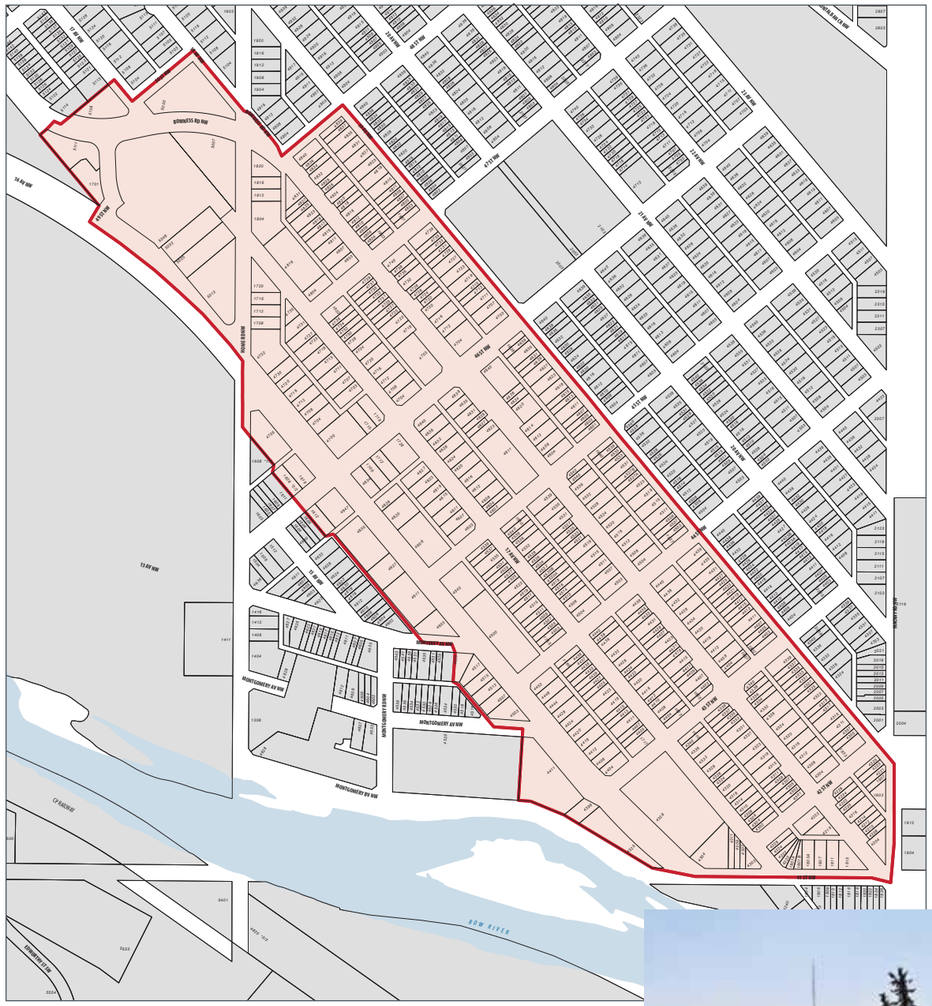
Marda Loop



Legend

Marda Loop Business Improvement Area

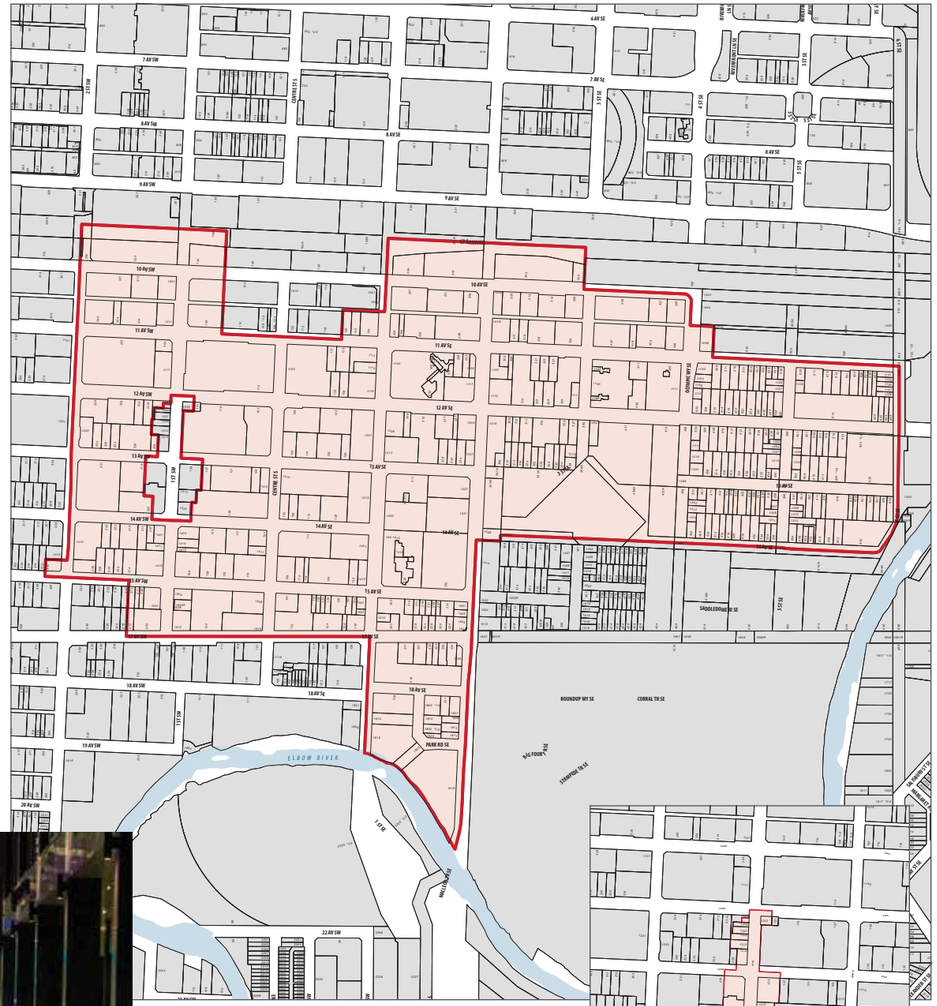
Montgomery on the Bow



Legend

Montgomery on the Bow Business Improvement Area

Victoria Park (including First Street)



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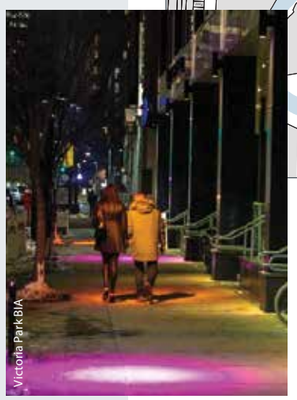
Victoria Park Business Improvement Area



Legend

First Street Improvement Area

VII. Glossary of terms

311[72]

311 is a 24-hour City of Calgary service that enables citizens to access local government information and non-emergency services. The service is available through a mobile application, website and by phone.

Audited financial statement

An audited financial statement is an examination of an organization's financial statements conducted by a third party.

Budget

A plan used to decide the amount of money that can be spent and how it will be spent.

Business assessment[73]

The business assessment is an assessment based on occupancy. Factors such as square footage impact the assessment.

Business Improvement Area

A Business Improvement Area (BIA) is a special assessment district that enables business owners to promote and improve a defined area. A BIA is a non-profit corporation, established by City bylaw, with a board that has been elected at the BIA Annual General Meeting and appointed by Calgary City Council.

Business Improvement Area (BIA) Establishing Committee

A BIA Establishing Committee is a group of citizens and/or business owners interested in forming a BIA who initiate and lead the BIA establishment process.

Business Improvement Area (BIA) tax

A BIA tax is a tax which funds initiatives within a BIA's boundaries. The tax enables BIA business owners to collectively fund activities to promote and improve the economic vitality of their area for the purposes set out in the MGA. BIAs may vary how they refer to and name the BIA tax.

Business Improvement Area (BIA) taxpayer

BIA taxpayers are members in a BIA who pay the BIA tax. BIAs may refer to their members as ratepayers.

Business plan

Outlines the organization's **priorities** for service delivery (programs and services) with an associated **budget** for the following year; is **responsive** to the community's needs and **reflective** of the organization's financial **capabilities**; meets the mandate of the organization written in its **bylaws**.

Bylaws

A set of rules that an organization makes and that its members must follow.

[72] City of Calgary, "311", City of Calgary website, calgary.ca/CFOD/CSC/Pages/311.aspx?redirect=/311, accessed February, 2017.

[73] Similar entities include Business Revitalization Area (BRZ), Business Improvement District (BID) and Special Service District (SSD).

Cash flow

Incomings and outgoings of cash or money, representing the operating activities of an organization.

Code of Conduct

Written description of acceptable behaviours in an organization that a person agrees to follow.

Communication plan

A plan to provide information and understanding needed for a certain group of people to think, know, believe or do something differently. Recommended sections to include in a communication plan are:

a) Who are you trying to communicate with specifically (audience)?

b) What do you want your audience to know, think, believe or do differently?

c) What is the key information your audience needs to know?

d) How are you going to share this information with your audiences? (Newsletters, mail drops, social media, website, poster blitz, mailing list etc.)

e) Recognition of donors who give money or in-kind contributions.

Community Standards

Calgary Community Standards (at The City of Calgary) educate and regulate Calgary businesses, dog and cat owners, the taxi industry and everyday citizens.

Compensation

Payment given for doing a job.

Compliance

An action that must be completed as it is a rule, law, etc.

Confidentiality

A formal document that a person signs agreeing to keep information private and not share with people outside of the organization.

Conflict of interest

A problem caused by having official responsibilities that involve things that might be helpful or harmful to you.

Development permit

A development permit approves the use of a site, as well as the size and location of any buildings or structures.[74] A development permit is needed for most new construction or changes of use.[75]

Director and Officer liability insurance

Insurance that provides general coverage to an organization's board members to reduce personal legal responsibility.

[74] City of Edmonton, "Development Permits", City of Edmonton website, edmonton.ca/business_economy/licences_permits/development-permits.aspx, accessed May 2017.

[75] City of Calgary, "Build Calgary: Glossary of Terms", City of Calgary website, calgary.ca/CS/build-calgary/Pages/Build-Calgary---Glossary-of-terms.aspx, accessed May 2017.

Freedom of Information and Protection of Privacy Act (FOIP)

The *Freedom of Information and Protection of Privacy Act* (FOIP) is a provincial Act that applies to all public bodies in the Province of Alberta. It gives the right to access records and one's personal information, the right to request the correction of one's personal information held by a public body, the protection of personal information held by a public body and an independent review of a public body's decisions by the Office of the Information and Privacy Commissioner.[76]

Governance

Governance is the process of exercising corporate leadership by the governing body on behalf of the members to the organization and shareholders[77] in terms of its purpose, control and future while overseeing the organization to ensure that its mandate is achieved.[78]

Greenfield land and development

Greenfield land is undeveloped land at the city's edges used for agriculture or other reserve purpose. Greenfield development is the process of building this land into urban development.[79]

[76] Calgary Police Service, "Freedom of Information and Request for Privacy Act Request" Calgary Police website, calgary.ca/cps/Pages/Public-services/Freedom-of-Information-and-Protection-of-Privacy-Act-request.aspx, accessed August 2017.

[77] George B. Cuff, Cuff's Guide for Municipal Leaders: A survival guide for elected officials, Volume 1, (St. Thomas, Ontario: Municipal World Inc., 2002)

[78] George Cuff, "RCACC /AAMA Annual Conference 2012: Effective Governance", (PDF File), georgecuff.com/public/download/documents/2085, accessed July 2017.

[79] City of Calgary, "Build Calgary: Glossary of Terms", City of Calgary website, calgary.ca/CS/build-calgary/Pages/Build-Calgary---Glossary-of-terms.aspx, accessed May 2017.

Main Streets

Calgary's Municipal Development Plan has identified 24 Main Streets in the city, of which 11 are in BIAs. Main Streets typically support a mix of uses within a pedestrian-friendly environment. They provide the opportunity for moderate levels of intensification of both jobs and population over time.[80]

Management

The act or process of controlling and dealing with something.

Marketing and promotion

Activities that increase people's awareness of an organization's programs, products and services (i.e. advertising) and making sure that the products, programs or services can be purchased (i.e. membership, program, etc.).

Marketing plan

A set of tasks or activities that make people aware of a company's products, programs or services. Recommended sections to include in a marketing plan are:

a) Promoting programs, services, events, opportunities and membership benefit.

b) Using social media, website and electronic mailing lists.

c) Providing enough money to support marketing activities.

d) Tracking and analyzing information such as ages, addresses, etc. on participants, volunteers and members to identify possible gaps in marketing activities.

Mission statement

A description of the organizations purpose; why the organization exists.

Municipal Development Plan

Calgary's MDP was adopted by City Council in 2009. It contains policies that will shape how Calgary grows and develops over the next 30-60 years.[81]

Non-profit corporation

A non-profit corporation is formed to carry on activities for purposes other than the financial gain of its members. It can earn a profit, but any profit must be used to further the goals of the group rather than be paid out to the members.[82]

Pedestrian/public realm

The pedestrian/public realm is "space around, between and within buildings that are publicly accessible, including streets, squares, parks and open spaces. These areas and settings support or facilitate public life and social interaction."[83]

Personal Information Protection Act (PIPA)

PIPA protects personal information and provides the right to access an individual's own personal information and applies to provincial private sector organizations, businesses and, in some instances, non-profit organizations.[84]

[80] City of Calgary, "Municipal Development Plan" City of Calgary, (PDF File), calgary.ca/PDA/pd/Documents/planning_policy_information/mdp-municipal-development-plan.pdf, accessed October 2017.
[81] City of Calgary, Build Calgary: Glossary of Terms, accessed May 2017.
[82] ISC, "Non-Profit Corporation", ISC website, isc.ca/CorporateRegistry/RegisteringaBusiness/Chooseabusinesstype/Pages/Non-Profit-Corporation.aspx, accessed February 2017.
[83] City of Calgary, "Municipal Development Plan" City of Calgary, (PDF File), calgary.ca/PDA/pd/Documents/planning_policy_information/mdp-municipal-development-plan.pdf, accessed October 2017.
[84] Service Alberta, "About the Personal Information Protect Act: Overview: Service Alberta website, servicealberta.ca/pipa-overview.cfm, accessed June 2017.

Placemaking

Placemaking refers to a collaborative process by which citizens shape the public realm in order to maximize shared value.[85]

Public realm

The public realm is a publicly-owned area which includes public spaces, buildings and facilities.[86]

Society

In Alberta, a society is "an incorporated group of five or more people who share a common recreational, cultural, scientific, or charitable interest. The *Societies Act* regulates societies incorporated in Alberta."[87]

Strategic plan

Strategic planning is a process by which an organization envisions its future, and develops tactics to achieve that future."[88]

Succession plan

A set of tasks or activities that a person or group plans to do to replace people and staff leaving the organization.

Terms of reference

A formal document that describes the purpose, goals, people, etc. of a committee, program or project.

Urgent matters

Something important that needs to be done or dealt with right away.

Vision statement

Description of the organizations ideal future; what the organization would like to achieve in the future.

Values statement

A description used to inform staff and customers of the organization's beliefs and priorities.

Urban design

Urban design brings together the many elements and areas of expertise involved in great place-making – land use planning, transportation planning, architecture, landscape design, public art, engineering and development economics.[89]

[85] Project for Public Spaces, "What is Placemaking?" Project for Public Spaces website, pps.org/reference/what_is_placemaking/, accessed July 2017.
[86] ARC Landscape design and Planning Ltd. "What is a public realm", ARC Landscape Design and Planning Ltd. Website, arc-online.co.uk/public-realm/what-is-public-realm, accessed March 2017.
[87] Service Alberta, Societies, servicealberta.ca/716.cfm
[88] Alberta Culture and Tourism, Board Development Program
[89] City of Calgary, "Urban Design" City of Calgary website, calgary.ca/PDA/pd/Pages/Current-studies-and-ongoing-activities/Urban-design.aspx , accessed October 2017.

NOTES

VIII. Appendices

Appendix A – Establishment documents

KENSINGTON
VILLAGE

Dear Business Owner,[90]

We are hoping to form a Business Improvement Area (BIA) to work collectively for the success of this business district. Your business will be within the borders and would become a member of the BIA. We would like to invite you to become a founding member of this BIA and partake of the many advantages membership offers.

As a member of a BIA you will pay an additional tax (added to your business tax assessment). In return you will be part of a collective voice for businesses in your area, be a policy influencer for small business, and have collective impact when negotiating with the city on issues directly affecting the business improvement area. Your business will benefit from BIA advertising campaigns, publicity, events, strong collective branding, and increasing the cleanliness and safety of the area to name a few.

We hope that you are interested in helping take this business area to the next level with the formation of a BIA that will establish a sustainable organization to ensure this business area thrives. We look forward to receiving your agreement, in writing.

Please be sure to indicate the name of your business and to sign and date the attached letter if you are in favour of this exciting next step in ensuring the long-term success of our business district.

If you have any questions, please don't hesitate to email or call _____.

Sincerely,

_____

[90] Adapted from Kensington BRZ.

Document to accompany walk-about letter

KENSINGTON VILLAGE

Formation of a Business Improvement Area (BIA)[91]

I have been contacted regarding the creation of a Business Improvement Area (BIA). I understand that I was contacted on behalf of our members by a community engagement person who is knowledgeable about BIAs. The community engagement person is also meeting with other members to see if there is sufficient support to proceed.

Please fill out the information below and return this form indicating your support to proceed with the formation of a BIA. If you do not support the formation of a BIA, please also fill out this form and indicate your non-support.

_____

Name of business

_____

Owner or Manager Name

_____

Signature

_____

Date

_____ I support the formation of a BIA

_____ I do not support the formation of a BIA

[91] Adapted from Kensington BRZ.

Appendix B – Change of name request

[Insert BIA Logo]

[BIA Name]

[BIA Address]

[Insert Date]

City of Calgary Business Improvement Area staff [insert City staff name(s)]

The City of Calgary
P.O. Box 2100, Station M
Calgary, AB T2P 2M5

Re: Request to change the name of [insert current BIA Name]

Dear Mr./Ms. [insert City staff name(s)],

On behalf of the [current BIA Name] Board, I am writing to request an amendment to the bylaw establishing our BIA in order to change the name of the [insert current BIA name].

On [insert date], the Board passed the following resolution:

That our current name, [current BIA name] be amended in our bylaws to read [new BIA name].

On behalf of the Board, I therefore request that the [insert current BIA name] Bylaw No. [insert current City Bylaw Number] be amended to reflect this change.

Please find attached a copy of our meeting minutes, which shows the resolution to change our current name from [current BIA name] to [new BIA name]. Also you will find attached the written rationale behind the decision to change the BIAs name.

Sincerely,

[Name of Sender]

[BIA Role (Chair/President) and BIA Name]

Appendix C – BIA tax rate calculations

For BIA Board

Steps	Procedure
Step 1	Develop the annual budget (i.e. how much a BIA plans to spend for the following year).
Step 2	Define the Business Improvement Area geographic area and identify what businesses should be included; calculate total business assessment value in terms of dollars.
Step 3	Use the formula below to calculate what the BIA rate would be to raise the required revenue (i.e. BIA tax) to meet the budget requirements.

Sample calculations for a BIA budget of $200,000 (percentages are expressed in decimal form).

Formula	Description	Result
Numerator (a)	Annual budget requirement (i.e. estimated annual expense)	$200,000
Denominator (b)	Total 2017 business assessment value for the defined area (Data provided by City of Calgary)	$10,000,00
Result = (a)/(b)	**BIA tax rate**	**0.02**

For businesses in BIA area

BIA tax = Business assessment × BIA tax rate

Sample calculation for a business with an assessed value of $20,000 and a 0.02 BIA tax rate:

Formula	Description	Result
Numerator (a)	Personal business assessment value	$20,000
Denominator (b)	BIA tax rate	0.02
Result = (a)x(b)	**Annual BIA tax rate paid by business**	**$400**

Appendix D – City of Calgary relevant links for BIAs

Initiative	Description	Webpage
BIA Board information	This webpage lists BIA related information such as board members, authority, description and term expiry month.	calgary.ca/CA/city-clerks/Pages/Legislative-services/Boards-commissions-and-committees-of-Council/Boards-Commissions-and-Committees.aspx
Bike lanes	This webpage provides information on the Council-approved Cycling Strategy, which includes information on on-street bikeways including bike lanes and cycle tracks.	calgary.ca/Transportation/TP/Pages/Cycling/Cycling-Route-Improvements/Planned-Cycling-Route-Improvements.aspx?redirect=/bikeprojects
Business tax consolidation	This webpage discusses The City of Calgary's implementation of the business tax consolidation (BTC).	calgary.ca/PDA/Assessment/Pages/Business-tax-consolidation.aspx
Busking	This webpage describes the process to become a busker in Calgary.	calgary.ca/CSPS/Recreation/Pages/Arts-and-culture/Busking.aspx?redirect=/busking
Bylaws related to signage	This webpage describes the different types of signs that are regulated under the Temporary Signs Bylaw.	calgary.ca/CSPS/ABS/Pages/Bylaws-by-topic/Signage.aspx
Calgary third party advertising sign guidelines	These guidelines provide support on the appropriate use and location of third party advertising signs (i.e. billboards).	calgary.ca/_layouts/cocis/DirectDownload.aspx?target=http%3a%2f%2fwww.calgary.ca%2fPDA%2fpd%t2fDocuments%2fCalgary-Land-Use-bylaw-1P2007%2fThirdPartyAdvertisingSignGuidelines.pdf&noredirect=1&sf=1
Council policy library	This webpage is an online repository of Council policies adopted by Council.	calgary.ca/CA/city-clerks/Pages/Legislative-services/Council-Policy-Library/home.aspx
Cut Red Tape	This webpage describes The City of Calgary's process to cut red tape and streamline processes to benefit citizens, businesses and government.	calgary.ca/Mayor/Pages/Cut-Red-Tape/Cut-Red-Tape.aspx
Festivals and events	This webpage provides information on planning festivals and events, the Festival and Event Subsidy Program, and road closures.	calgary.ca/CSPS/Recreation/Pages/Festival-planning/Home.aspx
Food trucks	This webpage describes the process and requirements for starting a food truck and indicates 'no roll' zones within the BIAs.	calgary.ca/CSPS/ABS/Pages/Compliance-Services/Starting-a-food-truck-business.aspx
ImagineCALGARY	This website contains the vision, plan, projects, and partners of imagineCALGARY – a shared vision and detailed plan for the future of Calgary, which engaged over 18,000 Calgarians.	imaginecalgary.ca/
Main Streets	This webpage describes the Main Streets project – an initiative that looks at the long-term growth of 24 main street areas in Calgary.	calgary.ca/PDA/pd/Pages/Main-Streets/Default.aspx?redirect=/mainstreets
Managing our city's growth	This webpage describes The City of Calgary's Corporate Framework for Growth and Change Project, which guides the future sequencing of growth in Calgary.	calgary.ca/PDA/pd/Pages/Managing-our-growth.aspx
Mobile vendors	This webpage contains a guide for mobile vendors, including location-specific information.	calgary.ca/CSPS/ABS/Pages/Compliance-Services/Guide-for-Mobile-Vendors.aspx

Municipal Development Plan	This webpage describes Calgary's Municipal Development Plan (MDP) in detail. The MDP contains policies that will shape how Calgary grows and develops over the next 30 to 60 years.	calgary.ca/PDA/PD/Pages/Municipal-Development-Plan/Municipal-Development-Plan-MDP.aspx
Off-Site Tax Bylaw	This webpage describes the offsite tax bylaw that was approved by Council on February 1, 2016.	calgary.ca/CS/build-calgary/Pages/Build-Calgary-Off-Site-Tax-bylaw.aspx
Parking Policy Framework	This policy establishes The City of Calgary's goals for the management of on-street and off-street parking in Calgary.	calgary.ca/Transportation/TP/Pages/A-Parking-Policy-Framework-for-Calgary.aspx
Parking Revenue Reinvestment Program	The City's Parking Revenue Reinvestment Program stipulates how parking payments collected in mixed-use activity centres and corridors (including some BIAs) are used for local improvements to make public spaces better for people who travel to these destinations.	calgary.ca/Transportation/TP/Pages/Strategy/Parking-Revenue-Allocation-Policy.aspx
Pedestrian Strategy	This strategy includes 49 actions to help make Calgary safer, more comfortable and interesting for walking.	calgary.ca/Transportation/TP/Pages/Planning/Calgary-Transportation-Plan/Pedestrian-Strategy.aspx
Pop-up places and outdoor cafes	This webpage describes the application steps required for a pop-up place/ outdoor café.	calgary.ca/PDA/pd/Pages/Permits/Pop-up-places.aspx
Snow route parking ban	The snow route parking ban program supports snow plowing operations by removing parked vehicles from the streets, and allowing crews to clear snow from Calgary roads more efficiently and effectively. In BIAs the parking ban is limited to an overnight parking ban.	calgary.ca/Transportation/Roads/Pages/Road-Maintenance/Snow-and-ice-control/Snow-Route-parking-bans.aspx
Transit Oriented Development (TOD)	This webpage describes TOD – a walkable, mixed-use form of area development typically focused within a 600m radius of a transit station.	calgary.ca/PDA/pd/Pages/Transit-oriented-development-tod/Transit-Oriented-Development-TOD.aspx
Wayfinding Program	The Wayfinding Program helps people easily locate City Centre attractions and points of interest.	calgary.ca/PDA/pd/Pages/Centre-City/Wayfinding-program.aspx

Appendix E – The Three C's: Policy templates

Code of Conduct Policy

Policy type: Governance Process
Policy title: Board Member's Code of Conduct[92]

All Board members should read and sign this document at the first meeting of the newly constituted Board after the AGM.

The Board is committed to effective decision-making and, once a decision has been made, speaking with one voice. Towards this end Board members will:

- Reflect their understanding of member and stakeholder interests.
- Represent one's own view as an individual view ("my own thinking on this is that…").
- Endeavour to build on others' ideas or offer alternative points of views as options to be considered and invite others to do so too.
- Refrain from trying to influence other Board members outside of Board meetings that might have the effect of creating factions and limiting free and open discussion.
- On important issues, be balanced in one's effort to understand other Board members and to make oneself understood.
- Once Board decisions are made, support and defend such decisions, even if one's own view is a minority one.
- Not to disclose or discuss differences of opinion of the Board outside of Board meetings, especially with staff or members (For this information on who votes for and against any particular motion will not be recorded in meeting minutes unless a director requests it).
- Respect the confidentiality of information on sensitive issues, especially in personal matters.
- Refrain from speaking for the organization unless authorized to do so by the Board.
- Disclose one's involvement with other organizations, businesses or individuals where such a relationship might be viewed as a conflict of interest (see conflict of interest policy).
- Refrain from giving direction, as an individual Board member, to the executive director or any member of staff.

_____
Date

_____
Signature

[92] Adapted from College of Continuing Education (2012), Dalhousie University

Conflict of Interest Policy

Policy type: Governance Process
Policy title: Conflict of Interest[93]

All Board members should read and sign this document at the first meeting of the newly constituted Board after the AGM.

Members of the Board of directors and staff are expected to reveal any personal, family, or business interests that they have, that by creating a divided loyalty, could influence their judgement in decision-making.
A conflict of interest exists whenever an individual could benefit, disproportionally from others, directly or indirectly, from access to information or a decision over which they might have influence or where someone might reasonably perceive there to be such a benefit and/or influence.

Examples of possible conflict of interest situations with respect to Business Improvement Area (BIA) include but are not limited to:

- A Board member had a personal or business relationship with the BIA as a supplier of goods or services or as a landlord or tenant.
- A staff member had a personal or financial relationship outside of the workplace with a client or supplier who he/she/they deal with directly as a representative of the BIA.
- The BIA is employing someone who is directly related to a Board member or other staff member.

Conflicts of interest (real or perceived) are unavoidable and should not prevent an individual from serving as a director or staff member unless the extent of conflict of interest is so significant that the potential for divided loyalty is present in a larger number of situations.

Procedures for handling a conflict of interest

1. Members of the Board and staff have a duty to disclose any personal, family or business interests that may, in the eyes of another person, influence their judgement. Directors shall disclose conflicts of interests to the Board and staff members shall disclose to the executive director.
2. The Board as a whole has a duty to disclose specific director conflict of interests to BIA members, staff and external stakeholders where that interest may, in their judgement, affect operating in the presence of such conflicts. The presence of this policy may not be sufficient disclosure.
3. Board members and staff have a duty to exempt themselves from participating in any discussions and voting on matters where they have, or may be perceived as having, a conflict of interest. Such exemptions should be recorded in minutes of meetings if normally kept.
4. Any business relationship between an individual (or a company where the individual is an owner or in a position of authority) and the BIA, outside of their relationship as a Board or staff member must be formalized in writing and approved by the Board.

_____
Date

_____
Signature

[93] Adapted from College of Continuing Education (2012), Dalhousie University

Confidentiality Policy

Policy type: Governance Process
Policy title: Confidentiality Policy

I, _____, agree with the following statements:

I understand that:

1. Any information provided by _____ BIA Board member, staff, member or volunteer that I may come in contact with must be kept confidential regardless of how it was received (face to face, by phone or via e-mail).
2. I shall limit the disclosure of confidential or personal information within the _____ BIA to its directors, officers, partners, members, staff members and/or independent contractors having a need to know.
3. I will not disclose confidential or personal information obtained from a director, officer, partner, member, staff member and/or independent contractor unless required to do so by law and written permission from the individual director, officer, partner, member, staff member and/or independent contractor has been received.
4. All Board members, executive director, staff members and volunteers will sign the Confidentiality Agreement, one copy of which will remain on file with _____ BIA.
5. A breach in confidentiality shall result in disciplinary action, up to and including dismissal.
6. I agree to never remove any confidential material of any kind from the premises of _____ BIA unless authorized to as part of my duties, or with the express permission or direction to do so from _____ BIA Board of directors.

_____
Date

_____
Signature

Appendix F – Job description templates[94]

Director at Large job description

Policy type: Governance Process
Policy title: Board member's job description[95]

Position: Board member/Director/Volunteer

Time commitment: Five to ten hours per month (meetings, preparation, consultation, etc.)

Term: Two-year term, appointed or elected annually at the Annual General Meeting
(term maybe renewed once for a total of four years as per internal bylaws)

Accountability

The Board of Directors is collectively accountable to the members, funders and other stakeholders. They are accountable for the BIA's performance in relation to its missions and strategic objectives, and for the effective stewardship of financial and human resources.

Authority

Individual Board members have no authority to approve actions by the BIA, to direct staff or to speak on behalf of the BIA unless given such authority by the Board.

Responsibility

Board members are responsible for acting in the best long-term interests of the BIA and the community and will bring to the task of informed decision-making a broad knowledge and an inclusive perspective.

Principle duties

Every member of the Board of Directors, including the Board's officers, is expected to do the following:

- Prepare for and participate in meetings.
- Listen to others' views, advocate their own, identify common interests and alternatives, and be open to compromise.
- Support governance decisions once made.
- Participate in the review of the BIA's mission and objectives and in the development of a strategic plan.
- Help the Board to monitor the performance of the BIA in relation to it's mission, objectives, core values and reputation.
- Abide by the bylaws, policies and procedures, code of conduct, and other policies that may apply to the Board.
- Participate in the approval of the annual budget and monitor the financial performance and health in relation to the budget.
- Help establish, review, and monitor operational policies.
- Participate in the hiring of, and if required, the releasing of, the executive director.
- Participate in the evaluation of the executive director.
- Identify prospective Board members and possibly help recruit them.
- Participate in the evaluation of the Board itself (annual Board self-evaluation).
- Contribute to the work of the Board as a member of a Board committee.
- Attend and participate in the Annual General Meeting.
- Be an ambassador for the BIA – ensure one's involvement is known within their own network of friends and contacts.
- Keep informed about community issues relevant to the mission and objectives of the BIA.

Qualifications

- Knowledge of the business area.
- Commitment to the organization's mission and strategic direction or willingness to create a strategic direction.
- A commitment of time.
- Openness to learning.

Evaluation

The performance of individual directors is evaluated annually in the context of the evaluation of the whole Board and is based on the carrying out of duties and responsibilities as outlines above.

Removal of a Board member

A director may be removed from the Board, by majority vote, for not performing his/her/their duties. Being absent from three consecutive Board meetings without reasonable cause will result in the automatic removal from the Board unless otherwise determined by a decision of the Board.

_____

Date

_____

Signature

[94] These are sample templates and each unique situation will require customized descriptions.
[95] Adapted from College of Continuing Education (2012), Dalhousie University

Board President/Chair job description

Policy type: Governance Process
Policy title: Board President/Chair job description[96]

Position: Board President/Chairperson

Time commitment: Ten hours per month (meetings, preparation, consultation, special events)

Term: One-year term, appointed or elected annually at the first Board meeting after the AGM (term may be renewed once for a total of four years as per internal bylaws)

Accountability

The president/chair serves and is accountable to the Board of Directors of the BIA for his/her/their performance.

Authority

The president/chair has no formal authority to direct the Board or the affairs of the BIA Board, unless otherwise authorized. Similar to other Board members, the chair is entitled to make motions and vote on matters before the BIA Board.

The president/chair may not, on behalf of the BIA, enter into contracts without the knowledge and approval of the Board and/or the executive committee of the Board (including the executive director).

Responsibility

The president/chair is, first and foremost, responsible for the effective functioning of the Board and its role of governing the BIA. All other duties are secondary.

Primary duties

In addition to the duties of every Board member, the president/chair is responsible for:

- Overseeing the preparation of the Board's meeting agenda with input from the executive director.
- Chairing all meetings of the Board of Directors.
- Reviewing meeting minutes.
- Enforcing rules of conduct as they apply to the Board and its individual members.
- Disciplining members of the Board.
- Ensuring there is a process to evaluate the effectiveness of the Board.
- Ensuring there is a formal evaluation of the performance of the executive director.
- Serving as spokesperson, together with the executive director, for the BIA.
- Ensuring full and timely communication with the members of the Board.
- Ensuring the effectiveness of governing committees.
- Preparing for the chairing of the annual general meeting (AGM).
- The preparation of an annual statement from the Board (Board or governance report) for presentation at the AGM and inclusion in the annual report.
- Co-signing contracts on behalf of the BIA.

[96] Adapted from College of Continuing Education (2012), Dalhousie University

Secondary duties

The president/chair may, with greater regularity than other members of the Board:

- Prepare recommendations for Board consideration.
- Prepare recommendations to the members for changes to bylaws.
- Be available to the executive director for consultation purposes.
- Represent the association at community/public meetings and events in the absence of the executive director.

Other duties

Recognizing that the president's/chair's role is a voluntary one, the Board may authorize the president/chair to take on additional duties only if they do not interfere with any of the above duties.

Ex-officio status

To ensure effective communication, the president/chair will be an ex-officio member of all governance committees and may attend their meeting when needed.

Qualifications

The president/chair must have:

- A commitment to, and a clear understanding of the mission of the organization.
- Knowledge of meeting procedures, governance policies, bylaws, and legislative requirements of the BIA.
- Sufficient time to devote to his/her/their primary duties.

Evaluation

The effectiveness of the president/chair shall be evaluated as part of the evaluation of the Board itself.

Removal of President/Chair

Unless otherwise indicated in the bylaws, the president/chair may be removed by a special resolution of the Board for which advance notification has been given to all directors, duly moved and seconded, and passed by a majority vote by directors present at a regular or special meeting of the Board.

_____

Date

_____

Signature

Board Treasurer job description

Policy type: Governance Process
Policy title: Board Treasurer job description[97]

Position: Board Treasurer

Time Commitment: Ten hours per month

Term: One-year term, appointed or elected annually at the first Board meeting after the AGM (term may be renewed once for a total of four years as per internal bylaws)

Accountability

The Board treasurer is an executive and voting member of the Board of Directors of the BIA and appointed in a manner consistent with the bylaws. He/she/they is accountable to the Board for the fulfillment of the duties and responsibilities outlined below.

Authority

The treasurer, as other Board members, has no authority to direct staff or take independent action on matters outside of the duties outlined unless given such authority by the Board.

Responsibility

The treasurer will offer guidance to the executive director and financial officer in ensuring good fiscal planning, decision-making and oversight at a governance level.

Primary Duties

- Oversee the development of high level financial policies and their review by the Board.
- Assist in the preparation of the annual budget and its presentation to the Board for review.
- Ensure that the appropriate monthly financial statements are reviewed by the Board.
- Ensure that the Board regularly monitors the organization's financial performance and alerts it to any important discrepancies between planned and actual figures.
- Ensure that the organization maintains the appropriate financial books and records and that these are accurate and up-to-date.
- Ensure that government tax filings and remittances are submitted on a timely basis.
- Ensure that payroll and other liabilities are settled in a timely manner.
- Serve as a co-signer of cheques with at least one another signing officer.
- Ensure that excess funds and reserves are properly held and invested.
- Verify that donations are handled appropriately and that grants and service delivery contracts are accounted for in accordance with the requirements of funders.
- Meet with the external auditor annually, or more often if needed, to identify any financial control and record keeping problems or deficiencies and oversee action by the executive director to address them.
- Recommend to the Board the need for a review or renewal of the auditing services provided.
- Assists the executive director and Board chair/president with the development and presentation of the annual report.
- Present or co-present the organization's financial report and recommend appointment or reappointment of auditor at the Annual General Meeting.
- Helps, along with the executive director, keep the Board informed of important financial events, trends, and issues relevant to the organization.

Committee membership

The treasurer is automatically a member of the executive committee if one exists, and will normally chair the following committees when and where such are necessary:

- Audit Committee
- Budget Development Committee
- Financial Policy Development Task Group

Qualifications

- Commitment to the organization's mission and strategic directions.
- A understanding of, and experience with, good financial management and reporting practices.
- A professional accounting designation may be required.
- An appreciation of the kind and level of financial information needed at a Board level to support decision making.
- An ability to commit the time required to fulfill the responsibilities described.

[97] Material adapted from "Board Treasurer Job Description," (PDF file), downloaded from Governing Good website, governinggood.ca/wp-content/uploads/2013/07/Board-Treasurer-Job-Description.pdf, accessed January 2018.

Board Secretary job description

Policy type: Governance Process
Policy Title: Board Secretary job description[98]

Position: Board Secretary

Time Commitment: Five to ten hours per month (meetings, preparation, consultation, special events)

Term: One-year term, appointed or elected annually at the first Board meeting after the AGM (term may be renewed once for a total of four years as per internal bylaws)

Accountability

The Board secretary is an executive member of the Board of Directors of the association and is to be appointed in a manner consistent with the bylaws. He/she/they is accountable to the Board and, like other members of the Board, has no authority to direct staff or act on matters outside the duties outlined in their position description.

Duties and responsibilities

The secretary will work closely with the president/chair of the Board and the executive director in the planning of Board and BIA meetings.

Primary duties

- The creation and timely distribution of agenda for Board meetings and any BIA membership meetings (e.g. annual general meeting).
- The accurate recording and distribution of the minutes of Board of directors meetings The minutes should reflect that the format and level of detail that the Board has determined.
- The creation and maintenance of an up-to-date Board planning calendar outlining matters to be on the Board's agenda over the course of a year.
- Maintenance of a full contact list of Board members including Board member appointment dates, term of appointments and Board member biographies.
- In the event that the secretary is unable to attend a meeting where minutes or notes are to be taken, it is the secretary's responsibility to finds an alternate.

Secondary duties

- The updating, maintaining and safe storage of the association's minute book and other legal documents.
- Oversight of the BIAs legislative requirements and the facilitation of all annual filings of required reports and information.
- The maintenance of a file or manual of governance policies and a systematic schedule for their review as determined by the Board.
- The maintenance of an up-to-date list of members of the BIA.
- The management of external correspondence and ensuring that requests made of the Board of Directors, or relevant to the governance of the BIA, is reported and responded to in a timely manner.
- The accurate recording and distribution of the minutes of the BIAs Annual General Meeting is managed appropriately. In the event of a change of secretary , the incoming secretary will assume the responsibilities of the office at the first Directors' meeting following the election or appointment.

Qualifications

- A commitment to, and a clear understanding of the mission of the organization..
- At least one year of previous service on the Board
- Knowledge of the meeting procedures, decision-making rules, governance policies and the bylaws of the BIA.
- An adequate level of writing proficiency and access to a computer for word processing purposes.

Evaluation

The effectiveness of the secretary's role, conduct and position description may be evaluated as part of the evaluation of the Board itself.

[98] Material adapted from "Board Treasurer Job Description," (PDF file), downloaded from Governing Good website, governinggood.ca/wp-content/uploads/2013/07/Board-Secretary-Job-Description.pdf, accessed January 2018.

Executive Director job description

Policy type: Governance Process

Policy title: Executive Director job description[99]

Position: Staff – Executive Director

Time commitment: Full-time/part-time

Term: Permanent/contract

Accountability

The executive director promotes the BIA as a unique and safe district and works to improve vibrancy within the area. She/he/they reports to the president/chair of the Board of Directors and is responsible for managing all projects, issues and initiatives that are approved annually by the Board. She/he/they is responsible for ensuring the day-to-day activities of the BIA are conducted in accordance with the BIA's bylaws, mission, strategic plan and monthly Board directives. This person will lead the organization and act as a catalyst for creating vitality in the area.

Leadership and relationship building

- **BIA membership** – Develop and strengthen relationships with member businesses, respond to member concerns, assist and advise businesses with ideas and problems.
- **Board** – Provide Board with advice and information; develop a business plan to implement Board strategic plan. Ask Board to provide direction, when required, and use best judgment as their representative. Act as a liaison for the BIA Board of Directors and BIA businesses.
- **Public and private sector** – Maintain relationships with key organizations such as City Councillors, City of Calgary administration (Assessment, Planning and Development, Calgary Police Service, Bylaw, Fire, Urban Forestry, Special Events, Roads), community associations, other BIAs and other levels of government.

Public relations, communication, and event management

- Work to ensure events run smoothly and efficiently, and follow the direction of the Board. Ensure event and related communication fits with overall communication strategy.
- Create and execute yearly marketing calendar designed to promote the business community.
- Oversee all promotions, image campaigns and marketing partnerships.

Other duties

- Board support and personnel management – Support Board and manage staff and volunteers (recruit, train and recognize).
- Development – Review development permits and liaise with developers and The City of Calgary Planning and Development department. Provide information to Board and provide timely response to The City based on Board direction.
- Media relations – Act as the public spokesperson and create/manage all strategies for the BIA being public facing.
- Planning for the future – Create a business plan to achieve the goals of the strategic plan as set by the Board.
- Planning for succession – Establish and maintain files and archives.
- Responsible financial stewardship – Oversee financial audit, budget, insurance, cash flow, etc. as l egislatively required.
- Governance – Manage compliance with bylaws and internal policies, manage Board meetings, Annual General Meeting, etc.
- General administration – Manage phone call, emails, and meetings as necessary.
- Tax – Liaise with The City of Calgary and BIA members in relation to the BIA tax.

Qualifications (Highly dependent on the needs and preferences of the BIA)

- Minimum of five years related experience.
- Board governance experienc.e
- Proven action-oriented, results-driven track record.
- Ideally, a generalist with experience in both the private and public sectors.
- Experience working with a Board of Directors and volunteers.
- Excellent written and verbal communication skills
- Business planning and strategic planning skills
- Education and experience in public relations

[99] Adapted from College of Continuing Education (2012), Dalhousie University

Administrative Assistant job description

Policy type: Governance Process
Policy title: Administrative Assistant job description[100]

Position: Staff – Administrative Assistant

Time Commitment: Full-time/part-time

Term: Permanent/contract

Accountability

Administrative assistant will ensure the efficient day-to-day operation of the office, and support the work of the executive director, the Board and other staff.

Primary Duties and Responsibilities

Administrative assistant performs a wide range of duties including some or all of the following:

Reception

- Answer general phone inquiries using a professional and courteous manner.
- Direct phone inquiries to the appropriate staff members.
- Reply to general information requests with the accurate information and in a timely manner.
- Greet clients/suppliers/visitors to the BIA in a professional and friendly manner.

Office administration

- Use computer word processing, excel spreadsheet, and database software to prepare reports, memos and documents.
- Sort incoming mail, faxes, and courier deliveries for distribution.
- Prepare and send outgoing faxes, mail, and courier parcels.
- Purchase, receive and store the office supplies ensuring that basic supplies are always available.
- Code and file material according to the established procedures.
- Update and ensure the accuracy of the organization's databases.
- Back-up electronic files using proper procedures.

Assist with financial management

- Use computer software to prepare invoices and financial statements.
- Code and file financial material according to established records management procedures.
- Process accounts payable ensuring timeliness and accuracy of information.
- Process accounts receivable ensuring timeliness, accuracy of codes and appropriate backup.
- Prepare accurate bank reconciliations and deposits.
- Administer petty cash according to established procedures.
- Assist with financial reports as required.

[100] Adapted from College of Continuing Education (2012), Dalhousie University

Provide Board support

- With the executive director, prepare meeting agendas and supporting material for distribution.
- Ensure the timely distribution of material to the Board.
- Support the Board with meeting, travel and other arrangements.
- Draft minutes of Board meetings for review by the executive director.
- Create action list from Board meetings.

Qualifications (Highly dependent on the needs and preferences of the BIA)

- High school diploma or post-secondary education in business, computers or office management is an asset.
- Proficiency in the use of computer programs such as, word processing, databases, Excel spreadsheets, bookkeeping, etc.
- One to three years' experience in an office setting.
- Build relationships, establish and maintain positive working relationships with others both internally and externally to achieve the goals of the BIA.
- Communicate effectively, speak, listen and write in a clear, thorough and timely manner using appropriate and effective communication tools and techniques.
- Work cooperatively and effectively with others to set goals, resolve problems and make decisions that enhance organizational effectiveness.
- Set priorities, develop a work schedule, monitor progress towards goals, and track details/data/information/activities.
- Work with executive director to create a business plan to move the strategic plan set by the Board forward, set goals, create and implement actions plans, and evaluate the process and results,

Using a self-assessment tool can be beneficial and transformational for a board.

You can find The City of Calgary's self-assessment tool here: orghealthprint.questionpro.ca

Appendix G – Self-assessment tool[101]

It is a healthy practice for Board members to assess the quality of their own Board operations. Many times, Board members "don't know what they don't know" about their own Board or organization.

Completing an assessment tool allows a Board member to check on how well it is carrying out key responsibilities. It gives Board members a chance to also step back and ask, "How are we doing as a Board?" and, "How can we improve on the way we operate?" Boards that assess themselves can better identify areas in which they are performing well, areas for improvement and areas of concern. All this adds up to a better understanding of the organization's health and making a greater difference for the people they serve.

Organizational health can include the following areas:

- Strategic direction
- Board governance
- Finances and funding
- Programs, services and events
- Spaces/facility
- Human resources
- Public relations

It is recommended that the assessment tool, or a section of the assessment tool, be completed or reviewed once a year by your Board of directors. It is best if all Board members participate in this process whether through group discussion or completing a copy of the tool on their own.

Effective Board members have learned that it's critical to regularly conduct evaluations then work on key priorities identified through the year. Discussing assessment results can encourage more cohesion and clarity among Board members by strengthening communications among them. Additional benefits include: improved understanding of what it means to be an effective Board; agreement on Board roles and responsibilities; and, members' renewed dedication to the Board.

[101] City of Calgary, Calgary Neighbourhoods, "Organizational Health: Self-Assessment Tool", City of Calgary website, orghealthprint.questionpro.ca, accessed 2017 January.

Appendix H – Board governance templates[102]

Best practices on running effective meetings

Call to order/confirm quorum

It is important to confirm quorum at the beginning of the meeting. This dictates the process for decision-making.

- Quorum met, proceed with business meeting using bylaws to guide the decision making process
- Quorum not met; there needs to be a documented decision on process for managing decisions

For example: to ratify old business items at a duly constituted meeting of the Board (a Board meeting where quorum has been established, and is therefore legal), to have a Board vote "approve/validate/ratify" business decisions that were made at a previous meeting. Note: ratifying Board meeting decisions retroactively is a process for either correcting mistakes or tying up loose ends for recording in meeting minutes, which are public record; ratification is not a process in place to be used liberally.

Note attendance and regrets

This is the role of the secretary. This individual should take roll call and identify absences or those excused.

Agenda

The role of the chair is to call for any additions to the agenda. There should not be many cases where additions are made as the call for agenda items should be made prior to the meeting. Once all comments are heard and changes made, if necessary, motion to accept.

It is a best practice to assign timelines to each of the points on the agenda and the person responsible for speaking to that item. This assists in being able to effectively moderate the discussion and keep the meeting moving forward.

Minutes

It is an important best practice to distribute the minutes/supporting documents as soon after the meeting as possible (usually within 24 hours) to all who attended, any invitees who did not attend and anyone else affected by the discussion. Distributing the minutes informs those not at the meeting of the progress that was made and reminds every one of their action items. This will also reduce the amount of time required during meetings to approve minutes.

Financial report

The treasurer delivers the financial report and answers any questions. This is simply an explanation of the financial situation as it now stands – any discussion of fundraising or economies should come elsewhere in the meeting under its own agenda item.

It is a best practice for the chair to have a brief discussion with the treasurer before the meeting to be sure that she/he/they are on top of the figures.

[102] These are sample templates and each unique situation will require customized descriptions.

Conducting business

Some best practices include:

- Provide a supporting documentation for each issue which includes recommendations for further action.
- Any motions or amendments should be in writing. This is not only for the convenience of the secretary but so that it can be shown that decisions have been made according to the rules in case there is any argument later.
- Decisions should be made in the form of motions, even when everybody agrees on them and there's no need for a vote.

Adjournment of a meeting

Some best practices include:

- Briefly review decisions and in particular the actions resulting from the discussions.
- Identify when the meeting minutes will be distributed (i.e. within a week) as they are an aide to help people remember what they have agreed to do.
- Confirm the next meeting date and time to make sure everyone is able to attend.
- Finally, thank the meeting participants for taking part. Remember that as volunteers, they have made a serious investment of their time to support the BIA and its cause.

Meeting agenda template

BIA Name

AGENDA

Date:

Time:

Meeting location:

I. Call to Order
II. Approval of the Agenda
III. Approval of Last Meeting Minutes
IV. Approval of Consent Agenda (if board uses a consent agenda)
V. Reports
    A. Executive Director
    B. Board Chair
    C. Treasurer
    D. Event Committee
    E. Governance Committee
    F. Public Relations Committee
VI. Old Business
    A. Board nominations
    B. Contract negotiations
VII. New Business
    A. Special Event
VIII. Comments and Announcements
IX. Adjournment

Next meeting date:

Simplified Roberts Rules of Order

Note: This is one tool on how to run meetings but there are many resources online.

Guiding principle

- Everyone has the right to participate in discussion if they wish, before anyone may speak a second time.
- Everyone has the right to know what is going on at all times.
- Only urgent matters may interrupt a speaker.
- Only one item (motion) can be discussed at a time.

A motion is the topic under discussion (e.g., "I move that we add a coffee break to this meeting."). After being recognized by the chair of the board, any member can introduce a motion when no other motion is on the table. A motion requires a second to be considered. Each motion must be disposed of (passed, defeated, tabled, referred to committee, or postponed indefinitely) before another motion or item can be discussed.

How to do things

You want to bring up a new idea before the group

- After recognition by the chair of the board, present your motion. A second is required for the motion to go to the floor for discussion, or consideration.

You want to change some of the wording in a motion under discussion

- After recognition by the chair of the board, move to amend by:
  – Adding words
  – Atriking words
  – Striking and inserting words

You like the idea of a motion being discussed, but you need to reword it beyond simple word changes

- Move to substitute your motion for the original motion. If it is seconded, discussion will continue on both motions and eventually the board will vote on which motion they prefer.

You want more study and/or investigation given to the idea being discussed

- Move to refer to a committee. Try to be specific as to the charge to the committee.

You want more time personally to study the proposal being discussed

- Move to postpone to a definite time or date.

You are tired of the current discussion

- Move to limit debate to a set period of time or to a set number of speakers. Requires a 2/3rds vote.

You have heard enough discussion

- Move to close the debate which requires a 2/3rds vote.
- Or move to previous question. This cuts off discussion and brings the board to a vote on the pending question only which requires a 2/3rds vote.

You want to postpone a motion until some later time

- Move to table the motion. The motion may be taken from the table after one item of business has been conducted. If the motion is not taken from the table by the end of the next meeting, it is dead. To kill a motion at the time it is tabled requires a 2/3rds vote. A majority is required to table a motion without killing it.

You believe the discussion has drifted away from the agenda and want to bring it back

- Call for orders of the day.

You want to take a short break

- Move to recess for a set period of time.

You want to end the meeting

- Move to adjourn.

You are confused about a procedure being used and want clarification

- Call for "point of information" or "point of parliamentary inquiry." The chair of the board will ask you to state your question and will attempt to clarify the situation.

You have changed your mind about something that was voted on earlier in the meeting for which you were on the winning side

- Move to reconsider. If the majority agrees, the motion comes back on the floor as though the vote had n ot occurred.

You want to change an action voted on at an earlier meeting

- Move to rescind. If previous written notice is given, a simple majority is required. If no notice is given, a two-thirds vote is required.

You may INTERRUPT a speaker for these reasons only:

- To get information about business – Point of information
- To get information about rules – Parliamentary inquiry
- If you can't hear, safety reasons, comfort, etc. – Question of privilege
- If you see a breach of the rules – Point of order
- If you disagree with the chair of the board's ruling – Appeal

Quick reference for rules of order

	Must be seconded	Open for discussion	Can be amended	Required to pass	Reconsidered or rescinded
Main motion	✓	✓	✓	Majority	✓
Amend motion	✓	✓		Majority	✓
Kill a motion	✓			Majority	✓
Limit debate	✓		✓	Two-thirds	✓
Close discussion	✓			Two-thirds	✓
Recess	✓		✓	Majority	
Adjourn	✓			Majority	
Refer to committee	✓	✓	✓	Majority	✓
Postpone to a later time	✓	✓	✓	Majority	✓
Table	✓			Majority	
Postpone indefinitely	✓	✓	✓	Majority	✓

Minute taking best practices

It is best practice to:

- Distribute minutes as soon after a board meeting as possible as it acts as a record for action items and allows members that missed the meeting to become informed on decisions and actions
- Have a copy of the approved minutes signed by two members of the board and filed within a minute book to minimize concerns regarding hearsay and disagreements.

It is recommended that minutes include the following:

- Name of the organization.
- Location, date and time of the meeting,
- Time the meeting starts and ends.
- Names of the directors and other individuals present at the meeting.
- Notation of the existence of a quorum.
- Approval of the minutes from the last meeting.
- Notation of the time when individuals entered or left the meeting (if applicable).
- Brief summaries or descriptions of any presentations made at the meeting and the names of the individuals making the presentation.
- Highlights of written reports considered by the directors, which may be attached to the minutes as an appendix.
- Descriptions of any discussions and time spent on information or reports provided to the directors in advance of the meeting on subjects considered at the meeting.
- Delegations made by the board and the reason for the delegation.
- Summaries of each major issue or subject matter before the board for deliberation including:
- A description of any issues raised, materials considered, and arguments, pro and con.
- Notation of the length of time the subject matter was deliberated by the directors.
- Highlights of the points made in deliberation and discussions.
- The rationale discussed by the directors in reaching a decision.
- Information obtained from specialists, consultants, lawyers, and experts, which may be attached to minutes.
- All motions made at the meeting and the board's vote.
- The minutes should reflect a board acting as one in reaching decisions.
- Only director abstentions or recusals should be noted in the minutes for conflict of interest issues.
- Upon request, a director who disagrees with the outcome of a vote may have his/her/they name noted in the minutes as a dissenting voter.
- Name and of the person who took the minutes.

How to prepare for an Annual General Meeting (detailed version)

1. Book a venue.

2. Prior to the Annual General Meeting (AGM), ascertain which board members are standing for re-election and how many openings for new members exist.

3. Notify businesses of the AGM:
- Print labels from The City of Calgary tax rolls labels (you must use the version from the end of previous year).
- Mail out may include an invitation letter, a nomination form, and a list of current board members with openings indicated as well as the agenda and a nomination form to run for the board.
- A minimum of two weeks' notice for scheduling an AGM is required. All ratepayers must be notified. AGM invitation is required to be postmarked and mailed via Canada Post.

4. Check tax rolls to make sure businesses have paid their taxes. Inform tax assessment of any missing businesses.

5. Nominations for new board members:
- Contact potential new board members and endeavour to recruit if needed.
- Collect nomination forms (candidates must be a landlord, business owner, or employee of a BIA business).
- Extend invitations to guests (e.g. Councillors and City of Calgary, i.e. Calgary Neighbourhoods, Calgary Police Services, Bylaw).

6. Create reports:
- Write a point form list of strategic accomplishments in the past year for the chairman.
- Write a report of tactical accomplishments in the past year to be delivered by the executive director.

7. Prior to AGM:
- Create an agenda.
- Get all necessary audio-visual equipment.
- Buy refreshments and cutlery.
- Buy name tags.

8. You may wish to include the following on the sign-in table at the AGM:
- Clip board sign-in sheet for everyone who attends.
- Binder containing minutes of all board meetings for previous year.
- Audited financials.
- Copies of the minutes of the last AGM for each person attending.
- Copies of approved budget for the following year.
- Copies of agenda for each person attending.
- Copies of current newsletter.
- Copies of ballot forms.
- Copies of nomination forms (if nominations permitted from the floor at the AGM). Next page shows a sample nomination form.
- Use the end of last year version of the tax assessment rolls to verify voting members. (Only those businesses on these tax rolls are permitted to vote at the AGM.)

Sample AGM nomination form

KENSINGTON VILLAGE

NOMINATIONS FOR THE _____ BIA BOARD OF DIRECTORS[103]

We, the undersigned, hereby nominate:

Print name: _____

Company business: _____

Address _____

A member in good standing of the _____ Business Improvement Area (BIA), to stand for election to the Board of Directors of the _____ BIA in _____ (date).

Print your name: _____

Company: _____

Address: _____

Signature: _____

Print your name: _____

Company: _____

Address: _____

Signature: _____

Print your name: _____

Company: _____

Address: _____

Signature: _____

I, _____, hereby consent to being nominated as a candidate in the election of the _____ BIA Board of Directors.

_____

Signature

Please return completed forms to the BIA office by _____ (date).

[103] Adapted from Kensington BRZ.

Sample Annual General Meeting agenda

Annual General Meeting Agenda

1. Annual General Meeting

a. Call to order

Welcome and introductions

b. Approval of Agenda

c. Approval of 20XX AGM Minutes

d. Appointment of auditors

e. 20XX budget review and presentation of the 20xx budget as approved by the Board

f. Election of new directors

g. Adjournment

2. Report to membership (year in review and strategic plan)

a. BIA Executive Director's Report

b. Committee reports

c. Questions and answers

Appendix I – BIA legislation, required templates and bylaws

Excerpts relating to BIAs from the current *Municipal Government Act*[104]

SECTIONS 50-53 MUNICIPAL GOVERNMENT ACT, RSA 2000, c M-26
Division 5: Business Improvement Areas

Purpose

50 A Council may by bylaw establish a business improvement area for one or more of the following purposes:

(a) improving, beautifying and maintaining property in the business improvement area;
(b) developing, improving and maintaining public parking;
(c) promoting the business improvement area as a business or shopping area.

RSA 2000 cM 26 s50;2015 c8 s5

Board

51(1) A business improvement area is governed by a board consisting of members appointed by Council under the business improvement area bylaw.

(2) The board is a corporation.

RSA 2000 cM 26 s51;2015 c8 s6

Civil liability of board members

52(1) In this section, "approved budget" means a budget of the board of a business improvement area that has been approved by Council.

(2) A member of a board of a business improvement area that makes an expenditure that is not included in an approved budget is liable to the municipality for the expenditure.

(3) If more than one member is liable to the municipality under this section in respect of a particular expenditure, the members are jointly and severally liable to the municipality for the expenditure.

(4) The liability may be enforced by action by

(a) the municipality, or
(b) a person who is liable to pay the business improvement area tax imposed in the business improvement area.

RSA 2000 cM 26 s52;2015 c8 s6

Regulations

53 The Minister may make regulations

(a) respecting the establishment of a business improvement area;
(b) setting out what must be included in a business improvement area bylaw;
(c) respecting the appointment, term and renewal of members of the board of a business improvement area;
(d) respecting the powers and duties of the board and the board's annual budget;
(e) respecting the disestablishment of a business improvement area and the dissolution of a board;
(f) that operate despite Part 8, authorizing a municipality to lend money to a board and to borrow money on behalf of a board;

[104] *Municipal Government Act*, 2017

The complete Business Improvement Area Regulation, AR 93/2016[105]

(no amdt)

ALBERTA REGULATION 93/2016

Municipal Government Act

BUSINESS IMPROVEMENT AREA REGULATION

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[105] "Municipal Government Act Business Improvement Area Regulation Alberta Regulation 93/2016", (PDF File), downloaded from the Queens Printer website, qp.alberta.ca/documents/Regs/2016_093.pdf.

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33 Coming into force

Definitions

1 In this Regulation,

(a) "board" means the board of a business improvement area;

(b) "capital property" means a capital property as defined in section 241(c) of the Act;

(c) "disestablishment" in respect of a business improvement area includes the dissolution of the area's board;

(d) "taxable business" means a business in a business improvement area whose operator is a taxpayer;

(e) "taxpayer" means a person who operates a business and is liable to pay business improvement area tax in respect of that business.

Establishment

Procedure for establishment

2 A business improvement area may only be established in accordance with this Regulation.

Request for establishment

3(1) The process for establishing a business improvement area begins with a request to council signed by persons who

(a) would be taxpayers if an area was established, and

(b) represent at least 25% of the businesses that would be taxable businesses if an area was established.

(2) The request must ask that an area be established and describe the proposed purposes and boundaries of the area.

(3) Within 30 days of receiving a request that meets the requirements of subsections (1) and (2), the municipality must take reasonable steps to ensure that a notice of the request is mailed or delivered to every business in the proposed area that would be a taxable business if an area was established.

Petition objecting to establishment

4(1) Persons who would be taxpayers if a proposed area was established may petition the council objecting to the establishment of the area.

(2) The petition is not sufficient unless

(a) it is signed by persons referred to in subsection (1) who represent more than 50% of the businesses that would be taxable businesses if the proposed area was established, and

(b) it is filed with the chief administrative officer within 60 days of the last date on which notice of the request was mailed or delivered.

(3) If the chief administrative officer declares a petition to be sufficient, council may not pass a bylaw establishing a business improvement area set out in the request until 2 years have passed from the day the petition was declared to be sufficient.

Business improvement area bylaw

5(1) If a sufficient petition is not received, the council may pass a business improvement area bylaw that is based on the request.

(2) A business improvement area bylaw must

(a) designate an area as a business improvement area,

(b) designate a name for the area,

(c) describe the purposes for which the area is established,

(d) establish a board for the area, and

(e) specify the number of board members, the term of office of board members and the method of filling vacancies.

Board

6(1) A board established for a business improvement area must consist of individuals nominated by one or more taxpayers in the zone.

(2) A council may also appoint one or more councillors to be members of a board.

(3) A council may only revoke the appointment of a board member who was nominated by a taxpayer if the revocation is recommended by the board.

Amendments to BIA bylaw

7 Sections 3 and 4 do not apply to an amendment of a business improvement area bylaw or when a business improvement area is disestablished.

Change in boundaries

8(1) A council may not pass a proposed bylaw to amend a business improvement area bylaw that changes the boundaries of the area unless, before the proposed bylaw receives second reading,

(a) the area's board consents to the change in boundaries, and

(b) taxpayers in the area and people who would be taxpayers under the change in boundaries are provided with an opportunity to make representations concerning the change to council.

(2) Before the proposed bylaw receives second reading, the municipality must take reasonable steps to ensure that a notice that meets the requirements of subsection (3) is mailed or delivered to every taxable business in the area and to every business that would be a taxable business under the change in boundaries.

(3) The notice must set out

(a) a summary of the proposed bylaw, including a description of the change in boundaries,

(b) a statement that taxpayers in the area and people who would be taxpayers under the change in boundaries may make representations concerning the proposed bylaw to council, and

(c) the manner and time period for making those representations.

Capital Property

Capital property

9(1) A board may enter into an agreement with a municipality in which the municipality agrees to undertake the construction of a capital property to be located within the business improvement area of the board.

(2) The agreement may deal with payment for the costs and expenses associated with the construction of the capital property and its subsequent maintenance and operation and any other matter relating to the capital property that the board and the municipality consider appropriate.

Financial Matters

Financial year

10 The financial year of a board is the calendar year.

Budget

11(1) A board must submit a proposed budget for each calendar year to the council for the council's approval.

(2) The proposed budget must be submitted at the time and in the form specified by council.

(3) The proposed budget must be a balanced budget and include

(a) the estimated amount of the board's revenue from every source, including the amount that the board will receive from the municipality in respect of the business improvement area tax, and

(b) the estimated amount of all operating and capital expenditures planned for the year.

Notice of proposed budget

12(1) The municipality must take reasonable steps to ensure that a notice of the proposed budget and the date and place of the council meeting at which the proposed budget will be considered is mailed or delivered to every taxable business in the business improvement area.

(2) Persons representing those businesses may, with the permission of council, speak at the meeting.

Budget amendments

13(1) Council may, in its approval of a board's budget,

(a) authorize the board to amend the budget by

(i) transferring amounts to or from the board's reserves, and

(ii) transferring amounts between expenditures so long as the amount of the total expenditures is not increased,

and

(b) establish conditions respecting the amendment of the budget under clause (a).

(2) An amendment to a board's budget made in accordance with subsection (1) is deemed to be approved by council.

Transfer of money by municipality

14(1) After council approves the budget of a board, the municipality is required to transfer to the board the amounts identified in the approved budget as revenue to be received from the municipality.

(2) The municipality may make the payments in a method agreed upon with the board.

Restrictions on board

15(1) A board may only make an expenditure if

(a) the expenditure is included in the board's budget, and

(b) the budget has been approved by the council.

(2) A board must not incur indebtedness extending beyond the current fiscal year of the board without the approval of the council.

Non-profit organization

16 A board must apply all income and any profits to promoting the objects of the board and must not pay any dividends to any person.

Records

17 A board must ensure that proper financial records are maintained and that the minutes of its meetings and its resolutions are recorded.

Auditor

18(1) The board must appoint an auditor.

(2) An auditor appointed by the board is at all reasonable times and for any purpose related to an audit entitled to access to

(a) the records of the board, and

(b) data processing equipment owned or leased by the board.

Financial statement and reports

19 Each year following its financial year, the board must submit an audited financial statement to the council and any reports required by the council by the date agreed upon with the council.

Business Improvement Area Tax

BIA tax bylaw

20(1) A council of a municipality must pass a business improvement area tax bylaw if there is a business improvement area within the municipality.

(2) A business improvement area tax bylaw or an amendment to it applies to the year in which it is passed only if it is passed before May 1 of that year.

(3) The business improvement area tax bylaw authorizes the council to impose a tax on all businesses operating within the business improvement area, except businesses that are referred to in section 351 or 375 of the Act.

(4) The business improvement area tax bylaw must require assessments of taxable businesses operating within the area to be prepared and recorded on an assessment roll for the purposes of the business improvement area tax.

(5) If a council has passed a business tax bylaw, the business improvement area bylaw may adopt for the purposes of the business improvement area tax the assessments of businesses prepared for the business tax.

(6) A business improvement area tax bylaw may establish maximum and minimum amounts to be paid under it.

BIA tax rate bylaw

21(1) Each council that has passed a business improvement area tax bylaw must pass a business improvement area tax rate bylaw annually.

(2) A business improvement area tax rate for an area may be

(a) a uniform rate throughout the area, or

(b) at different rates in different parts of the area if the council considers that some activities of the board are of greater benefit to businesses in one or more parts of the area.

(3) The business improvement area tax rate for an area must be sufficient to raise the amount that the board is to receive from the municipality in respect of the business improvement area tax as set out in the board's approved budget.

Application of business tax provisions

22(1) Except as modified by this Regulation, Parts 9 to 12 of the Act relating to business tax apply with the necessary modifications to business improvement area tax and for that purpose a reference in those Parts to

(a) business tax or tax imposed under Part 10, Division 3 is deemed to be a reference to business improvement area tax;

(b) a business tax bylaw is deemed to be a reference to a business improvement area tax bylaw;

(c) a business tax rate bylaw is deemed to be a reference to a business improvement area tax rate bylaw;

(d) a business assessment roll is deemed to be a reference to the assessment roll prepared or adopted for the purposes of the business improvement area tax;

(e) a business tax roll is deemed to be a reference to a business improvement area tax roll.

(2) Sections 371, 372, 374(1)(a), (2), 376 and 377(3) and (4) of the Act do not apply to business improvement area tax.

Disestablishment

Procedure for disestablishment

23 A business improvement area may only be disestablished in accordance with this Regulation.

Petition

24(1) Taxpayers in a business improvement area may petition for a bylaw to disestablish the zone.

(2) The petition is not sufficient unless it is signed by taxpayers representing at least 25% of the taxable businesses in the business improvement area.

Disestablishment bylaw and taxpayers vote

25(1) A council must, within 30 days of the chief administrative officer's declaring a petition referred to in section 24 to be sufficient,

(a) give first reading to a bylaw to disestablish the business improvement area,

(b) specify a date that is within 90 days after the bylaw receives first reading for a vote of the taxpayers in the area on the bylaw, and

(c) specify the question that is to appear on the ballot for the vote.

(2) The bylaw must specify the date, being at least 6 weeks after the date of the vote, on which the bylaw is to take effect.

(3) A council that wants to disestablish a business improvement area either on its own initiative or on the request of the area's board must follow the procedures for the disestablishment of the area that apply when a petition referred to in section 24 is declared to be sufficient.

Notice

26 After a bylaw to disestablish an area receives first reading, the municipality must take reasonable steps to ensure that every taxable business within the area is notified

(a) that a bylaw to disestablish the area has been given first reading, and

(b) that a vote on the bylaw will be held on the specified day.

Taxpayer vote on bylaw

27(1) Council is responsible for holding the vote on the bylaw to disestablish the area.

(2) The board of the business improvement area is responsible for the costs and expenses of the vote on the bylaw.

(3) The vote must be conducted in accordance with the *Local Authorities Election Act*, except that

(a) sections 44, 46(1), (2), (2.1) and (3), 47, 49, 50 and 52 of that Act do not apply to the vote,

(b) only a taxpayer in the business improvement area is eligible to vote,

(c) if there is more than one taxpayer for a taxable business, only one such taxpayer, selected by the taxable business, may vote in respect of that business, and

(d) the returning officer may

(i) prepare a list of the taxable businesses eligible to vote on the bylaw,

(ii) require reasonable proof of a taxpayer's entitlement to vote on behalf of an eligible taxable business,

(iii) remove the taxable business's name from the list once a ballot is issued to a taxpayer who operates the business,

(iv) refuse to issue a ballot to a taxpayer who does not meet the eligibility requirements, and

(v) utilize any form necessary to further the objects of this section.

Consequences of taxpayers vote

28(1) If the vote approves the bylaw to disestablish the area, the council must pass the bylaw within 30 days of the date of the vote without any alteration affecting the bylaw's substance.

(2) If the vote does not approve the bylaw, the council

(a) must not give the bylaw any further readings and any previous readings are rescinded, and

(b) must not, within 2 years of the date of the vote, give first reading to a bylaw that disestablishes the business improvement area.

Liability for deficiency

29 If on the disestablishment of a business improvement area the amount received from the disposal of the board's assets does not

cover the board's liabilities, the municipality is liable to pay the outstanding amount of the liabilities.

Imposing tax after disestablishment

30(1) The council may, despite the disestablishment of a business improvement area, recover any outstanding amount referred to in section 29 by imposing a business improvement area tax on businesses that were taxable businesses before the disestablishment of the area.

(2) Section 21(3) does not apply to a business improvement area tax imposed under subsection (1).

Expiry

Expiry

31 For the purpose of ensuring that this Regulation is reviewed for ongoing relevancy and necessity, with the option that it may be repassed in its present or an amended form following a review, this Regulation expires on June 30, 2021.

Transitional

Transitional

32(1) In this section, "previous regulation" means the *Business Revitalization Zone Regulation* (AR 377/94).

(2) On the coming into force of this Regulation,

(a) a business revitalization zone established under the previous regulation is deemed to be a business improvement area established under this Regulation;

(b) a board of a business revitalization zone established under the previous regulation is deemed to be a board of a business improvement area;

(c) a business revitalization zone bylaw passed under the previous regulation is deemed to be a business improvement area bylaw passed under this Regulation

(d) a business revitalization zone tax bylaw passed under the previous regulation is deemed to be a business improvement area tax bylaw passed under this Regulation;

(e) a business revitalization zone tax rate bylaw passed under the previous regulation is deemed to be a business

improvement area tax rate bylaw passed under this Regulation.

Commencement

Coming into force

33 This Regulation comes into force on July 1, 2016.

Board appointment template

Annually all BIAs must fill out a Board appointment template as provided by The City of Calgary and submit it to The City for Council approval.

HIPville Business Improvement Area

Calgary Bylaw 40M2017: The HIPville Business Improvement Bylaw

Composition and term:

6(2) The corporation hereby established shall consist of a Board comprised of **not less than 3 and not more than 10 members**.

7(1) Members of the Board shall be appointed by resolution of Council.

7(2) The Board must consist of individuals who have been nominated by one or more taxpayers in the BIA as defined in s. 1(e) of the Business Improvement Area Regulation, AR 93/2016.

8(1) Members of the Board shall be **appointed for 2-year terms**.

8(2) Notwithstanding subsection (1), Council may appoint a member of the Board for a term that is less than 2 years.

Current membership	Expire (year)	2018 membership	Set to expire (year)	Role (chair, vice-chair)	Mailing address	Phone	Email

Annual budget template

BIAs must provide The City of Calgary an annual budget which Council approves. This template is what The City of Calgary provides to the BIAs to be filled in and submitted back to The City. This template is then mailed out to each taxpayer in the BIA along with the date and time of the Council meeting where BIA budgets are on the agenda as per the BIA regulation.

BIA name
2018 Budget

Budget overview: Highlight the important aspects of the budget. Examples include environmental trends, constraints, opportunities, challenges and/or major issues faced by the Association and being dealt with in the budget. Include other points the Association believes City Council should be made aware of regarding the budget.

1.

2.

3.

4.

5.

BIA name
2018 Budget

Instructions: Return the completed file as an attachment to the BIA business strategist. Provide a description of OTHER income or OTHER expenditure, if applicable. In addition, explain any per cent increase/decrease greater than or equal to 20 per cent or any $ increase/decrease >$20,000.

	2018 $	2017 $	Change (INC./(DEC.)) $	Change (INC./(DEC.)) %	Explanation
REVENUES					
BIA Levy			0	n/a	
Grants			0	n/a	
Events income			0	n/a	
Interest/other income			0	n/a	
Total revenues	**0**	**0**	**0**	**n/a**	
EXPENDITURES					
Administration			0	n/a	
Marketing/communications			0	n/a	
Urban development and planning			0	n/a	
Streetscape improvements			0	n/a	
Special projects/events			0	n/a	
Public safety and social issues			0	n/a	
Capital assets			0	n/a	
Other – BIA specific			0	n/a	
Total expenditures	**0**	**0**	**0**	**n/a**	
Surplus/(deficit)	**0**	**0**			
OTHER INFORMATION (Below this line):					
Details of other income					
1.			0	n/a	
2.			0	n/a	
	0	**0**	**0**	**n/a**	
Details of Other – BIA specific expenditure					
1.			0	n/a	
2.			0	n/a	
	0	**0**	**0**	**n/a**	

City of Calgary boards, commissions and committees[106]

Calgary

Boards, Commissions & Committees

Mainstreet Bowness Business Improvement Area

Mandate: The purposes for which the BIA was established are the following:
(a) improving, beautifying and maintaining property in the BIA;
(b) developing, improving and maintaining public parking within or adjacent to the BIA; and
(c) promoting the BIA as a business or shopping area.

Composition: 3 to 8 Members

The Board must consist of individuals who have been nominated by one or more taxpayers in the BIA as defined in s. 1(q) of the Business Improvement Area Regulation, Alta. Reg. 93/2016.

Term: 1 year term, appointed by resolution of Council.

When a vacancy occurs on the Board, the Board may appoint an individual to fill that office for the remainder of the former member's term. Such interim appointments shall not require the further approval of Council.

Term Expiry Month: December

Meetings: **Monthly**
Day: 3rd Tuesday
Time: 9:30 AM
Location: Servus Credit Union - Bowness RD

Quorum: 50% +1

Resource Staff: Eder, Jacqui (403-869-9950)

Administrative Contact: Jacqui Eder
#102, 305 - 4625 Varsity Drive NW
Calgary AB T3A 0Z9
Bus: 403-869-9950
E-mail: Jacqui@mainstreetbowness.com

Reports To: Priorities & Finance Committee (PFC)

Website: Mainstreet Bowness BIA

Chair	Vice Chair	Member	Role	Current Appointment	Expiry Year
		Thomas Bell	Treasurer	2005	2018
		Kurt Christensen	Director	2007	2018
		Connie Ellis	Director	2016	2018
		Karen Harris	Director	2017	2018
	x	Ashley Keed	Vice-Chair	2015	2018
		Paul Sipos	Secretary	2011	2018
x		Ross Sisson	Chair	2016	2018
		Tabatha Wood	Director	2013	2018

Authority	Description	Decision
1.	1993 Jun 24, OE93-47 and Bylaw 38M95	To establish The Bowness Business Revitalization Zone.
2.	2003 September 08, AG52003-43	Reduces Council membership from 1 member to 0 member.
3.	2004 June 21, CPS2004-45	Approve the 'Working Relationship Model' between the BRZs and The City of Calgary; and implement the preliminary 'Action Plan'.
4.	2003 January 24, CPS2003-02	Update report on the work and relationships with the Business Revitalization Zones groups; and approval of the 'Action Plan' and Implementation Strategy'.
5.	2012 September 10, NM2012-38	Notice of Motion: Administration to provide an overview of the current state of municipal support for BRZ development in Calgary, research municipal best practices, and recommend options for consideration to better support existing BRZs, encourage innovation, and foster the creation of new BRZs.
6.	2014 January 13, PFC2013-0819	Direct Administration to complete Phase 2 of the BRZ review process and report back to Council through the Priorities and Finance Committee with a 2015-2018 BRZ business plan to support BRZ development.
7.	2014 November 03, PFC2014-0760	Business Revitalization Zones 2015-2018 Business Plan.
8.	2016 November 28, CPS2016-0826 and Bylaw 55M2016	To continue the 'Bowness Business Revitalization Zone' as the 'Mainstreet Bowness Business Improvement Area'; and to repeal Bylaw 38M95.

[106] City of Calgary, Boards, Commissions, and Committees Mainstreet Bowness Business Improvement Area, City of Calgary website, bcconline.calgary.ca/publish/bcc.aspx?id=20, accessed on January 2018.

City of Calgary BIA Establishment Bylaw

BYLAW NUMBER 54M2016

BEING A BYLAW OF THE CITY OF CALGARY TO CONTINUE THE MONTGOMERY BUSINESS REVITALIZATION ZONE AS THE MONTGOMERY ON THE BOW BUSINESS IMPROVEMENT AREA

* *

WHEREAS Council, by Bylaw Number 56M2010, established the Montgomery Business Revitalization Zone;

AND WHEREAS the *Municipal Government Act*, R.S.A. 2000, c. M-26 was amended to change the "Business Revitalization Zone" designation to a "Business Improvement Area";

AND WHEREAS the Board of the Montgomery Business Revitalization Zone has requested that the name of the BRZ be changed to the "Montgomery on the Bow Business Improvement Area";

AND WHEREAS Council has considered Report CPS2016-0826 and considers it desirable to repeal Bylaw 56M2010, and continue the Montgomery Business Revitalization Zone under a revised bylaw that aligns with the *Municipal Government Act*, R.S.A. 2000, c. M-26, as amended, and the *Business Improvement Area Regulation*, Alta. Reg. 93/2016;

NOW, THEREFORE, THE COUNCIL OF THE CITY OF CALGARY ENACTS AS FOLLOWS:

1. The Montgomery Business Revitalization Zone established by Bylaw 56M2010 is hereby continued as the "Montgomery on the Bow Business Improvement Area".

2. This bylaw may be cited as the "Montgomery on the Bow Business Improvement Area Bylaw".

3. In this bylaw the phrase "Business Improvement Area" may be referred to as "BIA".

Establishment of BIA

4. The Business Improvement Area in the City of Calgary, established as a Business Revitalization Zone under Bylaw 56M2010, encompasses the area outlined in Schedule "A" attached to this bylaw which schedule forms a part of this bylaw.

Name of BIA

5. The name of the Business Improvement Area is the "Montgomery on the Bow Business Improvement Area".

[107] City of Calgary, Council and Committee Meetings and Bylaws, Montgomery on the Bow Business Improvement Area Bylaw, City of Calgary website, publicaccess.calgary.ca/searchCCProc/index.htm, accessed on May 2018.

Purposes

6. The purposes for which the BIA was established are the following:

(1) improving, beautifying and maintaining property in the BIA;

(2) developing, improving and maintaining public parking within or adjacent to the BIA; and

(3) promoting the BIA as a business or shopping area.

Establishment of the Board

7. (1) The Board of the Montgomery on the Bow Business Improvement Area is a non-profit corporation pursuant to s. 51 of the *Municipal Government Act*, R.S.A. 2000, c. M-26, as amended, and s. 16 of the *Business Improvement Area Regulation*, Alta. Reg. 93/2016 (hereinafter referred to as "the Board").

(2) The Board shall consist of not less than 3 and not more than 10 members.

Appointment of Members

8. (1) Members of the Board shall be appointed by resolution of Council.

(2) The Board must consist of individuals who have been nominated by one or more taxpayers in the BIA as defined in s. 1(e) of the *Business Improvement Area Regulation*, Alta. Reg. 93/2016.

Term of Office

9. (1) Members of the Board shall be appointed for 2 year terms.

(2) Notwithstanding subsection (1), Council may appoint a member of the Board for a term that is less than 2 years.

(3) Each member of the Board shall remain in office until:

(a) the member resigns,

(b) the revocation of the member's appointment by Council following the recommendation of the Board, or

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(c) the member's term of office expires,

whichever comes first.

Vacancy

10. When a vacancy occurs on the Board, the Board may appoint an individual to fill that office for the remainder of the former member's term or until the date of the next annual meeting of the taxpayers in the BIA. Such interim appointments shall not require the further approval of Council.

In Force

11. Bylaw 56M2010 is repealed.

12. This Bylaw shall come into force on the day it is passed.

READ A FIRST TIME THIS 28TH DAY OF NOVEMBER, 2016.

READ A SECOND TIME THIS 28TH DAY OF NOVEMBER, 2016.

READ A THIRD TIME THIS 28TH DAY OF NOVEMBER, 2016.

MAYOR
SIGNED THIS 28TH DAY OF NOVEMBER, 2016.

CITY CLERK
SIGNED THIS 28TH DAY OF NOVEMBER, 2016.

Internal BIA Bylaws[108]

INGLEWOOD

THE INGLEWOOD BUSINESS IMPROVEMENT AREA
Operating Bylaws & Guidelines
Amended March 31st, 2017

Section 1
GENERAL

1.1 Definitions

a) "Act" means the *Municipal Government Act*, R.S.A. 2000, c. M-26, as amended from time to time.
b) "City Bylaw" means Bylaw 7M88 of The City of Calgary, as amended from time to time, which established the BIA.
c) "Business Improvement Area" or "BIA" means the area comprising the business improvement area as established by Bylaw 7M88 of the City of Calgary.
d) "Bylaws" means these Operating Bylaws and Guidelines of the BIA, as amended from time to time.
e) "Members" mean those persons who have become members, in accordance with these bylaws.
f) "Board of Directors" is a body of appointed Members who jointly advise on the activities of the Inglewood Business Improvement Area.
g) "Directors" means the Directors of the Inglewood BIA. The term "Board Member" or "Board Director" is one in the same.
h) "Committee" means any committee established by the Board pursuant to these Bylaws, including the Executive Committee.
i) The term "Officer" refers to Board Members who have been chosen to sit on the Executive Committee.
j) "Annual General Meeting" means the Annual Member's meeting required by these Bylaws to be held annually.
k) "Chair" means the Chair of the Board.
l) "Council" means the Council of The City of Calgary.
m) "Associate Member" means organizations or individuals that are outside the boundaries of the BIA and are not Members, pursuant to these Bylaws.
n) "In-Camera Board Meeting" means any private meeting of the Board.
o) "Special Meeting" means any meeting of the Members other than the Annual General Meeting.
p) "Resolution" means a written statement, prepared in advance and available to the Board of Directors to review before the meeting.
q) "Special Resolution" means a resolution passed:
   (a) At an Annual General Meeting or Special Meeting;
   (b) By the vote of not less than 66% of those Members who are present in person and entitled to vote at such meeting.

[108] These are the Inglewood BIAs internal bylaws and should not be perceived as endorsed/approved by The City of Calgary.

1.2 Included Words - In these Bylaws, the singular shall include the plural and the plural the singular, the word "person" shall include corporations, societies and partnerships and words indicating a gender shall include all genders.
1.3 Amendments – The BIA's Bylaws may be amended by a majority vote of the Board of Directors as long as they do not conflict with the founding Bylaws as set forth by the City or under the MGA.

Section 2
BOUNDARIES AND OFFICE

2.1 The boundaries of the BIA shall be as stated in the City Bylaw, as amended from time to time, and shown in Appendix A to these Bylaws.
2.2 The office of the BIA shall be located in the City of Calgary, in the Province of Alberta.
2.3 The purpose of the BIA is as outlined in City of Calgary Bylaw 7M88 or any Bylaw that supersedes or amends Bylaw 7M88.

Section 3
MEMBERSHIP

3.1 Members mean a ratepayer within the business improvement area that is up to date on City of Calgary levy and tax payment. A person, group of persons, partnership, association or corporation becomes a Member when they meet the following criteria:
   (a) Own property located within the boundaries of the BIA; or
   (b) Leases or rents property within the boundaries of BIA, who is shown on the current assessment roll of The City of Calgary as being assessed for business assessment for one or more businesses located within the Inglewood BIA.

3.2 Where two or more persons are the registered owners of the same property located within the BIA boundary, voting rights shall be granted only to one registered owner, and unless otherwise agreed upon by the said registered owners of the same property membership should be granted to:
   (a) The registered owner holding the greatest interest in the property; or in the event of equal ownership,
   (b) The registered owner who is the first to apply for membership.

3.3 Address of Members - Whenever it is necessary or desirable for the Board to determine the name or address of Members for the purpose of giving any notice, determining entitlement to vote at any Special Meeting, Annual General Meeting or for any other purpose, the Board may rely on the address in the current business assessment roll of ratepayers as provided by The City of Calgary. Notices may be delivered by another method such as email if the Member should request it.

Section 4
RIGHTS OF MEMBERS

4.1 Votes - Each Member of the BIA in attendance shall be entitled to one vote in respect of each matter to be decided at all Special Meetings and Annual General Meetings.
4.2 Annual Meetings - Each Member may attend and participate in person at any Special Meeting or Annual General Meeting. Proxies are not permitted.
4.3 Non-transferability - No right or privilege of any Member shall in any way be transferable or transmissible. Rights and privileges of a Member shall cease upon the Member ceasing to be a Member, whether by ceasing to be shown on the applicable assessment roll as being assessed for business assessments or by death or otherwise and, in the case of a corporate Member, by liquidation, winding-up, or bankruptcy.

Section 5

ANNUAL GENERAL AND OTHER MEETINGS

5.1 Annual General Meeting - The BIA shall hold an Annual General Meeting by October 31 in each calendar year at such a time and place in Calgary, Alberta as may be determined by the Board and, in addition to any other items of business, shall conduct the following business:

(a) adopt the minutes of the previous AGM;
(b) present the report of the Directors;
(c) present the audited financial statements of the BIA;
(d) nominate Directors for appointment by vote;
(e) appoint an auditor for the ensuing year.

5.2 Special Meetings - Special Meetings of the BIA may be called at any time by the Secretary, upon the instruction of the Chair or any other three members of the Board signified by resolution. The purpose of any such Special Meeting shall be specified in the notice given by the Secretary calling the meeting in accordance with these Bylaws.

A detailed agenda will be provided describing the purpose and any motions that are to be presented at the meeting. Only matters as set out in the notice for the Special Meeting will be addressed at the meeting and no other business will be discussed. The required notice will be as per section 5.5 and quorum will be as per section 5.7.

5.3 Public Meetings - The Board may, at their discretion, hold regular public meetings open to the members of the BIA and/or the general public.

5.4 In-Camera Board Meetings - May be held to conduct the ongoing business of the BIA as determined by the Board.

5.5 Notice - Notice of the time and place of all Special Meetings and Annual General Meetings will be communicated primarily by mail to each Member based on the address provided on the current business assessment roll as provided by The City of Calgary. Notices may be delivered by another method, such as email, if the Members should request it. Such notice must be given 21 days in advance. When calculating the number of days' notice required, the day of service shall be counted and the day upon which such notice expires shall not be counted.

5.6 Error in Notice - No error or omission in giving notice of any meeting shall invalidate such meeting or make void any proceedings taken at such meeting.

5.7 Quorum - For all purposes the quorum for a Special Meeting or Annual General Meeting shall be ten (10) Members. No business, other than the election of a person to chair the meeting, and the adjournment or termination of the meeting shall be transacted unless the requisite quorum is present at the commencement of the meeting.

5.8 Adjournment - In the event that a quorum is not present within 30 minutes after the time called for the meeting, any Special Meeting or Annual General Meeting shall stand adjourned to a time and place determined by a majority of the Members in attendance. No notice shall be required of any such adjournment and such adjournment may be made notwithstanding that no quorum is present. If at such adjourned meeting a quorum is not present, the Members who are present and entitled to vote shall be deemed to be a quorum and may transact all business in which a quorum might have done. Notice for adjourned meetings shall be a minimum of 7 business days and the method of notice will be as determined by those present at the first meeting.

5.9 Chair - The Chair shall preside at every Special Meeting and Annual General Meeting and, in his or her absence, the Vice-Chair, and if neither of these are present, or if at any Annual General Meeting they are not present within 30 minutes after the time called for the Annual General Meeting, the Members present and entitled to vote shall choose one of the members of the Board present and willing to act as the Chair for that Special Meeting or Annual General Meeting.

5.10 Right to Vote - Every Member shall be entitled to one vote each in respect of each matter that is the subject of a vote at any Special Meeting or Annual General Meeting. The Chair may request a form of identification from the Member at the Annual General Meeting.

5.11 Resolutions - A resolution shall be passed by a majority vote of the persons present and entitled to vote; other than with respect to those matters requiring adoption by Special Resolution, which shall be passed by a vote of not less than 66% of the persons present and entitled to vote.

5.12 Vote by Show of Hands - At every Special Meeting or Annual General Meeting, every question except the voting in of the new Board shall be decided in the first instance by a show of hands, unless before or upon the declaration of the result by the show of hands, the Chair determines to conduct the vote by secret ballot or a secret ballot be demanded by at least two (2) persons present and entitled to vote.

5.13 Secret Ballot - If a secret ballot is demanded on any question other than the election of the Board, or the question of adjournment, it should be taken in such manner as the Chair of the meeting directs. The results of the secret ballot shall be deemed a resolution of the matter for which the secret ballot was demanded.

Section 6

BOARD OF DIRECTORS

6.1 Management and Administration of the BIA - In accordance with the City Bylaw, the Municipal Government Act and these Bylaws, the management of the affairs of the BIA shall reside with the Board of Directors, which shall consist of no more than ten (10) Directors. Should the Board fall below five (5) Directors, they will execute the process in 6.13 vacancies. The Directors may delegate all or any part of the management and administration of the affairs to officers, employees or subcontractors of the BIA.

6.2 Election of Directors - The Board of Directors shall be nominated from amongst the Members at the Annual General Meeting. Each Member shall be entitled to have a maximum of one person nominated. Should more than one person from one Member be nominated and elected, the person with the least amount of votes shall be disqualified as a Board Member.

6.3 Equal Representation – The make-up of the Board should reflect the geographic and interest assessment base of the BIA.

6.4 Change in Circumstance - Should there be more than one representative from one Member due to a merger, change in career or other circumstance, one person representing such Member shall resign prior to the next Annual General Meeting. In the event that any member of the Board ceases to be a Member or employee of a Member, that person shall notify the Board and shall submit his or her resignation in writing to the Board or become an Associate Member as per Section 6.5 of the Board if the Board agrees until the next AGM.

6.5 Associate Members - Associate Members shall include persons who are not Members of the BIA but are Members of the Inglewood Community Association, whom, five or more Members, operating within the BIA boundaries may, at their discretion, nominate and vote in as members of the Board at the Annual General Meeting. A maximum of one (1) Board positions at any given time may be filled by Associate Members. Associate Members are appointed for one year.

6.6 Election and Nomination Procedures

An election shall be carried out annually to appoint Directors. The election shall be carried out as follows:

(a) A Notice of an Annual General Meeting and of nomination procedures shall be given by the Secretary or designated representative to all Members;
(b) The Secretary shall, prior to the meeting and up to the close of nominations at a time determined by the Board receive from Members nominations of persons for appointments of persons for appointment to the Board. All persons so nominated must provide written consent to the nomination prior to the time so determined for the close of nominations. No nominations will be accepted from the floor. Nominations shall be signed by five (5) other Members; Persons nominated for appointment to the Board must be Members unless they are considered Associate Members (see section 6.5). Associate Members are appointed by the Members and do not require nominations to be signed by Members.

(c) Upon determining that no further nominations are forthcoming, the Secretary or such other person as may have been designated by the Board shall arrange for a vote by secret ballot from among the persons attending the Annual General Meeting who are entitled to vote. Each Member shall be entitled to one (1) vote and each Member shall be entitled to vote for the number of candidates required to fill the available positions;
(d) If the persons nominated for appointment to the Board are equal to or less than the number of Directors to be nominated the Chair shall, following the close of nominations, declare those persons elected by acclamation.
(e) The Secretary, and one or more scrutineers, shall receive the ballots, examine them, decide their validity, count the votes and declare the number of votes and who has been elected to the Board;
(f) If there should be a tie between two or more people then there shall be a run-off vote in which each Member shall be entitled to vote for one person;
(g) The Secretary shall advise the City Clerk of The City of Calgary of the names of the persons elected by the Members for appointment by Council to the Board;
(h) The retirement of an outgoing member of the Board and the appointment of his or her successor shall both be effective on the appointment of the successor.

The Chair may appoint one or more scrutineers to assist in the election of persons nominated for appointment to the Board, and may request representatives of the City of Calgary to assist in checking the eligibility of persons to vote at the Annual Meeting. A scrutineer need not be a person who is qualified to vote at the meeting.

6.7 Director's Powers - The Board may administer the affairs of the BIA in all things and make or cause to be made, for and in the name of the BIA, any kind of contract which a person may lawfully enter into. The powers of the Board shall, at all times, be subject to and exercised in accordance with the provisions of the Municipal Government Act and any other applicable Law.

6.8 Appointment of Executive Director - The Directors may, from time to time, appoint an Executive Director who shall manage and administer the BIA under the discretion of the Board.

6.9 BIA Funds -The Board shall have the power to spend the funds of the BIA in accordance with its annual budget to be approved by Council.

6.10 Qualification of Directors - Except as otherwise provided herein, any individual of sound mind who, has attained the age of majority in the Province of Alberta, who is not insolvent or bankrupt, and who is a Member or Associate Member in good standing with the BIA may be a Director of the BIA.

6.11 Chair - The Chair shall be elected by the Members of the Board at a meeting of the Board following the Annual General Meeting. Associate Members are not eligible to run for or fill the Chair position.

6.12 Term – The term of office for 50% of the Board of Directors shall be two (2) years on a rotating format. Directors shall be elected to serve for a term of two (2) years. Directors may be re-appointed or re-elected upon completion of their term of office. Directors shall only be a member of the Executive Committee for a maximum of 4 consecutive terms (8 years) but may remain on the Board as a Director for longer than 8 years (if re-elected). A Director shall cease to hold office on the expiry of his or her term when a successor is appointed.

6.13 Meetings of the Board

(a) Meetings - The Board shall hold at least four (4) Board meetings each calendar year at such times and places within Calgary as the Board may decide. Board meetings are closed and for Board members and staff only. Members and members of the community at large who wish to attend a meeting may send a request to the Chair or Secretary in advance of the meeting.
(b) Notice - Notice of the time and place of all meetings of Directors, and of the general nature of the business to be transacted at such meetings, shall be communicated in a manner previously agreed upon by the Board and sent a minimum of five (5) business days in advance of such meeting.
(c) Operational Meeting - An operational meeting or special meeting of the Board may be called at any time by the Chair or by any two (2) members of the Board. Notice of such special meeting shall be given to each Director at least 72 hours in advance and shall state the time, place and purpose of the meeting. Any decisions taken by the Board during an operational or special meeting are subject to review and ratification at the next normally constituted Board meeting.
Operational meetings of the Board may be held at any time without formal notice if all the Directors are present and waive notice thereof or those absent have signified their consent in writing or by telephone to the Chair and/or Secretary to the meeting being held in their absence or subsequently ratify any business done at such meeting.
(d) Quorum - The presence of 50% of Directors shall constitute a quorum for the transaction of business at all meetings including regular Board meetings. In the event that a quorum is not present within 30 minutes after the time called for the meeting, the meeting shall stand adjourned to a time and place determined by a majority of those in attendance.
(e) Voting - Questions arising at any meeting of the Board shall be decided by a majority of votes cast on the question. All votes at any such meeting shall be taken by ballot if so demanded by any Director present, but otherwise, shall be by assent or dissent. A declaration by the Chair that a resolution has been carried and an entry to that effect in the minutes shall be prima facie evidence of the fact without proof of the number or proportion of the votes recorded in favor of, or against, such resolution. The Chair is eligible to vote. Agents and employees, including the Executive Director of the BIA, may attend the Board meetings but are not entitled to vote on any matters or resolutions put forward to the Board.
(f) Resolution in Writing (Email Voting) - A resolution in writing or by valid electronic response signed or sent by all the members of the Board shall be valid and effective as if it had been passed at a meeting of the Board, duly called and constituted. Resolutions made in writing must be ratified at the next regular Board meeting.
(g) Resolution When a Director is Absent from Meeting - Where a Director has reasonable cause, as determined by the Chair, for being unable to attend a meeting of the Board, such Director may request in advance of the meeting that the Chair circulate a resolution in writing to all Directors on any question scheduled to be voted upon by the Directors at the meeting. Such resolution in writing shall take the place and be in lieu of a vote by the Directors on such question at the meeting.
(h) Continuous absence of Director - If a director is absent from three (3) consecutive Board meetings, the Board may declare his or her position vacant by a majority of 66% vote of the Board.

6.14 Vacancies - Vacancies on the Board, however caused, may, so long as a minimum of five (5) Directors remains in the office, be filled by the Directors by simple majority vote at a regular Board meeting. Interim Directors shall serve with the full authority of Directors from the date of their appointment by the Board until the date of the next Annual General Meeting. Directors appointed mid-way through the year may be candidates for re-election for a full two-year term at the next Annual General Meeting.
If there is not a minimum of five (5) Directors, the remaining Directors shall forthwith call a Special Meeting within 45 days to fill the vacancies. The existing Board members shall function as a full Board until this meeting is held. If the vacancies have not been filled by either of the methods above, such vacancies shall be filled at the next Annual General Meeting. The remaining Board members will conduct business as if they were a full Board until the next AGM.

6.15 Resignation - Any Director may resign from the Board upon written notice to the Board.
6.16 Expulsion or Removal from the Board - The Board may, by a vote of not less than 66% of the Directors, remove a Director before the expiration of their term in office for one or more of the following reasons (or for other reasons as determined by the Board):

(a) The Director is likely to endanger the interest or reputation of the BIA, including dereliction of duties, or
(b) The Director commits a breach of the Bylaws, the Terms of Reference or Conflict of Interest policy.

No Director shall be removed without being notified in writing of the reasons for removal from the Board. A Director who has been removed from the Board may, if they object to the reasons for dismissal, request that a Special Meeting be held to decide on the matter. A request for a Special Meeting must be received by the Board within 7 business days. The meeting must be held not less than 21 days and not more than 45 days from the time the request is received. The Director will cease to be a Member of the Board until the meeting is held. The vacant position on the Board cannot be filled if a Special Meeting is requested. Should the Members in attendance support the Board's decision, then the vacant position can be filled at that time by nomination from the floor and vote by the Members. If the Members do not support the Board's decision to remove the Director then the Director will be reinstated.
6.17 Liability of Directors - Every Director or other Officer of the BIA is deemed to have assumed office on the express understanding, agreement and condition that such Director or Officer, along with his or her heirs, executors, administrators or estate, as the case may be, is and shall be indemnified and saved harmless out of the funds of the BIA (including its insurance, if any) from and against all costs, claims, charges and expenses whatsoever which such Director or Officer sustains or incurs as the result of or in any way arising from or relating to his or her duties and powers of office or other acts taken or made on behalf of the BIA, except where such cost, claim, charge or expense is incurred as the result of willful, fraudulent, malicious, dishonest or unlawful conduct.
6.18 Remuneration - No Director shall be remunerated for services provided to the BIA as a Director but shall be reimbursed for reasonable personal expenses incurred on behalf of the BIA in the course of fulfilling their duties as Directors. Any such expenses must be approved by the Board. Profits or other accretions of the BIA shall not be used for promoting Director's personal objectives.
6.19 Resources of the BIA - No Director has the power to legally obligate the BIA in any manner whatsoever without the prior approval of the Board. No Director shall take upon himself or herself to commit the time, resources or finances of the BIA, its Board or its staff without prior approval of such a commitment at a duly constituted meeting of the Board.
6.20 Public Statements – Each Director will support Board decisions, even when he or she may differ personally with the majority decision. No Director is permitted to make a public statement on behalf of the Inglewood BIA without prior approval of the Board.

Section 7
CONFLICT OF INTEREST

7.1 Conflict of Interest Policy - All Directors will be asked to sign a Conflict of Interest Policy. The Board of Directors will maintain, adhere to and update the Conflict of Interest policy accordingly.
7.2 A-Political - The focus of the BIA shall be on developing and promoting the business area. As such, meetings and events should be a-political in nature, and not be designed to serve the needs of election candidates.

Section 8
COMMITTEES OF THE BOARD

8.1 Committees of the Board - The Board may appoint various Standing Committees or Ad Hoc Committees to fulfill some of the duties of the BIA or to advise the Board on specific matters. The Chair and Executive Director are Exoficio members of all committees.
8.2 Executive Committee - The Executive Committee consists of the Chair, the Vice-Chair, the Treasurer and the Secretary. If necessary, a Director may fill multiple roles as determined by the Board. The Executive Committee can meet without prior consent of the Board. The Executive Committee carries out duties assigned by the Board.
8.3 Nominating Committee – The Board may appoint a Nominating Committee to solicit candidates for the Board of Directors for the following year. Nominations will be solicited and a list of candidates will be officially nominated at the AGM annually.

Section 9
EMPLOYEES & CONTRACTORS

9.1 Appointment - The Board of Directors may from time to time appoint such officers and agents and authorize the employment of such other persons as they deem necessary to carry out the purposes of the BIA and such officers, agents and employees shall have such authority and shall perform such duties as from time to time may be prescribed by the Board.
9.2 Contracting Out - The Board may recruit specific expertise and contract out certain projects.

Section 10
OFFICERS

10.1 Officers - The members of the Executive Committee will be the Officers of the Board. The Executive Director may also be an Officer if appointed by the Board.
10.2 Appointment of Officers - Officers shall be appointed from time to time by the Directors of the Board. The terms of each of the Officers will expire each year following Annual General Meeting. Officers may be re-appointed by majority vote of the Directors upon re-election by the Board.
10.3 Duties of the Officers:

(a) The Chair:
- Chairs all Member's meeting and meetings of the Board;
- Chairs the Executive Committee;
- Oversees the affairs and operations of the BIA;
- Provides a report to the Members at the AGM;
- Co-ordinates the overall functioning of the Board and delegates duties accordingly; and
- Carries out other duties as directed by the Board.

(b) The Vice-Chair:
- Exercises the duties and powers of the Chair during their absence;
- Assists the Chair in any reasonable way to ensure the proper functioning of the BIA; and
- Carries out other duties as directed by the Board.

(c) The Treasurer:
- Oversees the management and reporting of the organization's finances;
- Makes sure all monies paid to the BIA are recorded and deposited in the BIA's bank account;
- Presents a full detailed account of the BIA's financial position as requested; and
- Carries out other duties as directed by the Board.

(d) The Secretary:

- Attends all Member meetings and meetings of the Board and records all facts and minutes. In case of the absence of the Secretary, their duties shall be filled by such Director as may be appointed by the Board;
- Oversees all correspondence of the Board;
- Sends, or oversees other Directors to send, all notices to the various meetings as required; and
- Carries out other duties as directed by the Board.

The duties of the Secretary, may, in part, be delegated to an employee of the BIA as may be designated by the Board, but in such event, the Secretary or another Board Member shall maintain overall supervision and responsibility for those duties.

Section 11
INSURANCE

11.1 Coverage - The BIA shall keep in force a policy or policies of insurance providing the following coverage:

(a) General Liability Insurance, including loss or damage resulting from bodily injury or death, loss or damage to property, and for liability arising out of group activities organized by the BIA;
(b) Directors and Officers liability insurance ; and
(c) Any other coverage directed by the Board from time to time.

The particulars of the aforesaid coverage and of the limits of coverage shall be determined by the Board from time to time.

Section 12
EXECUTION OF DOCUMENTS

12.1 Deeds, etc. - Deeds, transfers, licenses, contracts and engagements on behalf of the BIA shall be signed by two Directors acting together, or by such other persons as may be designated from time to time by the Board.
12.2 Cheques - Two Officers of the BIA shall sign all cheques drawn on the Association's bank accounts. The principal signing Officers are the Chair, the Vice-Chair and the Treasurer. The Executive Director may also be a signing Officer if approved by the Board.
12.3 Contracts - All contracts of the BIA must be signed by two Officers or other persons authorized to do so. The Board may decide, in certain circumstances, to alter the number of signing authorities.

Section 13
AUDIT AND FINANCIAL

13.1 Accounting Principles - The books and accounts of the BIA shall be kept in accordance with Generally Accepted Accounting Principles (GAAP) or other recognized association. There must be an audit of the books, accounts and records of the BIA at least once each year. A qualified accountant appointed at each AGM must complete this audit.
13.2 Annual Report - The Treasurer or other Officer designated by the Board shall, in each fiscal year, submit to Council an annual report and audited financial statements in the form prescribed by Council.
13.3 Deposit of Securities - The securities of the BIA shall be deposited for safekeeping with one or more banks, trust companies or other financial institutions to be selected by the Board of Directors. Any and all securities so deposited may be withdrawn, from time to time, only upon the written order of the BIA signed by such officer or officers, agent or agents of the BIA and in such manner as shall, from time to time, be determined by resolution of the Board and such authority may be general or confined to specific instances. The institutions which may be so selected as custodians by the Board shall be fully protected in acting in accordance with the directions of the Board and shall in no event be liable for the due application of the securities so withdrawn from deposit or the proceeds thereof.

13.4 Fiscal Year - Unless otherwise determined by the Act or the City Bylaw the fiscal year-end of the BIA shall be the 31st day of December in each year.
13.5 No Fiscal Deficits - The BIA shall fund projects they can afford during the budget year, and not allow operational costs to create a deficit for the next year's board, with the exception of "capital projects" which may exceed the year with the motion of the Board. The Treasurer and Board will be advised in advance and approve of all financial plans for any given program.

Section 14
BOOKS AND RECORDS

14.1 Books and Records - The Directors shall see that all necessary books and records of the BIA required by the Act and Bylaws, or any other applicable statute or law, are regularly and properly kept.
14.2 Custody of Books and Records - The Secretary or other Officer specially charged by the Board with that duty shall maintain and have charge of the following:

(a) **Minute Books** - The minute books of the BIA, into which the Officer so charged shall record, or cause to be recorded therein minutes of proceedings of all meetings of Members and Directors.
(b) **Objects** - A copy of the Bylaw of Council creating the BIA, and any amendments thereto and a copy of the Bylaws of the BIA and any resolutions altering or adding thereto.
(c) **Directors and Officers** - A list of the full names, addresses and other occupations, if any, of the Directors and Officers of the BIA, the date on which each was appointed and the date on which each ceased to hold office.
(d) **Resolutions** - Copies or originals of all documents, resolutions and registers, including a register of Members.
(e) **Books of Account** - Books of account containing records of all sums of money received and expended by the BIA and the matters in respect of which the receipt and expenditure of money takes place.
(f) **Revenues and Expenses** - Books of account containing records of all revenues of and purchases by the BIA.
(g) **Assets and Liabilities** - Books containing records of the assets and liabilities of the BIA.
(h) **Other Transactions** - Books recording all other transactions affecting the financial position of the BIA.

14.3 Books of Account and Records - The books of account shall be kept at such place in Alberta as the Directors see fit, and shall at all times be open to inspection by the Directors. All Members shall be entitled to inspect the books of account and records of the BIA on 30 days' notice in writing to the Secretary of the BIA.

Section 15
DISTIRBUTION OF PROPERTY ON DISSOLUTION

15.1 Dissolution - The BIA shall only be wound up by Bylaw of Council repealing the City Bylaw which created the BIA or as otherwise permitted by the Act.
15.2 Debts and Liabilities - Upon the dissolution of the BIA and upon payments of all debts and liabilities, the remaining property of the BIA shall be distributed to The City of Calgary.

Section 16
AMENDMENT OF BYLAWS

16.1 Amendment - The Bylaws may be rescinded, altered or added to (hereinafter referred to as "amended" or and "amendment") by a resolution of the Board of Directors and as long as they do not conflict with the founding bylaws as set forth by the City or under the MGA and are in accordance with the following procedure:

(a) All Directors shall be given a minimum of seven (7) days written notice of any meeting at which it is proposed to amend the Bylaws which notice shall set out the nature of the proposed amendment;
(b) The Directors shall submit any amendment to the Bylaws to the ordinary resolution, and confirm or reject the amendment to the Bylaws;
(c) An amendment to the Bylaws shall be effective from the date of resolution of the Board approving the amendment until it is confirmed or rejected by the Members at an AGM or Special Meeting. An amendment to the Bylaws continues to be effective if so confirmed and ceases to be effective if so rejected.

16.2 Repeal of Previous Bylaws - All previous Bylaws of the BIA are repealed as of the coming into force of these Bylaws.

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