

# Supplemental Report – Governance Review – Business Improvement Districts – Governance Structure – Engagement Results

## ISSUE

The City of Saskatoon is reviewing the governance structure and processes for its Business Improvement Districts (BIDs). The first report pertaining to this governance review was tabled by the Governance and Priorities Committee (GPC) at its meeting on October 21, 2019. This report is now before GPC for debate and puts forward some general recommendations that attempt to build upon and improve the current governance structure. The BIDs were asked to provide feedback on the recommendations. This report presents the feedback received.

## BACKGROUND

This report is intended to be considered alongside the companion report “Governance Review – Business Improvement Districts – Governance Structure”. The detailed history of this matter is described in that report.

## CURRENT STATUS

The Leadership Team Governance Subcommittee (“Governance Subcommittee”) is continuing the process of reviewing and proposing recommendations for potential improvements to the governance of the City’s various Advisory Committees, Controlled Corporations, BIDs and other agencies, boards and commissions established by the City. The report entitled “Governance Review – Business Improvement Districts – Governance Structure” was tabled at GPC’s public meeting on October 21, 2019 for debate at the December 9, 2019 meeting.

Prior to preparing and submitting the “Governance Review – Business Improvement Districts – Governance Structure” report, members of the Governance Subcommittee met with the Executive Directors of the BIDS on March 7, 2019 to discuss the current structure and functioning of each BID. Details with respect to this March 7, 2019 meeting can be found in the “Governance Review – Business Improvement Districts – Governance Structure” report.

A copy of the tabled report was shared with the Executive Directors of each of the BIDs on October 16, 2019 via email. They were advised that the report would be placed on the public agenda of GPC for its December 9, 2019 meeting. The Executive Directors were asked to share the report with their respective Boards and provide feedback on the recommendations. The Governance Subcommittee offered to meet with the Boards to answer any questions.

The Governance Subcommittee further communicated with the Executive Directors via email on November 7, 2019, attaching a letter from the Governance Subcommittee. The purpose of the November 7, 2019 letter was to provide guidance on the type of questions that should be considered by the BIDs when providing feedback to the Governance Subcommittee.

The Governance Subcommittee received a request from the Broadway BID to meet with members of the Core Committee. The Core Committee met with the Broadway BID on November 18, 2019. The other BIDs did not request to meet with the Core Committee.

The BIDs submitted a collective response to the “Governance Review – Business Improvement Districts – Governance Structure report” which was provided to the Governance Subcommittee via email on November 29, 2019. This response is attached to this report as Appendix 1.

## **DISCUSSION/ANALYSIS**

The Boards of each of the BIDs were encouraged to provide written feedback on the “Governance Review – Business Improvement Districts – Governance Structure” report. The Core Committee representatives undertook to organize and assemble the information for presentation to GPC if the comments were received by November 29, 2019. Appendix 1 presents the comments received from the BIDs related to the respective recommendations of the Governance Subcommittee.

Overall, the BIDs are in support of the recommendation for a Consolidated BID Governance Approach as outlined in Option 1 of the “Governance Review – Business Improvement Districts – Governance Structure” report. The BIDs’ communication did, however, contain suggestions for areas they would like to maintain flexibility or autonomy. Many of these suggestions relate to the governance details which will be the subject of the next report. The Governance Subcommittee will continue to work with the BIDs as additional information is brought forward.

The main areas where the BIDs identified suggestions or alternate recommendations include:

- **Board Composition and Eligibility**
  - The BIDs would like for each individual Board to determine the appropriate mix of skills and experience for members. They would like to maintain flexible eligibility requirements as it is sometimes difficult to recruit people to volunteer. The BIDs would also like to invite members of non-profit organizations to serve on the Boards as, even though they do not contribute to the levy, they contribute economically to the areas.
  - All BIDs were supportive of maintaining a Councillor as a voting member of the respective Boards.

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- Board Committees
  - The BIDs would like for the decision to have committees of the Boards be within their purview. The BIDs do not wish to add extra commitment to their Board members unless it is warranted.
- Membership Structure and Participation of Members
  - Mandated participation or responses from members is difficult to achieve at times with respect to certain events or surveys.
- Reporting/Performance Requirement
  - The BIDs welcome open communication with City Council but would not like to see unnecessary reporting being mandated.
  - The BIDs would also like Human Resource matters to remain within the Boards' purview.
- Alignment with City Council's Strategic Goals
  - The BIDs would like to remain autonomous with their strategic plans so that they can give honest feedback to the City.
- Purchasing Policy
  - The BIDs would like flexibility in their purchasing practices. Often they do not undertake complicated or expensive projects that would require a formal tendering process.

In addition to these suggestions, the BIDs commented that they would like to see a mechanism built into the governance document that clearly explains the process to change their boundaries and would also like to see information that clearly explains the fiduciary responsibility of Board members and identifies the insurance provided by the City for Board members.

The Governance Subcommittee will consider these comments when drafting subsequent reports and will continue to work with the BIDs on these issues.

In addition to the written feedback, all the BIDs were encouraged to attend GPC for the debate of the report and recommendations.

### **NEXT STEPS**

Further analysis, research and development will be completed in accordance with the direction of City Council arising out of debate of the "Governance Review – Business Improvement Districts – Governance Structure" report. The BIDs will continue to be engaged during the process.

### **PUBLIC NOTICE**

Public Notice pursuant to Section 3 of Policy No. C01-021, Public Notice Policy, is not required.

**APPENDICES**

1. Letter from the BIDs dated November 18, 2019

**Report Approval**

Written by: Christine G. Bogad, Director of Legal Services  
Shellie Bryant, Deputy City Clerk  
Candice Leuschen, Executive Assistant to the City Solicitor

Reviewed by: Joanne Sproule, City Clerk  
Mike Jordan, Chief Public Policy & Government Relations Officer  
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Approved by: Cindy Yelland, City Solicitor

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