

Canadian BID Governance Comparisons

	Regina, SK	Winnipeg, MB	Toronto, ON	London, ON	Calgary, AB	Edmonton, AB
Authority for BID Establishment	Provincial authority granted through <i>The Cities Act (Sections 25 and 26)</i> . The Act indicates that a business improvement district (BID) may be established through municipal bylaw as long as it includes its purpose, designated area, a board appointment process, budget practices and reporting requirements, requisition for an assessment levy and disestablishment procedures.	Provincial authority granted through <i>The City of Winnipeg Charter (Part 8, Division 7)</i> . The Charter outlines the process the City must follow if it wishes to establish a business improvement area zone (BIA). The City must pass a bylaw determining zone boundaries and representation methods, the assessment levy, budget practices as well as expansion and disestablishment procedures. City Council must have received a petition from businesses in the proposed zone that are in favour of a BIA.	Provincial authority granted through <i>The Ontario Municipal Act, "Business Improvement Areas" (Sections 204-215)</i> . It indicates that municipal bylaw may establish BIA boundaries and boards of management. The Act further outlines general board composition and terms, membership, confirms budgeting and reporting requirements, authorizes "special charge" function (i.e. levy) and a means of BIA dissolution.	Provincial authority granted through <i>The Ontario Municipal Act, "Business Improvement Areas" (Sections 204-215)</i> .	Provincial authority granted through <i>The Municipal Government Act (Part 3, Division 5)</i> as well as through the <i>Business Improvement Area Regulation</i> document. The Act provides the general authority for a Council to establish a Business Improvement Area (BIA) while the <i>Regulation</i> document outlines the process municipalities must follow to establish a BIA, how to address budgeting, capital property and financial matters, how to address the creation of a BIA tax rate, changes in boundaries, as well as what must be included within a bylaw.	Provincial authority granted through <i>The Municipal Government Act (Part 3, Division 5)</i> as well as through the <i>Business Improvement Area Regulation</i> document.
Municipal Establishment Process	Individual municipal bylaws define each BIDs purpose, establish BID boundaries, confirm the preferred requirements for budgeting and financial reporting and authorize boards of management (including the number	Individual municipal bylaws formally establish BIA zone boundaries, confirm the preferred requirements for budgeting and accountability reporting, pass a levy payment schedule (e.g. from the City to the BIAs) and authorize BIA boards of management (including the number of board members, terms of office, nomination/removal	Toronto operates under separate municipal statute – the <i>City of Toronto Act</i> , with BIA information contained in Municipal Code Chapter 19 . This section contains all relevant BIA establishment and governance information and includes a listing of BIAs that it pertains to; authority to direct falls under City Council and/or is delegated to a Community Council.	Individual municipal bylaws formally establish BIA boundaries, establish boards of management, board composition and procedures, financial practices, indemnification and insurance practices and meeting protocol; the bylaws resemble Toronto's BIA Municipal Code Chapter 19.	As provincial legislation takes a prescriptive approach towards many aspects of BIA governance, Calgary's individual municipal bylaws are standardized to convey each BIAs purpose, its name and board of management obligations (including the number of and appointment of board members, terms of office and vacancies).	Individual municipal bylaws formally establish business revitalization zones (BRZ) including their boundaries and purpose, confirm the requirements for budgeting and accountability reporting, outline the tax levy process and authorize BRZ boards of management.

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	of board members, terms of office and required meeting procedures).	<p>procedures for board members, remuneration, conduct and powers and procedural duties and functions).</p> <p>Winnipeg undertakes a consolidated BID bylaw approach to further address legislative requirements, establish broad governance roles and outline essential policies, procedures, roles and responsibilities for all its BIAs. Individual bylaws are standardized; each one describes the specific zone and the board composition, while reaffirming that the specific BIA will act in accordance with the requirements as outlined within the consolidated bylaw.</p>			<i>(Of Note: The City of Calgary is currently reviewing its BIA governance framework.)</i>	Edmonton undertakes a consolidated approach through a Business Revitalization Zone Establishment and Operation Policy that outlines the roles, procedures and processes to be followed for the establishment, operation and disestablishment of BRZs. Individual bylaws are then standardized; each one includes further BRZ details such as the number of board members, terms of office, eligibility requirements, remuneration, meeting requirements, appointment of officers, special and annual general meeting procedures as well as related financial matters.
# of BIDs	2	16	83	3	12	13
BID Areas of Focus	Promote improvements, undertake area marketing and promotion and advance initiatives for the benefit of the district.	Beautify, improve and maintain property. Promote improvements and economic development.	Improve, beautify and maintain physical environment and assets. Promote and advocate for the area. Undertake safety and security initiatives. Undertake strategic planning to addresses BIA issues.	Improve, beautify and maintain physical environment and assets. Promote the area.	Enhance economic development, improve the physical environment, improve and maintain public parking, work with the City of Calgary to deliver municipal services and advocate for policies and practices that support economic vitality.	Improve, beautify and maintain property. Develop, improve and maintain public parking. Marketing and promotion.

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Board Size & Composition	<p>Downtown BID board consists of 12 directors + 1 Council representative (13 total).</p> <p>Old Warehouse BID board consists of 1 citizen representing the district; 9 citizens-at-large; 1 Council representative (11 total).</p> <p>Each Board must include 1 Council representative.</p>	<p>Board sizes vary between 5-16 directors, depending on the size of the BIA (including Council representatives).</p> <p>Each Board must include at least 1 Council representative.</p>	<p>Board sizes vary between 5-16 directors, depending on the size of the BIA (including Council representatives).</p> <p>Each Board must include at least 1 Council representative; more Council representatives may be appointed to a BIA board, if deemed necessary.</p>	<p>Board sizes vary between 9-12 directors (including Council representatives).</p> <p>Each Board must include at least 1 Council representative.</p>	<p>Board sizes vary between 3-13 directors, depending on the size of the BIA (including Council representatives).</p> <p>Each Board must include at least 1 Council representative; more Council representatives may be appointed to a BIA board, if deemed necessary.</p>	<p>Board size may be up to a maximum of 15 directors; Council may appoint fewer than 15, at the recommendation of the board.</p> <p>Council representatives may be appointed in an ex-officio capacity; Council representation on a BRZ board is not required.</p>
Board Term	<p>Downtown BID – Three year terms; to a maximum of three consecutive terms.</p> <p>Old Warehouse BID – Two year terms; to a maximum of four consecutive terms.</p> <p>BID boards are given the ability to stagger board terms to appropriately plan for board succession and renewal.</p>	<p>Two year terms; to a maximum of three consecutive terms.</p> <p>BIA boards are given the ability to stagger board terms to appropriately plan for board succession and renewal.</p>	<p>Director terms are the same as the term of Council in office - 4 years (as outlined within <i>The Ontario Municipal Act</i>).</p> <p>There is no limitation placed on how many terms an individual may serve.</p>	<p>Director terms are the same as the term of Council in office - 4 years (as outlined within <i>The Ontario Municipal Act</i>).</p> <p>There is no limitation placed on how many terms an individual may serve.</p>	<p>Terms vary between 1-3 years; most BIAs have two year terms.</p> <p>There is no limitation placed on how many terms an individual may serve.</p>	<p>One year terms.</p> <p>There is no limitation placed on how many terms an individual may serve.</p>

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Board Eligibility Requirements	<p>Downtown BID board members must be electors within the City and/or employed within the district.</p> <p>Old Warehouse BID board must have at least 1 representative from the district.</p>	Board members must be a proprietor, director or an employee of a member business.	Notwithstanding the City's Public Appointments Policy , BIA directors are not required to be residents of the City of Toronto.	Board members must be BIA members.	Board members must be nominated by one or more BIA members, to the BIA Board.	Board members must be nominated by one or more BRZ members, to the BRZ Board.
Board Member Appointments Process	<p>City Council appoints BID representatives to their respective boards.</p> <p>When making appointments, Council may consider names for officer/ Executive Committee positions, including a Chair, Vice-Chair, Finance and Administration Chairs, a citizen member in the first year of their term, the City Council member and a City of Regina ex-officio member [i.e. City Manager].</p>	<p>Board members may be elected (or appointed, should the number of vacancies equal the number of interested candidates) at an annual general meeting.</p> <p>City Council then appoints the elected/appointed BIA representatives to their respective board.</p>	<p>Board members may be elected (or appointed, should the number of vacancies equal the number of interested candidates) at an annual general meeting (held in Council election years).</p> <p>City Council then appoints the elected/appointed BIA representatives to their respective board. If a BIA crosses Ward boundaries, Council appoints the directors.</p> <p>Council or Community Council reserves the right to refuse to appoint an individual to a BIA board.</p>	<p>Board members may be elected (or appointed, should the number of vacancies equal the number of interested candidates) at an annual general meeting (held in Council election years).</p> <p>City Council then appoints the elected/appointed BIA representatives to their respective board.</p> <p>Council reserves the right to refuse to appoint an individual to a BIA board.</p>	City Council appoints BIA representatives to their respective boards.	<p>Board members may be elected (or appointed, should the number of vacancies equal the number of interested candidates) at an annual general meeting.</p> <p>City Council then appoints BRZ representatives to their respective boards.</p>

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Board Officer Appointments Process	After appointment, board directors may elect a Chair, Vice-Chair and any other officers it considers necessary from among the members of the board.	Board directors elect a Chair, Vice-Chair, Secretary, Treasurer or any other officers it considers necessary from among the members of the board.	Board directors elect a Chair, Vice-Chair, Secretary, Treasurer or any other officers it considers necessary from among the members of the board.	Board directors elect a Chair and Vice-Chair and appoint a Secretary.	Not addressed.	Board directors elect a Chair and may appoint any other officers it considers necessary from among the members of the board.
Board Committees	No process indicated within bylaws that address committee structure, function and positions.	BID board may adopt rules and procedures to govern the conduct of committees; may establish standing or ad-hoc committees; committees may consist of board members or other individuals appointed by the board.	BID board may establish standing or ad-hoc committees; committees may consist of board members or other individuals appointed by the BID board. Committees are governed by same general rules of procedure for the BID board.	BID board may establish committees as it sees fit to conduct the business of the BID; committees must be comprised of a minimum of 3 individuals.	No process indicated within bylaws that address committee structure, function and positions.	BRZ board may delegate any of its powers to a committee, consisting of one or more directors.
Meetings	BIDs must adopt a procedural bylaw, as per <i>The Cities Act (Section 55.1)</i> . Within individual municipal bylaws, there are no minimum requirements to meet nor are there general or special meeting provisions established.	Must hold a minimum of 8 board meetings each calendar year. Special/general meetings may be convened, as necessary, and must follow meeting protocol.	Must hold a minimum of 4 board meetings each calendar year, including an annual general meeting.	Must hold at least 10 meetings each fiscal year, including an annual general meeting. Special meetings may be convened, as necessary. Boards must hold a meeting for members to discuss budget(s).	Not addressed; boards may establish their own meeting procedures. There are no minimum requirements to meet nor are there general or special meeting provisions established within individual municipal bylaws.	Must hold a minimum of 4 board meetings each calendar year. Special/general meetings may be convened, as necessary, and must follow meeting protocol.
Other Procedures & Items of Note	- Quorum is defined - Address records distribution and management	- Quorum is defined - Include board member election procedures	- Indicates limitations of a board (e.g. must be non-partisan, cannot appeal to another authority, cannot take a position/pass a resolution contrary to Council-approved policy or direction) - Quorum is defined	- Indicates BIA bylaws/policy must not conflict with the City's - Quorum is defined - Council may designate an appointed, non-voting official of the City to attend BIA meetings - <i>The Ontario Municipal Act</i> specifies that the municipal	- Detailed map documents provided with each individual bylaw are clear and easy-to-understand; because of this, descriptive boundary wordings are not included	- Boards are required to have records management procedures - Quorum is defined - A bylaw amendments procedure is outlined within the broad BRZ policy - Address voting procedures

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			<ul style="list-style-type: none"> - Board must appoint a contact person to liaise with City - Detail financial requirements; records distribution and management - <i>The Ontario Municipal Act</i> specifies that the municipal auditor is the auditor of each BIA board 	<p>auditor is the auditor of each BIA board</p> <ul style="list-style-type: none"> - Council may approve budget in whole, in part, or make changes to it but may not add expenditures 		
Board Remuneration	Not addressed within bylaws.	Board members do not receive remuneration.	Not addressed within bylaw. Receipt of gifts/fees, etc. addressed through the City of Toronto's Code of Conduct for Members of Local Boards.	Not addressed within bylaws. Receipt of fees/gifts, etc. addressed through <i>Municipal Conflict of Interest Act</i> .	Board members do not receive remuneration.	Board members do not receive remuneration, except for expenses necessarily incurred as part of their performance as a board member.
Required Reporting	<p>Annual revenue/expenditure statements must be submitted and approved by Council. A narrative description must accompany the specific programs and activities to be undertaken by the BID.</p> <p>Annual report and audited financial statements must be submitted to Council.</p>	<p>Annual budgets must be submitted and approved by bylaw.</p> <p>Annual report and audited financial statements must be submitted to Council and made available to all BIA members.</p>	<p>Strategic plans are to be prepared by each BIA.</p> <p>Annual budgets must be submitted for Council approval.</p> <p>Annual audited financial statements must be submitted to City/Council, in a form required by the CFO.</p> <p>Annual meeting minutes and financial statements are required before Council authorizes its special charge to fund BIAs.</p>	<p>Annual revenue/expenditure statements must be submitted and approved by Council.</p> <p>Annual report and audited financial statements must be submitted to Council.</p>	<p>Annual budgets must be submitted for Council approval.</p> <p>Annual report and audited financial statements must be submitted.</p> <p>Administration prepares an overall BIA annual report to City Council.</p>	<p>Strategic business plans are to be prepared by each BIA.</p> <p>Quarterly 'budget-to-actual' financial reports must be submitted to the City.</p> <p>Annual budgets must be submitted for Council approval.</p> <p>Annual report and audited financial statements must be submitted to Council.</p>

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Disestablishment Process	Disestablishment is permitted once a board ceases to exist.	Rationale and consequences for termination of a BIA is outlined within the consolidated municipal bylaw.	Repeal of a designating bylaw renders a BIA dissolved.	Council may dissolve a board of management and repeal a designating bylaw.	Disestablishment procedures are contained within the <i>Regulation</i> document.	Disestablishment procedures are contained within the <i>Regulation</i> document. A process for disestablishment is also contained within the broad BRZ policy.