

# Downtown Event and Entertainment District Advisory Group Composition and Terms of Reference

## ISSUE

This report outlines the proposed composition and terms of reference for the Advisory Group that is intended to support the Administration and City Council within the governance structure for the Downtown Event and Entertainment District project. The Advisory Group is just one group of many that will be assembled to fulfill specific roles in the overall governance structure for the project. For example, project teams will be assembled to work through design details of specific facilities such as the event centre/arena and convention centre.

## BACKGROUND

At its August 23, 2021 meeting, the Governance and Priorities Committee (GPC) received an information report entitled "[Downtown Event and Entertainment District – Project Governance](#)," which outlined the governance structure envisioned for the project. Following this meeting, the Administration held meetings with the Board Chairs and Chief Executive Officers at SaskTel Centre and TCU Place to solicit their feedback on the project governance approach and structure and where these organizations would connect with the project. In addition, the Administration reviewed various terms of reference for the City of Saskatoon's (City) advisory committees and comparable groups in other jurisdictions.

There are dozens of individuals and organizations who would be considered valued members of the Advisory Group, which will provide input pertaining to future decision reports to City Council from the Administration relating to the project. From the feedback received from meeting with the Board Chairs and Chief Executive Officers at SaskTel Centre and TCU Place, and further review and assessment by the Administration, the following qualifications are considered important for members of the Advisory Group:

- Demonstrated civic pride and future vision with the knowledge, interest, or expertise to facilitate a successful implementation of the Downtown Event and Entertainment District project. The City would seek representatives with a range of expertise and experience, including infill development, Indigenous partnerships and placemaking, high-performance building design and construction, urban realm development, tourism, community building, capital project financing, and arena and convention centre functional programming;
- Demonstrated experience with the planning, development, and construction of large-scale projects;
- Ability to commit time to attend meetings and participate in other activities undertaken by the Advisory Group;

- Demonstrated political acumen and connections with officials at provincial and federal government levels;
- Demonstrated entrepreneurial spirit;
- Demonstrated skill set to include visionary and strategic thinking, and team and consensus building;
- Ability to communicate effectively verbally and in writing; and
- Ability to work collaboratively.

Individual members would not need to meet all of these requirements, but the formation of a diverse Advisory Group with all of these qualifications as a whole is desirable. Also, representation on the Advisory Group should reflect the demographics of the community, and consideration could be given to members with the preferred qualifications and attributes from outside Saskatoon. These requirements would form part of the application package that will be issued when soliciting applications for membership in the Advisory Group.

The August 23, 2021 report to GPC proposed that the Advisory Group consist of up to eight external representatives plus one member of City Council who would act as Chair. Based on further review since the August meeting, the Administration is proposing the number of representatives be expanded to accommodate a broader cross-section of external representatives and up to three members of City Council. The size of the Advisory Group should be limited to 15 representatives or less in order to manage its mandate as efficiently and effectively as possible.

### **OPTIONS**

The following options were considered for the composition of the Advisory Group.

#### **Option 1 – Open Call**

In this option, an open call would be issued to the community, and interested parties would complete an application form detailing their suitability based on the preferred qualifications. City Council would select up to three representatives of City Council to sit on the Advisory Group and who would be responsible for reviewing the applications and selecting up to 12 external representatives to recommend to City Council for approval. City Council would also designate one of the City Council representatives to chair the Advisory Group.

This option would provide potentially greater certainty that the representatives will possess the preferred qualifications, and potentially broader representation, from across the community. However, there is a risk that some key stakeholder agencies and partners may not be represented within the Advisory Group, and greater time and effort would be required to populate the Advisory Group.

#### **Option 2 – Designated Agency Representatives and Open Call**

In this option, the majority of the external representatives on the Advisory Group would be nominated by designated agencies. As with Option 1, City Council would select up to three representatives of City Council to sit on the Advisory Group and a City Council

representative to chair the Advisory Group. Up to five positions would be non-agency positions and filled through an open-call process identical to that outlined in Option 1.

The proposed composition of the Advisory Group under this option is as follows:

- 1 agency representative of the Saskatoon Tribal Council;
- 1 agency representative of the Métis Nation–Saskatchewan – Western Region 2A;
- 1 agency representative of the Downtown Business Improvement District;
- 1 agency representative of the Riversdale Business Improvement District;
- 1 agency representative of Tourism Saskatoon;
- 1 agency representative of The Greater Saskatoon Chamber of Commerce;
- 1 agency representative of the North Saskatoon Business Association;
- Up to 5 representatives from the open call; and
- Up to 3 members of City Council.

With this option, various key stakeholder agencies would be represented within the Advisory Group. However, there is potentially less certainty that representatives will collectively possess all of the preferred qualifications, and potentially more limited representation, from across the community.

The proposed terms of reference for the Advisory Group are attached in Appendix 1.

**RECOMMENDATION**

That the Governance and Priority Committee recommend to City Council:

1. That the composition of the Advisory Group outlined in Option 2 be approved;
2. That City Council confirm the City Council representative(s) to serve on the Advisory Group;
3. That City Council confirm the City Council representative to act as Chair of the Advisory Group;
4. That the Administration coordinate with the City Council representatives to prepare and issue the open call and agency call for representatives on the Advisory Group; and
5. That the proposed Terms of Reference for the Advisory Group be approved.

**RATIONALE**

Having key stakeholder agencies represented on the Advisory Group will be tremendously important for the successful development and funding of this project; therefore, Option 2 provides a reasonable balance of designated agency representation combined with representatives from an open call.

The Advisory Group is intended to provide valuable advice, input, and recommendations to the Administration and City Council and, therefore, it will be beneficial to have a City Council representative to chair the Advisory Group to guide discussions in alignment with its mandate.

The Chair would have voting rights in the event of a tie of any vote of the Advisory Group. The other representatives of City Council on the Advisory Group would be non-voting members intended to act as liaisons and assist in supporting constructive discussion, consensus, and decision-making at meetings of the Advisory Group.

**FINANCIAL IMPLICATIONS**

At this time, there are no financial implications. These will be considered during future project stages as required.

**ADDITIONAL IMPLICATIONS/CONSIDERATIONS**

There are no communications, Triple Bottom Line, policy, privacy, or CPTED implications or considerations at this time. These will be considered in other future reports as required.

**COMMUNICATION ACTIVITIES**

If the recommendation is approved by City Council, the Administration will coordinate with the City Council representatives to prepare and issue the open call and agency call for external representatives on the Advisory Group. The open call will be advertised through a public service announcement, City Page advertisement, social media, website, and targeted promotions to reach all demographic groups. Once this process is completed, the Administration will report back to City Council with the recommended representatives for the Advisory Group membership appointments.

**APPENDICES**

1. Draft Terms of Reference for Downtown Event and Entertainment District Advisory Group

**Report Approval**

Written by: Dan Willems, Director of Technical Services  
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Approved by: Jeff Jorgenson, City Manager

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