



# **BANFF & LAKE LOUISE TOURISM BOARD OF DIRECTORS POSITION PROFILE**

## **A. Basic Function**

The Board of Directors oversees the management of the Banff/Lake Louise Tourism Bureau (Bureau) and the policies and strategic direction of the Bureau are directed by the Board. Specifically, the Board provides oversight to the Bureau and its property, revenue, business and affairs including approval of the Annual Business Plan.

## **B. Board Responsibilities / Accountabilities**

The Board of Directors is accountable to the Members of the Bureau for the following:

1. Establishing the Bureau's mission, vision, goals and expected results.
2. Providing overall strategic direction for the Bureau and ensuring that an effective strategic planning and monitoring process is in place.
3. Ensuring the actions and expenditures of the Bureau are consistent with Objectives.
4. Defining the jobs of the directors, the Board as a whole and its Officers; periodically determining the long-term agenda of the Board; establishing terms of reference for committees of the Board; and otherwise determining how the Board will conduct its business.
5. Monitoring the contractual agreement with the Town of Banff to ensure on-going compliance and the maintenance of an effective and mutually beneficial long-term relationship with both the Town Council and Administration.
6. Reviewing and approving the annual report, including the audited financial statements, presented to the membership of the Bureau at the annual general meeting.

7. Recommending the appointment of the auditors of the Bureau to the membership at the annual general meeting, and determining the remuneration of the auditors.
8. Establishing a policy framework for the Bureau that will address the following matters:
  - a) Managing the employment relation between the Board and the CEO.
  - b) Succession planning for the position of CEO and the Board.
  - c) Ensuring that the risks the Bureau faces are appropriately managed, including the implementation of adequate internal control, reporting and management of information systems, and a process for ensuring compliance with applicable laws and regulations.
  - d) Reviewing and approving all strategic, operating and capital plans and budgets.
  - e) Ensuring that the Bureau has an effective member-communications policy and practice including regular, periodic and annual reporting to the membership on the financial position of the Bureau, its activities, its plans, goals, objectives, results and achievements.
  - f) Review and approve changes to the Board and Committee structure.
  - g) Periodically reviewing and approving the human resources and financial policies of the Bureau.
  - h) Establishing a "code of conduct" stipulating expected standards of behaviour and conflict of interest guidelines applicable to all directors, officers and committee members
  - i) Ensuring appropriate Privacy Policies are in place for the Bureau.
  - j) Implementing a formal orientation process for new directors.
  - k) Periodically assessing the effectiveness of the Board and its individual committees.

### **C. Requirements of Board Members**

1. Commitment to the work of the Bureau and the sector it represents (not just from the Member's sector);
2. Maintains confidentiality and integrity;

3. Time to commit to homework and research required to make a meaningful contribution;
4. Support key messages discussed and approved in board meetings;
5. Attendance and participation in the following:
  - a) Board Meetings (minimum of 75% of scheduled meetings a year)
  - b) Annual General Meeting, Annual Budget Review and Annual Strategy Retreat
  - c) Sponsored and supported events
  - d) Meetings of assigned board committees
  - e) Board training sessions
6. Courage to assert one-self and to know when and how to say “no”; and
7. Agreement to the Code of Conduct of Directors of the Bureau – copy attached.

**D. Skills and Attributes of the Board**

The following is a list of competencies that have been identified as important to establishing an effective Board for the Bureau and as such the Bureau strives to attract and retain Board Members who will bring these skills and attributes to the Bureau:

General Competencies	Description
Strategic thinking	Capable of envisioning a direction; understands process and is committed to following them; looks for opportunity.
Good business acumen	Is capable of understanding and evaluating strategic plans and reports – identifies opportunities.
Proficient in finance (operational and oversight functions)	Understands and is experienced in operational finance and financial oversight.

Effective communication and listening skills	Gives and receives information with clarity, attentiveness, understanding and perception.
Ability to engage productively in crucial conversations	Proficient in engaging in productive conversation that creates significant shifts in attitude and behavior when conversation is charged emotionally.
Curious and Engaged	Invests time learning about the sector and the destination as a whole; Demonstrates commitment to applying learnings to advancing strategy.
Effective team player realizing the importance of Independent thinking skills	Is inclusive and recognizes accomplishments of the group; maintains own convictions while still honoring and respecting the team.
Knowledge of Risk Management	Understands accountabilities and liabilities as it relates to the Governance of the Board; Human Resources and Legal responsibilities.
Ambassador	Ability to support what has been agreed to around the board table and move forward with one united voice.

#### **E. Term of Board Members**

Directors shall serve for a term of three years and are eligible for re-election. However, no elected Director shall serve for more than two consecutive three year terms. Elected Directors who have served for two consecutive terms are eligible for re-election after a waiting period of three years.